



Mestrado em Ciências da Comunicação – variante de Cultura, Património e Ciência

A general overview of global trends affecting Marketing Agencies worldwide in the XXI century, with special focus to the concept of Digital Transformation tendencies.

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M

2016



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Relatório de estágio realizado no âmbito do Mestrado em Ciências da Comunicação orientado pelo Professor Doutor José Azevedo

Faculdade de Letras da Universidade do Porto

setembro de 2016

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Classificação obtida: 13 valores

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I. Introductory Note

My time in the University of Porto has taught me a lot about how learning methods can be different in different countries, and this university certainly has a way of teaching which advocates much more for using logical reasoning in order to prove that one has actually learned, much different from my previous university experience in Spain, which relied heavily on memorizing and repeating.

I want to thank the University therefore, for the excellent method that has helped me use my critical thinking not only in the classroom, but also outside of it applied to my daily life, and that I will take with me in my professional career.

I want to thank my tutor and professor, Manuel Azevedo, for the assistance he has given me, both when I was physically present but also through online means, as well as for the two subjects he taught me, which brought to my knowledge many of the forward-thinking initiatives and trends that I now work with, on a daily basis. Thank you.

I want to thank all my wonderful classmates, all the important people that came into my life while I lived in Porto and my family and friends for the great support they have given me, without which I wouldn't have made it thus far.

To everyone that has contributed to my personal and profesional development, thank you.

II. Introduction

Shanghai Jungle is an online marketing agency focused on advertising European touristic institutions to the potential Chinese traveller visiting Europe. On their website we find an introductory text which summarizes their reason for existence: *“China's online market holds enormous potential for foreign brands. We've made it our business to understand how things actually work, and help our clients with all their needs opening shop, selling through partners, pack-shots and marketing materials, after sales services, warehousing and payment systems. Our solutions are hands-on and delivered without any fuss.”*

Shanghai Jungle is based in Shanghai (China) and had been up and running for roughly 2 years at the time of my internship (August 2015). And while publicly they claim to focus mostly on helping clients market themselves in the Chinese market, after conducting some Skype interviews, I was told I'd be hired for content development of a non-launched tourism app on European destinations, which would be translated into Chinese. I had been living in Porto for a year, and therefore I would be writing about destinations, shops, restaurants, festivities and other events occurring in Porto and its surrounding cities. I would work full time from July to December, initially in content development as the main purpose of my internship, serving as occasional support on marketing and sales.

III. Reflection/ research on a topic resulting from the internship experience, and that relates it with the state-of-the-art on the matter of cause.

Shanghai Jungle represented a company that relied heavily on its digital capacities in order to conduct businesses. Clients were across the world in Europe, and often knew nothing about the physical organization and functioning of the company, while the services provided in China mostly relied on Social Network advertising.

In the current business environment, globalization and digitalization trends enable physical boundaries to fade while relationships remain solid and strong across the planet. Small online marketing agencies such as this one can make good business with low investment in offices or equipment, and thus strive in growth and notoriety in its sector. There are real opportunities that can and should be seized.

After the internship I realized how only in the 21st century had it become possible to conduct business without geographical boundaries being an obstacle, but rather being exactly what created opportunities for small marketing agencies with low budgets to succeed.

The topic of research of my choice has therefore been an analysis of the trends affecting Digital and Online Marketing Agencies in the current business environment, looking at the possibilities of digital technologies and the digital revolution, in order to better understand the factors that determine success or failure of these kinds of companies.

The evolution of marketing has occurred hand by hand with the technological advances that have enabled its growth. When analyzing the technological impact on the industry it's important to highlight that "marketing isn't about technology, it's about people: technology is only interesting, from a marketing perspective, when it connects people with other people more effectively" (Ryan, 2014)

"The competition for customers is shifting to the online channel; the Internet of Things promises new product and management options." (McKinsey & Company, 2016)

Once this research is conducted, the information gathered will be compared against the existing structure and methods of Shanghai Jungle in order to better understand the major issues they had to make the business move forward, and

how the connectivity that arises from the technological revolution we are experiencing, enables for new types of businesses to thrive with low capital investment. I will also compare it to the functioning of my current place of work, Territorio Creativo, a digital advertising agency focused on digital transformation, and a reference in social media and strategic communications consultancy in the Spain. Territorio Creativo relies heavily on digital strategy branding and positioning, both for himself as well as for his clients, while Shanghai Jungle found itself trying to reap the potential rewards of digitalization without fully understanding the dynamics of it and the necessary structure to fulfill it.

“Digitization is changing industry boundaries and dynamics. In articulating their digital vision, companies must first identify the position they want to occupy on the digital terrain, with respect to data, services, and devices. More precisely, this means finding the points in the value chain where digitization would make the largest revenue contribution in the next year or two.” (McKinsey & Company, 2016)

Therefore, we will first understand how the arrival of digital and online technologies affected the way business was done and more specifically the advertising sector, with special focus on advertising agencies. We will then review this information against the internal functioning of Shanghai Jungle, as an example of bad practices, while comparing it to Territorio Creativo, a company that 6 years ago was nearly bankrupt during the recession and at a start-up form, and managed to throw itself into corporate social networks management by developing quality content and creativities aligned with brand positioning strategies.

“Content in its myriad different forms is the currency that digital marketers use to engage, interact and influence their customers. Content is one of the few marketing channels that allows marketers to contact their potential customers along all phases of the customer cycle, during research, purchase and review” (Ryan, 2014).

Territorio Creativo managed to grow out of its start-up size into an internationally expanded (UK, Colombia, Peru and Mexico), well-supported firm with solid profits

and several accounts (clients) that markets itself worldwide.

A general overview of global trends affecting Marketing Agencies worldwide in the XXI century, with special focus to Digital Transformation tendencies.
// The concept of transformation (digital transformation).

In the midst of the XXI century, almost all industries without exception face a radical transformation embedded in changes in the ways business is conducted, as newer technologies enable both the digital enterprise and the digital consumer to interact through new channels, with newer and countless varied possibilities.

According to Mckinsey's representatives the value in digitalization is greater than anyone predicted. This impact can already be shown in digital forward sectors such as retail and financial services. (McKinsey & Company, 2016)

Nearly all kinds of businesses can harness the power of the online revolution and digitalization to connect with a new type of consumer, who takes this pervasive technology and integrates it seamlessly into their everyday lives in ways never thought of before. (Ryan, 2014)

With the abundance and diversity of content online, consumers become more likely to become engaged in particular interests and hobbies, generating greater communities of like-minded individuals who find themselves online. The world slowly fragments into smaller niche groups with higher demands, and a stronger voice (Ryan, 2014). These changes will be embedded in the process of digitalization which will necessarily incorporate every insight and every need and want from the individual consumer into everyday operations.

But what changes can be perceived in the consumer demands? How have digital technologies leveled the playfield for a new type of consumer? Which is the best channel and means of reaching them? How can organizations compete in this environment and which segment of the digital terrain should they pick?

3.1 NITs and first digital advances

In the 1990's companies in Europe and North America began to invest in what we can NIT, or New Information Technologies, realizing that a technological revolution had began and would take over major changes in nearly every industry. However, at this time, NITs were an extremely costly resource, and therefore investment should be chosen with caution. Companies paid huge amounts of money on Websites, new types of software, mobile communications,... and so on. (Technology, 2003)

We can therefore identify this period as the first step towards digital transformation, it being understood in a very different way as we do nowadays. This tendency to invest in order to keep up with newer technologies, and not lose market share, intensified during the first decade of the XXI century, when digital technologies became a part of every consumer's every day life.

The trends that marked this period, set the field for a posterior digital transformation that would become as important as it has:

- **Electronic deliverability:** In the era of services, several products and services became readily available to deliver electronically.
- **Information intensity:** All products come with information content, but in this period a dramatic increase of the information delivered with each product became a necessary part of the consumer's demands.
- **Customizability:** Now more than ever, a tailoring of each company's offering to the individual consumer's needs and preferences became necessary in order to succeed in the marketplace.
- **Aggregation effects:** NIT brings with it the potential to aggregate different types of products in a single company's offering; the way Amazon began selling books and nowadays sells just about anything.
- **Search Costs:** Greater transparency in transactions and highly simplified and more accessible information gathering make information much more readily available than ever before.

- **Real-time Interface:** Both for companies and consumers, the real-time of new information becoming readily available makes companies need the technology to respond to consumer or industry needs at the right time, and before their competition.
- **Network Effect:** With the rise of Status Goods (good we purchase not so much for its utility as much as for the status implicit to those who own it) in the market, owners of suchs goods become drawn to one another, generating a sense of belonging that can become, if well exploited, a powerful source of revenues.

In summary, the New Information Technologies (NITs) carried with them the seed for the current digital transformation: by providing publicly available, real-time information for both consumers and organizations, by allowing anyone to have part of the product or service delivered to them digitally, by generating known and traceable networks amongst consumers as their opinions began to impact managerial decisions and in turn allowed companies to customize their value-offer to individual consumer needs. All these changes set the way for the digital transformation that is now occurring in many industries already.

While knowing how NIT changed the playfield for most, it becomes important to analyze a little closer the concept of digital transformation, what areas it encompasses as well as the history of how it's become as important as it is today.

NIT allowed most companies to come up with a website, thus creating a digital channel that connected the organization with its consumers. While these websites would at first replicate the information of conventional printed brochures and basic contact information, they soon grew in complexity and size, establishing new and meaningful ways for customers to share their thoughts and opinions about the company and its services, online for the first time.

Over first decade of the 2000s, more processes were developed to support and better analyze customer interactions, the innovation of companies was done for the first time solely to support the new digital channels. New media marketing

became more popular as consumers kept investing in the capabilities of their websites and later on their phone apps which allowed for greater business volume and new customer interactions.

3.2. The Digital Transformation

Companies began to appreciate the potential in these tools, and realizing how some of the gathered information from online customer interactions helped them improve in unexpected ways.

On the one hand, the internet puts consumers in control like never before, but it also provides a set of tools and information available to marketers to develop techniques and tactics that better suit the needs of these consumers. However, digital transformation is not only about gathering the most information on the consumer, but also changing and adapting the different touch-points, where the consumer interacts in any way with the firm, to better adapt to individual needs.

The arrival of businesses to the world of social networks was a milestone in digital transformation, as it multiplied the number of channels available for companies. New social and mobile channels gave need for a dedicated digital team that would help integrate core digital processes in order to continue growing digitally. Firms who truly invested themselves in this transformation soon began to reap the rewards, while the laggards of the industry invested little in these and questioned much the usefulness of these new channels.

Having a digital team focused on new digital opportunities, digital interactions soon became the major form of electronic communication. At the same time, new integrated digital processes in supply chains and shareholder & community management began to be developed. Digital communication formats began to standardize, and organizations could suddenly leverage large amounts of data that if properly gathered could provide certain forward organizations with valuable insights that could result in a competitive advantage.

“With the potential in connectivity new platforms that connected all players in the industry, eventually employee, contractor or supplier had a less secure meaning in a networked world.” (The Edge, 2016)

The boundaries of the organization began to fade as connectivity through digital means (not only PCs but now Smartphones and other devices) and evolved and competent information-gathering channels (online stores, social networks, virtual chat on website...) allowed for more effective strategies, greater agility to adapt to changing consumer needs, and ultimately new digital ways of organizing work. (The Edge, 2016)

Many argue that digital transformation is only on its early stages, it is said that the digital changes to come will revolutionize all industries. The belief that digital transformation will keep moving us forward should be the major motivation upon embarking in it.

However the question of whether we truly understand the concept of Digital Transformation is an interesting area of analysis. What theoretical basis do we have to better understand it? What has its impact been on Marketing?

Firstly, understand why it is called a transformation and not a mere change. Change means implementing finite initiatives, a shift in the way things are done. Transformation goes beyond a defined change, as it implies reinventing the organization, discovering new ways of conducting business based on a vision of future, and calling for a new set of cultural values that all employees should understand and eventually grow into. It is a process with less defined finishing dates, as it should be an ongoing process of change, without necessarily being achieved at any given date. (Engineering Digital Transf. Mkt)

The factors that trigger the need for a Digital Transformation are the changing customer needs; consumers that expect to be able to purchase get customer service at any given moment, regardless of geo-location, the new kind of competition; which identifies new consumer needs through data management and

micro-moments leaving behind them traceable and valuable insights as to what they might have interest in and need, and new technological advances; which allows for a better communication between customers, based on knowledge gained through consumer insights perceived via online activity, mostly on Social Networks (Iliuță NEGRICEA, 2016).

However, it is interesting to analyze a little further the technological milestones that have given rise to a digital marketplace, changing our concept of “Business as Usual”, which could be being redefined to never go back to what it once was.

3.3. Digital Adaptation

“Mobile adoption is truly global. Mobile devices are so ubiquitous that there are more people with mobile devices than there are with toothbrushes in the world (Mobile Marketing Association, 2016)

And this trend doesn't only affect developed economies such as Europe or North America, in fact it seems developing nations might be the ones catching up faster on mobile technologies. “Mobile technologies emanating from China and India alone account for one third of mobile devices worldwide” (Mobile shopping Marketing) . If we expect our customers to reach us increasingly through their cell-phones certain adjustments need to be made in order to make the customer experience optimal. The most important feature would be interface usability, which refers to issues such as whether the website is fully accessible and maintains the same usability on a mobile device as it would on a regular computer. Another one is development of phone apps which include the functionalities one would expect to find on the website, plus new features which were hard to imagine before. A good example can be how banking apps now allow us to transfer, receive, invest and manage our money from the comfort of our phones, instead of having to go to a physical branch, on business hours to conduct our everyday account operations.

“The influence of mobile on shopping extends well beyond in-store use of mobile devices. It affects every stage in the shopping cycle of not just the shopper but also his/her social circle.” (Mobile Marketing Association, 2016)

Amazon is a great example of how consumer excellence can impact directly the results of a firm. Tony Hsieh, CEO of Zappos said: “We made the conscious decision that the customer experience above short-term profits. What do we want Zappos to stand for in the long term? Zappos having the very best customer service, everything else falls together.” (Younge, Tong and Fleming, 2014) – Besides developing an outstanding app designed with the upmost usability, it incorporated features like keeping you logged in for new sales, track your order real-time on a map, product videos and 360 degree vision of them, and a new feature which allows the user to take photos of clothes seeing on the street, with the app finding the most resembling product, even if from a different brand.

By improving the customer experience in such an innovative way, Tony Hsieh managed to recover from its losses and turn their company’s worth around into a \$1.2 billion dollar acquisition, as they were eventually purchased by Amazon.

“Mobile shoppers desire clean, easy-to-use sites and apps and perceive self-service as the main value derived from mobile” (Mobile Marketing Association, 2016)

Fleming The obvious consequence from this statement is the knowledge that a new shopping journey arises, which differs greatly from that of a physical store. For example, it is important to become a regularly used app on the customer’s phone, as the average smartphone will have 40 apps, but only 15 of those will be used regularly (Mobile Marketing Association, 2016).

With mobile marketing becoming a reality (being aware that by mobile we mean any kind of device besides a computer, so phones and tablets for the most part), for the first time there is no limit in the number nor the reach of a firm’s marketing efforts.

In this new context, clients have greater access to information, which in turn represents greater power and alternatives at his reach. The era of the consumer

can be the definite strategic validation of Marketing in firms. Several opportunities arise as technological advancements facilitate an increasingly central role of marketing in firms; the new omni-channel customer experience or new insights attainable from Big Data Analysis are key factors that explain this shift in importance, as there is a case for real value generation within the organization (Villaseca Morales, 2016).

3.4. Digital Marketing

What are the digital challenges faced by innovation and marketing?

At first digital marketing was understood under an excessively tactical perspective, for example the goal to attain a few thousand fans on a Facebook page. However, as digital marketing evolves and consolidates, the potential of digital transformation is much greater than expected, as well as more strategic. Companies that succeed in this domain are the ones that manage to transform their own sector's business models.

An example of this is the case of Alibaba and Jack Ma. Jack Ma's success when creating Alibaba was a simple concept: putting in contact small and medium sized manufacturing enterprises with online buyers across the world, after four years of growth it was called TaoBao, and currently accounts for a 2% of the Chinese GDP. In 2013 Alibaba had over 700 million registered users, remains one of the most visited websites worldwide and managed yearly sales of \$160.000 Million (Villaseca Morales, 2016).

The new technologies achieve greater transparency in terms of company offer and operations, giving the consumer a great power. As a consequence firms define strategically the experience it offers to its customer in every interaction, physical or digital. Creativity is an important way to collectively approach the needs and individual issues of each client.

However as the impact of digital marketing overpowers that of conventional marketing efforts, the metrics used to measure it need to necessarily change. It is obvious that, Marketing is a form of investment that should produce measurable gains to the company, in order to maintain stakeholder and shareholders happy.

However we can no longer expect these gains to be measured only by directly measurable increases on profits and sales, but rather understand them as initiatives that will generate results over the long-term.

“Marketing agencies can thrive over the long term by recognizing the great need Marketers have for stable, clear-eyed, fresh-thinking partners” (RSW/US, 2016).

This can be translated as follows: we can not set directly measured profit goals in order to measure the success of Digital Marketing efforts, but rather look a long-term growth and client base that support the organization with loyalty. This links us back to the concept of transformation, which is gradual and ongoing rather than a process with a defined beginning and end.

Therefore with digital advertising new metrics such as click-through ratio, help us more accurately measure the impact of its actions. These metrics can be more directly linked to intangible but valuable asset generation, such as Brand generation, which is one of the most relevant sources of value. In this sense, the organization needs to develop metrics that allow it to monitor brand value over time (Villaseca Morales, 2014).

In 1898, Elias St. Elmo Lewis founded one of the first Advertisers' Agency by formulating an expression that would define the purpose of Marketing and advertising; AIDA: Awareness, Interest, Desire and Action. It consisted on making an offer known on a massive scale by making it interesting and appealing to the consumer, finally generating a purchase or conversion (Wikipedia, 2016).

Annex 2: AIDA Model

And while the AIDA model still holds true in its core, the transformation of the consumer makes this model slightly obsolete in the XXI century. In other words, organizations cannot settle by achieving notoriety without providing afterwards an excellent service, as online users will soon find negative opinions online if the set expectations don't match reality. Blogs, social networks, forums and other forms of online media ensure that transparency about service quality, treatment and value is available to any potential consumer.

This is because the client funnel has changed: before the digital era, when a person was faced with the decision of which insurance company to pick he would have in mind 5 or 6, he would eventually ask for budget on 2 or 3 of them and finally chose one of them. However, the internet widens the top of the funnel as search engines can compare automatically thousands of options. There are also several opinions online that will narrow the decision process to a single final company, but what's clear is that this consumer will never pick a company that hasn't had good relationships and reviews by its clients, no matter what the price or offer.

So having analyzed the major changes faced by all industries and types of companies, we now will further analyze how these changes have affected the global marketing agency, in order to better understand the current role of these types of organizations so intimately connected with all the trends and changes described above.

3.5 The digital marketing agency

With the landscape in which advertising and marketing agencies operate, changing at the speed of technology, anticipating major changes and high adaptation becomes a must for the agencies' survival. The main trends influencing agencies since the arrival of digital transformation are the following:

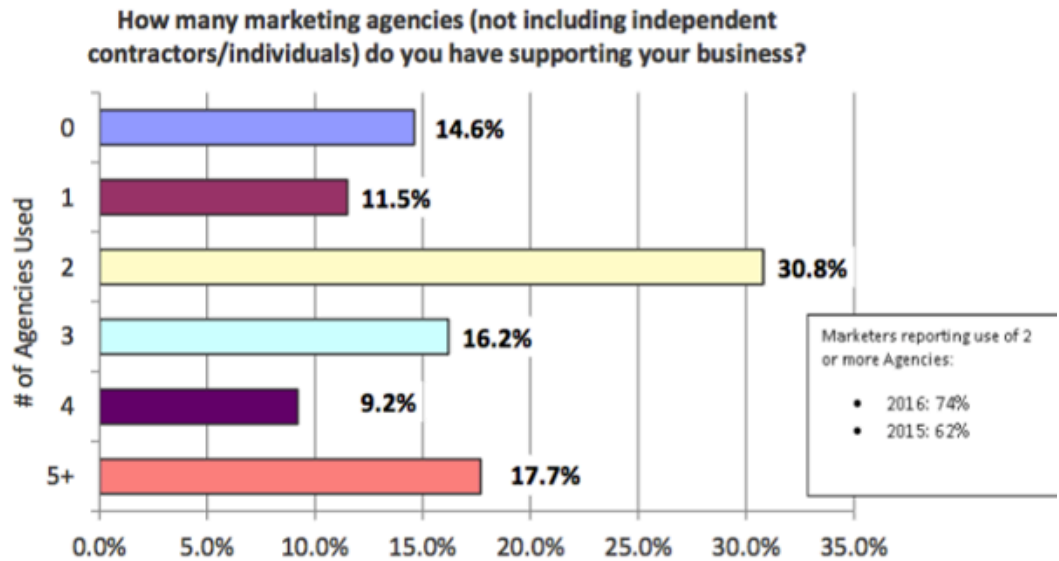
- There will be an emergence of marketing technologists; people integrated with digital DNA and technology sagacity. Those up to date with the newest apps, software and technological advancements that can deliver the service of excellence that the client demands.
- Marketing will shift from a global scope to a personalizing scope. In the context of globalization, marketing seeks to become more localized; geographically, demographically and ultimately more individualized. The trend will be less centralized, and aimed to exert local and regional influence.
- There will be a growing focus on Internal Communications as a marketable asset. Using the existing technology to create platforms that ensure ongoing communications amongst firm employees. A key to success in the new marketing agency will be translated in consistent flow of communication

which allows agile adaptation to market needs and up-to-date changes.

- With the arrival of social media, marketers will not only look at the likes, shares, tweets or click-through rates. The best marketers will analyze huge amounts of consumer data, and use the knowledge attained to an ongoing adaptation of their real-time marketing.
- Consumers exert their newly gained power of influence, the idea that brands need consumers much more than consumers need the brands is a reality, and the transparency mentioned above is the underlying cause for this.

These are merely superficial and rather obvious trends, that could very well be applied to many types of organizations, even non-marketing related ones. However, there are new tendencies that can help us better understand the role of marketing in these age:

- Up to recently, some of the most successful marketing agencies would be those offering a full-range of capabilities, that could be applied to many types of brands, activities, and marketing channels. Partnerships often followed the Agency Of Record (AOR), or the exclusive partnership between a marketer and its agency. These agencies would more often than not lack expertise in a single area, while offering a general understanding of marketing knowledge. “Agency of Record arrangements dominated the ad industry, primarily because agencies knew the traditional platforms of broadcast and print well. AORs didn’t manage to convince clients that they could handle the speed and complexity of the new interactive and social platforms as well. Now, marketers are increasingly seeing instances where moving forward without an agency of record was not only possible, but also beneficial.” (Dan,2015)



74% of the marketers analyzed on RSW/US Report have more than two agencies working for them, and 17% use more than five partners (Oetting, 2016). As businesses increasingly resort to more than one agency, for different purposes, the value of specific in-depth knowledge becomes the key to success. From the agency's perspective, it requires being proactive on project scoping and qualifying the right kind of clients, to avoid draining the agency's resources on non-related projects.

- Expertise knowledge on analytics, and being able to extract valuable insights will be key in the agency selection process. Partners who manage to convert the available data sources and turn them into a more targeted and personalized marketing efforts for the individual consumer – from CRM to social and email – will be successful. Implicitly, it becomes necessary for every all team members to acquire prior data analysis knowledge. Qualifications such as the [Google Analytics Individual Qualification](#) or becoming [Inbound Certified](#).
- A market segmentation where marketers remain focused on traditional media (Written media, TV and Radio) while agencies are only anticipating media tactics to be in demand. Agencies should try to avoid resorting only to digital approaches, but rather exploring to exploit all the possibilities, to attain the profit and impact goals established. Therefore, it becomes necessary to achieve specialization on a marketing area, but distributed on

several mediums (Oetting, 2016).

In order to better illustrate these general trends, a review of statistical evidence is necessary, in order to better contextualize the scope of my internship in an online marketing agency in China, as well as my later experience in a digital marketing agency in Madrid.

These general trends should be viewed from two perspectives, that of the Marketers who need to integrate one or more agencies in their budgets and strategies, using them strategically to attain their marketing goals; and that of the Agencies, who face an increasingly competitive environment.

The relationship between both can be complicated. Marketers want their agencies to help them exploit new opportunities for their brands, while Agencies seek their marketer's cooperation in order to be able to help them go there.

What are the main concerns of Marketers about Agencies?

1. Lack of knowledge of the business/sector.
2. Lack of speed of adaptation.
3. Lack of strength on data analysis.
4. Overemphasis on new media (digital, mobile...)
5. Lack of value added for the cost of their service.

What are the main concerns of Agencies about the Marketers?

1. No trust and commitment, with high leadership turnover.
2. Settling for "safe" decision, "risk-aversion".
3. Inability to define measurables.
4. Ignoring traditional media
5. Increase in project work (specific project budgeted outside of regular agency fee), decrease in loyalty.

We can observe there is a direct relationship between the concern of both parties, so it seems another concern that arises from this is that is ironic that an industry so communication-driven, the main element missing from this relationship is

better communication amongst them. (RSW/US, 2016)

The main specific concerns of Marketers are 1) lack of ability of their agencies to figure out the digital/data-analysis revolution, 2) agencies claiming capabilities they do not possess and 3) cost/value frustration. This reveals that marketers need a committed partner with strategic capabilities, rather than an agency that approaches the Marketer with a vendor mentality.

On the other hand, Agencies worry about changing leadership and timid leadership, organizational bureaucracy impeding properly executing plans, unrealistic expectations of Return of Investment (ROI), and high expectations on social media.

In conclusion there is a need for both parties to come closer in aligning their expectations with one another.

The cost-cutting mentality that prevailed in Agencies during the recession seems to be replaced by a willingness of companies to reinvest in their businesses. 93% of Agencies state they will increase their investments in their own marketing “somewhat” or “heavily” (RSW/US, 2016)

This is because agencies are realizing the increase on competitive pressures in the sector.

Marketers seem to also be willing to further invest in their marketing and advertising with 62% of them expecting to invest “somewhat” more or “heavily”. This statistic is even more encouraging knowing that it’s grown by 10% since 2015 (51%).

The expectations of change on types of media spending shows some discrepancies between Marketers and Agencies, while the latter expect little or no growth on traditional media, 34% of Marketers expect to increase “somewhat” or “heavily” traditional media spending (RSW/US, 2016).

This table shows the anticipated change in spending by type of media. Looking at it closely we can identify that on general terms Marketers and Agencies agree on the

direction of the investment, even if differing on the exact magnitudes. We can clearly identify 3 segments with different trends:

1) Social and Mobile expenditure increasing at a significant rate of around 50%, 2) Digital at a slightly higher pace of growth (around 60%) given the newness of it and 3) Traditional Media with a comparatively smaller decrease. (Dan, 2015)

The conclusions derived from this part of the analysis can be that it reflects the concern of marketers that agencies might be downplaying the importance of traditional media while moving too fast into digital, social and mobile channels.

The differences in expectations between the parties don't necessarily mean they have different views, but rather different perceptions of what direction and speed the market might change. It is important for Marketers to be comfortable with the pace of change.

Another major trend to be looked at is the changes in the relationship Marketer-Agency. 74% of Marketers have two or more marketing agencies they collaborate with, a 12% increase since 2015 (Dan, 2015)

Conclusively, this theoretical review helps us understand how we've evolved from previous business model where marketing had little importance, or at least a limited impact on results, to the arrival of a digital era in which marketing releases itself from the previous boundaries that held it back. Consumers have gained power and a common voice, and are unwilling to overlook poor customer service, low quality products or services and unfair treatment and demand more and more as the time passes. They have unionized in powerful communities dispersed geographically, with a powerful voice to speak out what needs to go and what stays. Companies need to further analyze who makes up their customer base and take advantage of this knowledge to better adapt their value offer to what the customer wants and needs. Understanding how we came this far into the digital era, helps us foresee the increasing importance it will have for all businesses. Particularly, an analysis of the impact on Marketing, one of the industries most affected by these changes will better help us conceive the current role and boundaries of marketing agencies

such as Shanghai Jungle, and it will serve as reference for the analysis I will develop below.

V. Company Analysis

In order to better understand the functioning of Shanghai Jungle, we need to take a close look at where its money originated from and where it went. This Danish company located in Shanghai had existed for 2 years to help western companies, organizations, museums and tourist attractions enter the Chinese Market. There are several reasons why this represents a unique niche: promoting western brands in rather closed eastern cultures, like the case of China, can be difficult for companies alone. Permits are necessary in order to set up web in the “.cn” domain, social networks have nothing to do with ours, they are often far more developed and active, but western companies know nothing about the way they work, the possibilities they offer, nor what they actually say, as many don't often have English as a visualization option. Moreover language barriers make it difficult to translate certain slogans or catchy phrases in order to make it attractive to the Chinese consumer, same goes for a strong cultural separation which is as hard to understand to us, as ours is for them. Foreign brands have traditionally made mistakes when implementing advertising campaigns that worked in the West, with negative results for the marketers and low response from the target customer.

Shanghai Jungle conducted two kinds of business activity; on the one hand, as mentioned, they offered marketing and market entry services to foreign medium and small companies and organizations (B2B as well as B2C), by supposedly providing notoriety on traditional media and new media, specially social networks and forums.

The introductory text on their website goes as follows: “Already more than 150 million Chinese travel abroad. And importantly: They are rapidly changing from group tourism to independent and semi-independent travel. Whether you are a city, museum, attraction, shop, hotel or restaurant - we can help you capture this market. Our staff are Chinese and Western, and our solutions tried and tested to deliver results.”

On the other hand, the money made by these services was mostly invested into developing an alternative travel guide targeted to Chinese travellers coming to Europe. The layout of the app is intuitive and simple, divided amongst categories such as Eat, Stay, Culture, Local Festivities and Cool Stuff. Two factors help differentiate this app from mainstream competition, such as Lonely Planet or Trip Advisor: 1. The first app targeted specifically towards the Chinese; thus with greater focus on sections such as luxury brand shopping, cultural differences the Chinese tourist might face when first travelling in Europe and culinary preferences, such as quality Asian restaurants they might want to visit. 2. The approach taken by those writing the content of the app; created always by someone from or who had lived in the city of reference. The tone should be the same you would expect from a good friend recommending you an itinerary; for example if one of the most famous restaurants in town is, to the view of the writer, overrated or too pricy for the quality received, it will be stated so in the article.

The app heavily relied on a visual layout, with a slideshow of pictures on top which should be high quality and attractive to the reader. There should be enough text to cover the basic features of the location, restaurant or festivity described, but without overwhelming. The reader should be able to understand the idea within a few seconds of scrolling down the article, while being intrigued by it, thanks to the pictures. Adapting some of the content to the potential preference of the Chinese traveller was also a priority, and we received guidelines on how to describe certain types of restaurants, mostly the Chinese restaurants in town, and the luxury shops they are often so interested in when visiting Europe.

The content of the app should be eventually translated into Chinese, and launched into the market with a Value Deal for the consumer, the way we can see in Annex 1.

The app was to be launched on March 2016, but failed to have a coordinated plan for it to become a reality, and while I will further develop the hurdles against the launching, let's just say for now there was no way of knowing how these app would make itself known amongst the vast Chinese outbound traveller market, how it would be accurately translated, where the finance would come from, nor how the app was going to be truly functional and free of errors and typos. The manager

expected unrealistic success and growth once the app launched and claimed to be the leading marketing agency in China, when nothing was further from the truth.

Therefore, understanding there is scope to help small and medium organizations thrive in this challenging market, even within Asia, represents a real niche that could be potentially fulfilled by Shanghai Jungle. At the same time, the concept of the travel app also has potential as there are no known businesses that write to the Chinese traveller alone, however as I will present in the rest of this document, the internal structure and functioning of Shanghai Jungle, could never successfully pursue its goals.

How did Shanghai Jungle function?

When I first read of Shanghai Jungle for the internship, I checked out their website, which had a layout and design different from the one it has nowadays, but that was back then attractive. They seemed to have great offices in the center of Shanghai, young employees from all around the world, and projected the image of a well-run company, fighting in the Chinese agency market with aspirations to outgrow the start-up model.

However, the way the company actually was in reality, as well as the day to day, was, I found, a lot different from what they projected online, and what I was told on the interview. A little narrative of my arrival to the company in August 2015 is important to realize some of these differences between expectations and reality:

“When I first arrived to Shanghai I had an address as to where I should go on my first day of work. So I took the metro, walked around the complicated street names until I arrived to a residential building compound that didn’t look much like the office I had seen online. When I got to specific building block and walked into the “office” I realized it wasn’t but an apartment where someone seemed to live. We were meant to stay between the living room, with a table and couple sofas, and a large room filled with a long wooden table. About 15 employees around my age were already there, but no sign of the manager and founder, Alexander Schultz, with whom I had communicated via email. Apparently he was on holiday around the US and would not come back for another week.

So we all sat around and new and old employees introduced each other (we were 4 new employees). We got a short orientation explaining us how the travel app content should be developed, and although we had many questions, there seemed to be few answers to anything that went beyond the app info. We started to notice a slight tone of mockery and sarcasm every time we asked a question that involved Alexander (CEO, founder). But no one seemed to be able to tell us why that was.”

There seemed to be something funny about the circumstances of my first day: first the manager wasn't in the office, the office seemed to be someone's apartment and the few employees were left alone doing little to no work. What was going on?

It took me a few weeks to understand how things really worked. With regards to the app, we were expected to write an average of three articles per day. This was more than doable in the full-time schedule we had. Every morning we would sit together on the large living-room table and review good and sometimes bad article examples, pointing out what was good about the former and what could be better on the latter.

We were paid a small quantity of money monthly (300€) that was not to be considered a salary, but a form of compensation to help us with our expenses during our time in China.

At this point, the main issue was not the fact that we worked in a home apartment or that I had come all the way to China to work in start-up which was not fully functioning but rather the fact that I knew I had to make a learning experience over the next months and that I to get that money somehow.

As the weeks and months went by I began to notice there were clear patterns, and saw the company would have interns coming and going every few weeks, and less than two months into my internship, most of the employees would have arrived after me, all of them interns. The manager had the skill to be a very persuasive and convincing speaker, even after realizing he was not a professional in any way, no one would confront him directly about financial issues. He would hire anyone willing to work for him, and offer them to come into the office the next day, when it

was possible. Some people would come for a week and then leave, if they had a stable living situation in Shanghai, however most of us had come all the way from Europe with the goal of doing the internship. The company struggled to keep any Chinese employees for longer than a week, as them having better work opportunities elsewhere, they would immediately pick up on the actual situation and never come back. He would justify and accompany all his actions with long speeches and talks, most of what he said was shallow and lacked coherence, but if it was the first time you listened to him, he would seem like an intelligent and coherent person. One time a Cambodian girl came into the office for her first interview, after about 40 minutes what used to be a bedroom, and served as his private office, he came out and gave a long speech about how one needed to know when to expand internationally, and that it couldn't be done without good market sense. To conclude he told us Shanghai Jungle would now expand to the Cambodian market. Funny, considering our existing expansion in the Chinese Market wasn't happening because none of us spoke Chinese, and he didn't pay the couple Chinese employees who had stayed for longer than a week. The Cambodian girl came two days into work and then never came back, and the subject was never even brought up by him or any of the employees again. These sort of stories happened so often, unbelievably enough, one would become to a certain extent immune to them. One time an old employee I had known on my first weeks of work, came over two months after her internship ended. She was owed a large amount of money that, although he had, as always, claimed he would pay

It should also be noted, that we were not only allowed to create content for the app, he would allow us to work on the social media, or email marketing strategies, even occasionally with sales. However, we knew nothing of the actual agency work being done. What kind of services did we supposedly provide for the European tourist organizations we worked for? He constantly talked about exciting projects and new clients, but we never saw anyone actually getting any work done and he would always postpone the date in which he would have money to pay us, based on these payments he was waiting to receive. Seeing the very poor relationship Alexander (manager) kept with old his old employees, it wasn't hard to imagine the same thing happening with clients who pay a certain half-year fee, until

realizing nothing was actually being done to help them.

At any rate, what was clear is that regardless of what he showed or told the European clients, not much was being done to promote these companies on Chinese Social Media, as no one in the company could even read Chinese fluently.

VI. Work Conducted Analysis

My internship agreement stated the following about my duties on the job as follows: “Mainly work in relation to the development and implementation of a new online travel guide for China. Besides this the internship is also expected to include marketing and sales work for the agency in general.”

While my reason for being in Shanghai Jungle was, as stated, developing content for the travel guide, once it became clear that I would have enough time to finish my writing on Porto and its surroundings for the travel app, I began to expand to new roles, focused on Social Media Marketing and article developing for the website and additionally providing support on sales at times.

In the following section I will summarize my duties and responsibilities while in Shanghai Jungle:

1. **Content Development for the App:** We were given a basic guideline document on how to write the articles for the different sections of the travel app (named Globehunter) upon our arrival to the firm. With basic training

and following a pretty simple structure, one could be writing articles “fluently” within a week. We were constantly told how important it was to find appealing, high-quality pictures which would slide on the top immediately when reading the article. The idea was that after a glimpse at the content and pictures, you would immediately want to visit the spot. However, not so much was said about what would happen with the copyrights of these pictures if the app ever launched.

Normally the article would have a few paragraphs introducing the restaurant/festivity/café/touristic attraction, followed by location, approximate price range, opening hours and any other basic info necessary. Some categories like Restaurants and Hotels were categorized into different categories by price range, and as you wrote about the lower cost hotels or restaurants, you sometimes weren’t so sure if the schedule, approximate pricing, location or even whether the place was still open... In summary there was no control ensuring that all information was accurate, which in my opinion is the number one requirement for an app of this sort to work.

While we held regularly group meetings where we looked at the articles written on previous days, there was not enough structure in the guidelines to really produce quality standardized content.

So when summarizing the importance of my role on this app, it should be noted that it was a bit discouraging to see for most of the content creators there was little hope of it ever being successfully launched, even though it had potential to fill a market niche: an app for Chinese tourists going to Europe which goes a little beyond other apps like TripAdvisor, by recommending spots with a personal touch, and honesty; comments such as “this restaurant is well known in the city for being one of the top restaurants, but is rather overpriced for the dishes it serves” were common.

2. **Research:** The manager often arrived to the office with new ideas and projects, which were bound to fade into oblivion as quickly as they had

sprung to life. We did lots of research on trends or specific subjects such as “how can we expand in the Cambodian market?”, “how many Chinese tourists go to Europe every year?”, developing a study on competing firms in Shanghai or even “Find an appealing logo to print on T-Shirts we can distribute to people on the street”.

3. **Newsletter:** A month or two within my internship, seeing that I would finish the content for Porto and North of Portugal in less time than previewed, I was given the responsibility of handling the client Newsletter. The initial newsletter I had been receiving for a while, before I even began working for them. It would contain articles centered around Chinese Outbound Tourism and strange local news (the sort that makes you wonder what the heck goes on in a country like China). It had a fixed structure, a heading with 3 top news, a section called “China Mixed News”, “China Online News” and “Fun and Crazy News”. All the articles were copy pasted from a publishing website, a published as our own content on the Shanghai Jungle Website, with only a small note at the bottom referencing the name of the source. The layout was dark, simple and not very visual. I soon learned about Mailchimp, the tool used to design and send out the Newsletter. By my own initiative, I began to look at the design tools and came up with a newer and fresher design, as well as new categories I could write about (that way it wouldn’t only be copy-pasted articles). The manager gave me full responsibility and freedom to come up with the new design which you can see below. The new sections would not only push copy-pasted articles, but had different new sections of interest: First an Outbound Tourism News section, and a China Tip of the Week Article written by me, on different business advice facing cultural or organizational barriers when first conducting business in China. I sometimes talked about Chinese Social Networks, Chinese Apps that made life easier or simply how to behave in a business meal with a Chinese counterpart. I would insert link to the social media, the already existing “Online News” and “Crazy and Fun News” section, a new “Video of the Week” section, and links to the different

Social Media of Shanghai Jungle, to generate more traffic. While evidently, the client base who received the Newsletter were probably very unhappy with our work, reading and opening rates of the articles did increase. Regardless of how many people actually read on, I realized this task by myself having full freedom and responsibility for it. It was quite exciting.

Besides the content development for the Travel App, this was the role I performed in Shanghai Jungle which took up most of my time, and I enjoyed most.

*** Refer to Annex 3 to view Newsletter layout.**

4. **Social Media:** I was also given the responsibility of complimenting the creation of content for the website, with an adequate strategy for their Facebook page. Having said so, this strategy did not so much follow the conventional structure of developing a content plan, getting it approved and then publishing according to the dates defined. It consisted of replicating some of the content with greater engagement in the newsletter, in order to generate more traffic to the website and the articles in it. Eventually this responsibility got taken by a new Marketing Manager, but I still had a say in the strategy, as many of the published contents were aligned with those of the Newsletter. With a lower frequency, we would also publish in LinkedIn, the same contents as we did on Facebook.

Shanghai Jungle's Facebook page didn't have many followers, and when I took over it, there had been a 4 month period where no one had published or had any activity whatsoever. So in a way it was challenging to see how the strategy of generating articles and an attractive newsletter with Facebook publications to create an ongoing flow of traffic, this was very appealing because as nothing had been done, things could only get better (in terms of followers, engagement,...) and every improvement would be my own merit. On the other hand, considering the very low impact Shanghai Jungle had both on social media, looking at the reading rates of the Newsletter, and given that I had no actual business we could talk about (there seemed to be no business happening and me and other employees certainly knew nothing about it).

5. **Event Management:** While the events the company had a budget to host were much more small gatherings of people who related to a company in a way or another (sometimes old employees, potential investors/friends...) some organizing was required. We would set up small meetings, by which an adequate restaurant should be picked (Western or Chinese depending on those attending), and sometimes a menu should be chosen ahead of time. On special occasions small presents should be purchased for the clients, so I had the chance to organize a couple of these events. This was no doubt more of a side duty, rather than central to my internship, but still gave me a type of experience.

6. **Video Editing:** It began as a hobby of mine; as part of my time in China I took the chance to take my camera anywhere and record, as I've always had a personal interest in video editing. After some months had gone by, I got in contact with a company that organized internships for Westerners coming to Shanghai called Integrate Chinese Life. After I got to know the owners and founders, they proposed me to do a video project of Shanghai to publish on their social networks, which I did during my work hours, as my company and theirs were "friends" and had before worked together. After some weeks of working on it, they launched the video which had over 7k views and is marked as featured video of their Facebook page to this day. (<https://www.facebook.com/ICLCup/videos>)

It is obvious that while there were several reasons why Shanghai Jungle was not the work experience I had in mind when coming to China, and the expectations set did not match reality, the fact that I was working in a poorly structured start-up had the advantage of being able to rotate into different functions and projects during my months there, which would have not been possible in a larger or better organized company. Learning how to cope with uncertainty on a daily basis (in terms of being paid, which new project would we take on a given week, and which would be forgotten for good on the same one) is an incredibly valuable learning that I take with me. A large understanding of how start-ups work, or rather how

they shouldn't work, is an equally valuable lesson; seeing the many lackings of Shanghai Jungle as a hole made me understand of all the work, finance and structures needed in order for a small/medium-sized company to achieve success.

VII. Results

The following section of the internship memoire, will consist in a comparison Shanghai Jungle as a bad example of a company trying to take advantage of the possibilities brought along with digitalization, with my current place of work Territorio Creativo, as the best practice of a successful agency which has managed to grow since the recession from start-up size to an international firm with presence in over 5 countries, managing fully invest themselves on social media and digital marketing when few players were doing so.

It will be based on the previous literature review on Digital Transformation and its history, as well as digital trends in Marketing agencies to support my analysis.

First of all, it becomes important to stress that the arrival of a digital era has had three main consequences on the service business environment: 1) Real-time information transparency, available to consumers and players makes quality in treatment, service and product a must in order to maintain a reputed and successful brand name in the current market place. 2) Geographical boundaries

fade, and marketers can successfully conduct business with partners they've never personally met before and 3) Customer based experiences grow in complexity, making it a need to channel purchases through new channels (corporate websites and apps) in order to make the best of customer interaction.

Let us now analyze how these apply to Shanghai Jungle, and how they could fulfill a real need in a market very foreign to western companies: On the one hand, the founder, Alexander Schultz had a wide network of contact as well as excellent salesman skills, over his years working in the Danish embassy in Beijing, he had surely developed a network of contacts from Europe who conducted some kind of business with China. On the other hand, with his familiarity with Scandinavian and Northern European cultures, it seems obvious why museums, attractions and tourist organizations would trust someone who knew enough about the Chinese market to promote them on social media. He knew just what to say to sell the potential of marketing to the Chinese market.

Real-time transparency doesn't really apply to Chinese social networks; as a westerner with no knowledge would not know which social networks the average Chinese traveller is enrolled in, nor whether actual publicity for his brand is being done. Therefore, these organizations that engaged in contractual relationships with Shanghai Jungle had no way of tracking what was being done from home, besides the reports that Shanghai Jungle sent, which could easily be faked as everything would be in Chinese. I'm not saying he faked it, all I'm saying is after 5-6 months of working in the company, not once did he put anyone to do actual work on Chinese Social Media and we had nearly no Chinese employees, as he couldn't afford to pay them and they could aim for a job in a more solid local firm, something which the remaining foreigners sometimes could not. In conclusion, transparency in the flow of information did not exist between for the agency clients (tourist organizations) and their potential clients (Chinese travellers). Neither could the Chinese tourists directly give their opinion on Facebook nor Twitter on the tourist attractions visited during their time in Europe.

As stated, with geographical boundaries faded thanks to technological advancement, Shanghai Jungle could engage in electronic deliverability of

information and services without having had in-person contact with the firms. A few times a year he would travel to Europe and have meetings with some of them, specially with those potential clients. Customization of packs was also common, Alexander produced innovative packs adapted to the needs of each organization, that he would never fulfill. His strategy consisted on making a sales pitch in which he sold the revolution of the new Chinese tourist, while he made a value proposition on how to best capture it. Because his payments were biannual, once he received the fee for the first six months, he didn't need to further care until then. His other efforts consisted on motivating his European interns (like I said, no permanent employees) to keep developing his app, to be launched the months following my internship (March 2016). From what I found out months after my internship, his app never launched.

Having explained the basic pitch that allowed Shanghai Jungle to function, it's relevant to now explain the different reasons why it could never succeed in the market niche it attempted to fulfill:

1. No real company structure; consisting of interns that stayed an average of three months at its best. The few indefinite employees had all quit when I arrived, and while he did hire new ones during my time there, the constant rotation and employee quitting rates made it impossible for an ongoing defined functioning which could translate in consistent efforts and outcomes for the company.
2. No finance: Alexander mixed his personal finances with that of his company's, as he did not make a separation of any kind, he was the only one in charge for them. Employees and clients knew nothing about when and if they would be paid, despite his constant promises, which he never kept. This generated huge amounts of distrust from clients and employees. Trust and reliability are two essential factors for a small start-up to grow in size and attain market share growth.
3. Encompassing an app development and Chinese Media promotion with constant new ideas that hardly ever moved forward, was too wide of an aspiration for such a humble company.

4. Promotion on Chinese social media became an impossibility when he only managed to retain one Chinese employee at a time, or none at times. The rest of western employees spoke no Chinese or basic Chinese, which would not be enough for content development on Chinese social media. This is even more concerning when you consider this was the only source of money.

Therefore it is obvious why, even though Shanghai Jungle had intrinsically possibilities of succeeding as an ally for Western Tourist Organizations willing to invest in their Chinese consumer as well as adapt their offer to them, the internal functioning and structure doomed it to failure.

However, a month after my return to Spain I was lucky to find a new job in another Marketing Agency, Territorio Creativo, an agency of reference in Social Media and Digital Transformation nationwide.

There are several reasons why they have managed to transform the digital market in Spain and take it to a whole new level. Here are the reasons for it:

1. Fully investing in your employee's well being: The amount of reasons why this is so are hard to list in just one page; beginning by everyone in the company receiving their own Mac computer upon beginning to work here, you are allowed to take your laptop anywhere you want to do your job. Flexibility of schedule and self-administration of the work. Democratic work environment where employees are constantly encouraged to speak their mind and asked their opinion about key aspects of the company. A dynamic work environment with several rooms and spots where one can work without being bothered, but also a communal area for all employees to sit in (no matter the hierarchy).
2. Knowledge and Expertise: While aspects of marketing such as digital transformation can sometimes be vague, hard to understand and measure, their approach to it when presenting it to other companies is backed up by

several online tools that allow monitorization of brand positioning in social media, accurate metrics for success and intense knowledge in general on the subject.

3. Management is a word that means less in Territorio Creativo than in other companies. While there is no way to claim TC has a flat hierarchy (there are several job titles with different responsibilities) everyone is treated as an equal, sits in the same communal work-space and is expected to treat everyone the same.
4. Lots of time and money devoted to creating a strong company culture in which every employee fits, a culture that relies on humbleness, equality and hard work, while being able to encompass it with your personal life. A highly prepared human resources team does a great job at narrowing down every selection process to employees that are not only well qualified for the position, but who have potential in fitting with the culture. Lots of activities (formal and casual) are organized to create a good work environment in which everyone feels comfortable, from company beers on a monthly basis, retreats for bonding and teamwork, meetings where overall company finance is discussed.
5. All employees are required to attend courses during their work hours, in which they are introduced to new tools and areas of expertise; while this is obviously convenient for the firm, it is even more useful for employees who come out well-educated on the subject after a few months of experience. It is an ongoing formative environment that nourishes both employees and the firm as a whole.
6. Finance is an aspect of the company in which transparency remains a top priority. For starters, all salaries (including those of the founders) are public to employees, and while most choose not to even look at them, it shows commitment to transparency. There are monthly internal meetings

were new accounts, current accounts and earnings versus projected earnings are presented by each of the different directors in the different offices. Taboo subjects elsewhere, are here discussed regularly, such as if many people are quitting why is this, and how can be improved, if workload is too intense how can they provide means for employees to express this overload, and so on.

Territorio Creativo represents a great example of best practices in succeeding to fulfill business needs of digital transformation and marketing in their market, and while its not directly comparable to Shanghai Jungle, given the current size of the firm, it was start-up size a few years ago, and therefore serves as an example of what companies like Shanghai Jungle can evolve to if devoting their efforts and resources well, with the right treatment to employees and transparency across the company and outwards.

VIII. Conclusions.

The overall purpose of this document, is to evaluate the leanings and overall experience of my internship, which was as I mentioned, far different from what I was told it would be.

Conclusively, the theoretical review of this document helps us highlight the main drivers of digitalization in nearly all sectors, with special focus to the Marketing Industry.

The process of digital transformation consists in filling the needs of consumers in an personalized way across every touch point in the customer journey. It is supported by technological grounds which allow to become free from geographic boundaries and permit high connectivity through several new channels.

The popularity of corporate social media has opened an array of new channels for companies to promote themselves in, and to obtain valuable insights from their client base, ultimately aimed to improve their journey with the firm.

The greater access and flow of information, the adaptation of fresh content posted

on websites and social media, to mobile formats makes it readily available to any actual or potential consumer at any given place or time.

Thus, the need for data leveraging originates on the traffic generated through the different channels. It is important to develop a solid client base that supports the organization with loyalty, as loyalty will generate positive reviews and comments that will generate brand reputation and repurchases, as well as consolidating the client base to move forward with.

Overall I would state that Shanghai Jungle was a strong learning experience, in which the two main aspects I learned from was how lack of structure and organization can impact the daily functioning of a company, as well as many lessons on bad management and business ethics; these two obviously refer to my personal experience with as a manager.

The positive dimension of these initially negative aspects is outweighed by the freedom I had to rotate in different areas of the company that I became highly interested in (social media, marketing automation, event management, content development and video editing) and that helped me make a good fit in my current place of work, Territorio Creativo. In a way it was a very rough but very useful first contact with the work life. At different points in my time in China I also attended interviews in other companies and was faced with difficult decisions at times, but as I say, having to deal in a very uncertain environment with these decisions, having only myself to make them, made me more acquainted with the types of decisions I'll have to make in my upcoming work-life, which is perhaps the most valuable lesson I take from my time in Shanghai Jungle.

Another interesting aspect was to begin to understand the technological and entrepreneurial revolution happening across Asia, and that we understand so little about. After all it isn't the same to look at data and figures telling you about unprecedented growth and development than seeing a far more active market in which so many opportunities spur at every instance, it is hard to keep track. It is also important to take in the cultural dimension shaping this accelerated business environment, which differs so much from some of the Western values we are so used to assuming with other business partners. If I learned something in half a

year living and working in China is that these people are moved by incredibly different motives and incentives.

Another very relevant aspect of my experience eradicates in my first contact with digital tools and technologies. I wouldn't say Shanghai Jungle was very technologically intensive but it was no doubt a living proof of how business can be done (even if not in the best way) across the world without any presence with the actual clients, how the world of social marketing is growing in complexity and impact in current business models and how all of this is possible by the interconnected and increasingly digital world we live in.

I fully understood the phenomenon of digitalization when I arrived to Territorio Creativo, which I believe is a company that integrates the new wants and needs of both its customers and employees, embedded in a solid company culture based in mutual support amongst them and self-distribution of your work. In this context of freedom and transparency, TC has managed to in a few years be pioneer in developing social network and digital strategies for several top ranking companies, some of which I've had the chance to work with in my time here (Toyota and Santander Bank).

The reasons why Shanghai Jungle would never grow out of its unstructured start-up form are listed below:

1. Bad management
2. Lack of transparency (finance, projects and clients)
3. No sense of strategic vision
4. Unrealistic planning
5. No commitment with clients, services were not provided
6. Claimed having tools to manage advertising on Chinese Social Media, when this was not true.
7. Invested too heavily on creating an unprofitable tourism app without having a solid client base
8. No company structure, no regular employees, no guidelines.
9. No business model, strategic vision and mission.
10. Lack of ethics within and outwards the company.

Overall, I would stress that even from negative experiences, one can and should always take a learning or lesson that can be used positively in future references. This is absolutely my case, the time working in Shanghai Jungle was definitively enriching, even if tough and stressful at many points. It helped me gain a deep understanding of the possibilities behind new technologies and digitalization in the current global business environment, it widened my view on it as well, as I said, by making me see how little we know about the promising Asian market, a reality can barely get our heads around. Lastly, it laid the grounds for my next job opportunity in Madrid, which has obviously given me much more on both a professional and personal level.

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X. Anexos

Annex 1: Shanghai Jungle's Mobile App Value Deal

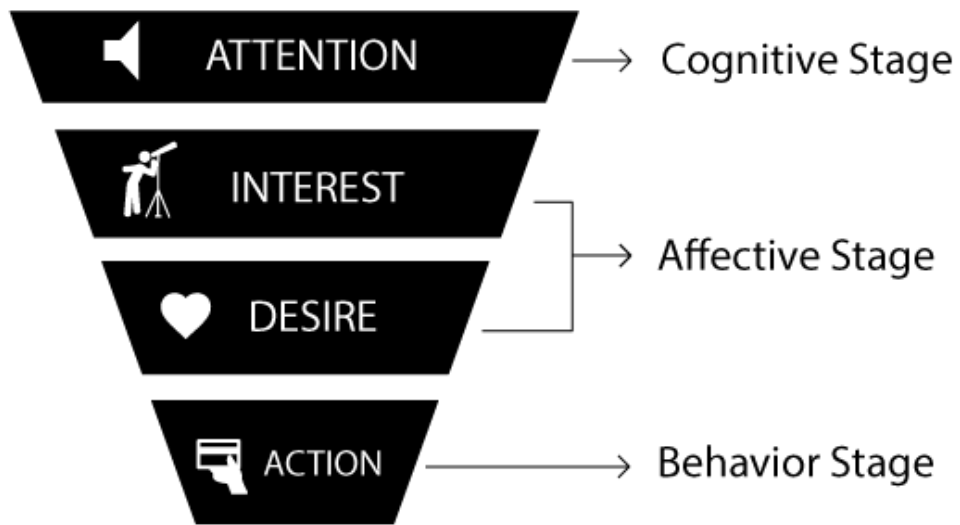
- In Shops, explain the different packages and why we follow the VALUE DEAL.

SHOP

Brand	Package	Price (€)	Features
104 Pandemonium	Basic	8	<ul style="list-style-type: none"> No slideshow; top picture is the logo (or the shop sign) 2 pics (shop + product sample) 3 lines description L-C-P-A Annual update
Stilo Fetti	Value	40	<ul style="list-style-type: none"> Slideshow (up to 5 pics) 5 pics 10 lines description L-C-P-A 6-months update
Borsalino	Plus	150	<ul style="list-style-type: none"> Slideshow (up to 5 pics) 10 pics 1 videos Unlimited description Top placement in the category L-C-P-A Monthly update
Fendi	Premium	500	<ul style="list-style-type: none"> Unlimited video Unlimited pics Weekly Push marketing Unlimited description Slideshows not only at the top Available subtitles in Chinese for videos Top placement L-C-P-A Weekly update

Annex 2: AIDA MODEL

AIDA MODEL



Annex 3: Newsletter Old and New Design

Old Newsletter (left) vs. New Newsletter (right)

Jungle

SHANGHAI

Global Business Travel to Boom, With China Dominating the Trend



Global slowdown? Not for business travelers. Especially in China. China's current global business travel is growing faster than any other countries. [\[more\]](#)



Swiss Rail Firm Launches Separate Trains for Chinese Tourists

Special services will launch in September with as many as 20 per week. While Chinese social media users consider it discriminatory, locals and other visitors complain about loudness, picture taking and even spilling in the carriages. [\[more\]](#)



The Reason Why Some Travel Companies Thrive in China

Many international firms try to crack the Chinese market attempting to impose their global product into a market which has its own distinct consumer trends. [\[more\]](#)

China Mixed News



Apple's China Business is strong in July and August: Cook to CNBC

Apple Inc's China business experienced "strong growth" in July and August. Chief Executive Tim Cook told CNBC on Monday. [\[more\]](#)

China Sells U.S. Treasuries to Support Yuan

China has cut its holdings of U.S. Treasuries this month to raise dollars needed to support the yuan in the



SHANGHAI Jungle



OUTBOUND TOURISM NEWS

Chinese Online Tourism Industry Revenue To Triple

China's online tourism industry revenue will triple from the current level to account for 30% of the country's total tourism market in three to five years. [\[more\]](#)



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China's Tour Operators Organize 11% More Outbound Trips in Q3 2015

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