



Digital Marketing Plan for Chez Marius

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<p>The field of marketing is changing constantly due to the introduction of new technologies and new services. This means that marketers need to keep up with the changes to stay relevant to their customers and keep attracting new ones. Digital marketing covers just one part of marketing, but during the 21st century, it has certainly increased its importance.</p> <p>This project-based thesis takes a deeper look into the field of digital marketing. The goal is to find the best practices for marketing activities in different online platforms and for measuring them. The finished product will be a digital marketing plan for a Finnish kitchenware retailer.</p> <p>The theoretical framework studies the SOSTAC® marketing planning model created by PR Smith. Thereafter, different digital marketing channels and methods are researched. The research is done by reviewing digital marketing literature and online resources.</p> <p>The project objective is: to create a B-to-C digital marketing plan for Chez Marius, a Finnish kitchenware retailer. The digital marketing plan will be created with the help of the theoretical framework. The finished digital marketing plan looks to give clear guidelines that the case company can follow in its daily marketing activities. The implementation of the plan is left for the case company.</p> <p>The finished product introduces a digital marketing plan for the case company. The studied theories, methods and channels are looked at with the case company in mind. The digital marketing plan gives the case company guidelines on how to implement digital marketing, some examples of content creation in different channels and information on measuring digital marketing activities.</p>	
Keywords Digital Marketing, Content Marketing, Social Media Marketing, Search Engine Optimization, Google Analytics, Digital Marketing KPI's	

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1 Introduction

This chapter introduces the thesis topic, and the background to it. The project objective and the tasks involved within it, the project management methods, and the project scope will be discussed. The chapter will also introduce the international aspect of the thesis, its benefits for stakeholders, the key concepts and finally, the case company.

1.1 Background

Digital marketing is an increasingly important topic for businesses around the world. Not only is it easy to set up but can also be an effective and affordable way for businesses to reach their target audiences when done correctly.

Setting up a digital marketing plan helps companies set goals, which helps them reach new customers and improved customer relationships. Still, nearly 50% of companies lack a digital marketing plan. (Chaffey 2017.) Chez Marius Oy, which is the case company in this thesis is one of those who lack one.

The company has recognized its need to renew its marketing strategies, but lack the knowledge needed to create an effective digital marketing plan. Currently, the company has no specific budgets, timetables or content plans for digital marketing. A plan would help Chez Marius to better know where and how it should be spending its time and money which, ironically, would save the company time and money. That said, the outcome of this thesis aims to help Chez Marius reach that need.

1.2 Project Objective

This thesis aims to develop the case company's daily marketing activities with the help of a digital marketing plan. The project objective is: "To create a B-to-C digital marketing plan for Chez Marius, a Finnish kitchenware retailer".

The finished project is expected to increase the case company's sales and brand awareness. It will save both time and money from the company as there is a plan that shows which marketing channels and efforts it should focus on to reach new customers online and to properly serve its existing ones.

The project objective is divided further into five project tasks, the tasks are as following:

Project Task (PT) 1

Creating a theoretical framework for the project by studying various B2C digital marketing books, journals, and online sources.

Project Task 2

Interviewing personnel of the case company to create a Current State Analysis (CSA). Getting an idea of the company's target audience(s) and current digital marketing efforts. Analyzing and benchmarking similar companies' digital marketing channels to get an idea of the best practices in the field.

Project Task 3

Creating a digital marketing plan based on previous PT's and the knowledge gained from them.

Project Task 4

Presenting the finished plan to the case company, so that it can make full use of it. Recommendations will be given to the case company.

Project Task 5

Evaluating the project based on the thesis process and learning outcomes.

Result

Digital marketing plan that gives the case company guidelines on utilization of modern marketing activities.

Table 1. Overlay matrix

Project Task	Theoretical Framework	Project Management Methods	Outcomes
1. Digital Marketing background research	Readings and findings on industry relevant publications, books & online sources	Desktop study	Theoretical framework that guides the creation of a digital marketing plan

2. Current State Analysis, Competitor Analysis	Task outcome of PT 1	Interviews with case company Benchmarking	Current State Analysis of the case company, theoretical framework. Ideas of best practices in the field with the help of competitor analysis, theoretical framework
3. Establishing Digital Marketing Plan	Task outcomes of PT 1-2	Working with information gathered from previous PT's	Digital Marketing Plan
4. Presenting finished Digital Marketing Plan	Task outcome of PT 3	Meeting with case company	Recommendations, evaluation
5. Project evaluation	Task outcome of all previous PT's	Reviewing the thesis project process	Digital marketing plan with reflections

Table 1 presents the theoretical framework, project management methods and outcomes for each project task.

1.3 Project Scope

Digital marketing is a widely-used definition that binds together all online marketing methods. The plan is not to include every media and method, like podcasts, billboards, and digital television, that could be associated with digital marketing, but rather focus on the most popular digital marketing channels and methods. (SAS 2017.)

For this study, the focus is on Facebook, Instagram, Search Engine Optimization (SEO) and Analytics and Key Performance Indicators (KPI's). The reason to limit the study to only two medias is, instead of giving a narrow view on multiple medias give a deeper insight on a couple options. Besides, the case company has established a follower-base to its Facebook and Instagram pages and has some knowledge of how the platforms work. Therefore, these platforms were considered a good place to start.

The digital marketing plan will follow the SOSTAC® -planning model created by PR Smith. SOSTAC stands for; Situation, Objectives, Strategy, Tactics, Action and Control. (Chaffey 2016.) The concept will be explained more in depth later in the theory framework.

The plan will focus on consumer marketing and can be used in international markets. The finished product will be a digital marketing plan that the case company can follow in its daily marketing activities.

1.4 International Aspect

The case company operates mainly in the Finnish markets, but opened a store in Estonia during spring, 2017. The channels and concepts introduced in the thesis are not localized for any specific country and therefore the digital marketing plan can be utilized on multiple markets.

1.5 Benefits

In the field of my specialization (global customer relationship management and communication) the topic is timely and will help me with my future career. The project can also benefit other small businesses to understand digital marketing and how to better utilize it in their marketing activities.

I feel that, professionally, my thesis will give me great tools for future job opportunities. Increasingly, companies look for employees with skills in digital marketing, social media marketing, search engine optimization and others – these are positions that have been around for quite a short duration and the list is growing (Roy 2016). This thesis will help me gain deeper understanding of digitalization, digital marketing and what the future holds in them.

1.6 Key Concepts

Digital marketing is the promotion of products or brands using one or more electronic media channel while enabling analysis of marketing campaigns usually in real time (SAS 2017).

“Inbound marketing is an approach focused on attracting customers through content and interactions that are relevant and helpful — not interruptive.” (HubSpot 2017).

“Content marketing is a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience — and, ultimately, to drive profitable customer action.” (Content Marketing Institute 2018).

“Social media marketing refers to the process of gaining traffic or attention through social media sites.” (Search Engine Land 2017a).

“SEO stands for “search engine optimization.” It is the process of getting traffic from the “free,” “organic,” “editorial” or “natural” search results on search engines.” (Search Engine Land 2017b).

SOSTAC® is a widely used digital marketing planning model created by Paul Smith. The model consists of six steps: Situation, Objectives, Strategy, Tactics, Action, and Control. (Chaffey 2016.)

1.7 Case Company

Chez Marius Oy is a Finnish limited company retailing kitchenware. The company was established in 1997 and has its headquarters in Helsinki, Finland where it also has a storefront and an office/warehouse. In addition, in February 2017, Chez Marius opened a storefront in Estonia. Chez Marius imports and retails kitchenware for both B2B- and B2C-customers. The company practices online sales through its websites, www.chezmarius.fi and www.chezmarius.ee.

As of March 2017, Chez Marius employs 7 people including the owners of the company. Financially, the company has made a turnover of around € 0.9-1.5 million in the last four years of which the yearly profit has been between € 61-182 thousand. (Suomen Asiakastieto Oy 2017.)

Chez Marius turned 20 during year 2017 and the company has recognized its need to renew its marketing activities. The case company is present in different online medias but lacks a digital marketing plan. Therefore, budgeting and updating these medias has been non-existing or inconsistent. As the world is in a digital breakthrough there is an increased demand for digital marketing to stay ahead of the competition. However, the company lacks the knowledge and time to create a digital marketing plan on its own and therefore there was a need to outsource it.

1.8 Thesis Structure

In Figure 1 (see below) the thesis structure is presented. The thesis starts with the creation of a theoretical framework, which includes studying the key concepts handled earlier

in chapter 1.6. With the help of the theoretical framework, a qualitative research survey can be created, and competitor benchmarking performed. The theory topics will give a deeper understanding on utilizing different digital marketing channels and creating a working digital marketing plan from scratch. The combination of the theoretical and empirical parts guides the designing of a useful digital marketing plan for the case company.

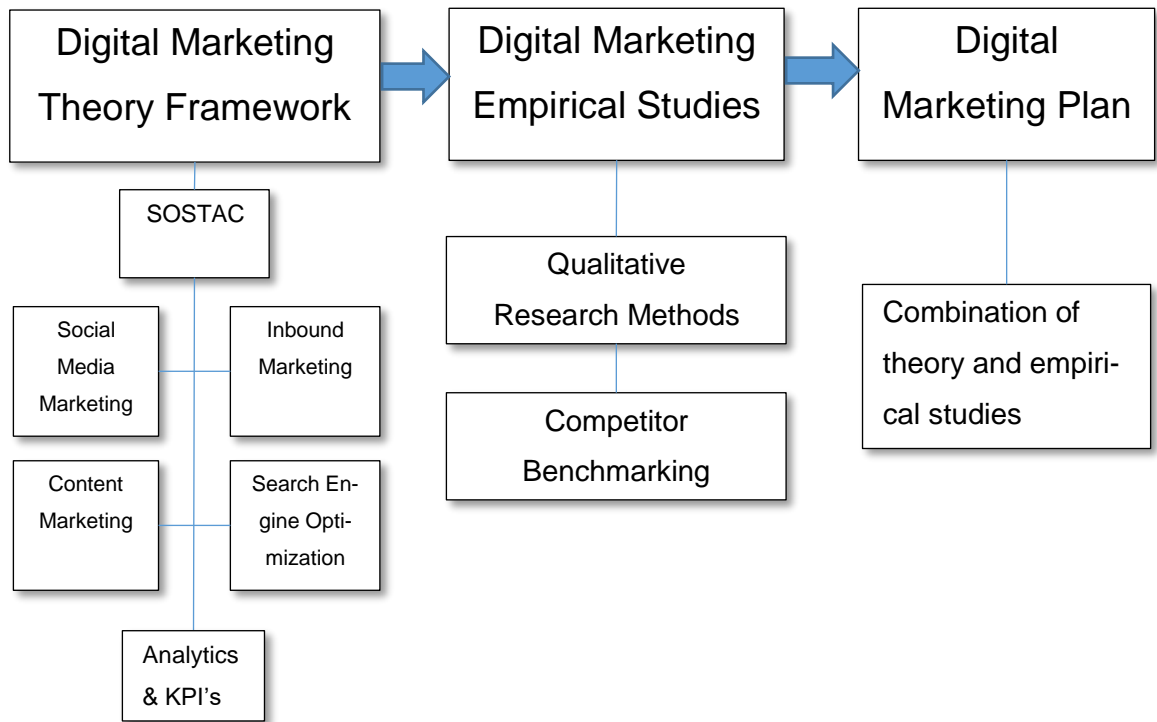


Figure 1. Thesis Structure.

2 Digital Marketing Plan for a Small Business

In this chapter, a theoretical framework will be created for the digital marketing plan. The chapter will begin with studying the steps of SOSTAC® marketing planning model to create an understanding of how the digital marketing plan should be created. After that different methods and channels of digital marketing will be studied to understand how to effectively utilize them. As mentioned in chapter 1.3, this thesis will not handle all medias and methods associated with digital marketing. With the help of the framework, the decisions made in the digital marketing plan have a reason behind them.

2.1 Situation, Objectives, Strategies, Tactics, Action, Control

SOSTAC® is a marketing planning guide developed by Paul Smith and consists of six steps to create a digital marketing plan. These are; Situation analysis, Objectives, Strategies, Tactics, Action and Control. Figure 2 below visualizes the SOSTAC®-model. (Chaffey 2016.)



Figure 2. Recreated SOSTAC®-model by PR Smith (2017, 198).

As figure 2 shows, the SOSTAC®-model is an on-going process which starts from the top with a situation analysis and ends with control. However, after the control phase, the process should start again.

The *situation analysis* should give a comprehensive understanding on a firm's customers, competitors, partners, competencies, performance and market trends (Smith 2017, 20-21) and answer the question "where are we now?" (Chaffey 2016). A SWOT-analysis looks at the company's internal Strengths and Weaknesses and its external Opportunities and Threats. The SWOT-analysis gives insight on the company's current state and how it could utilize its strengths to gain competitive advantage by exploiting the opportunities available. Moreover, by understanding its weaknesses, the firm can dodge upcoming or existing threats. (Mindtools 2018.) The situation analysis can be done by surveying the case company's personnel and by reviewing its online channels. Further, a competitor analysis can be conducted by benchmarking the current digital marketing activities done by competitors.

The digital marketing *objectives* should be considered after establishing the current state of the company. Smith (2017, 122) suggests *RACE* as one way to approach the objectives. The RACE-planning model is an abbreviation of "Reach", "Act", "Convert" and "Engage". According to Chaffey (2016), the objectives part should answer the question "where do we want to be?".

The idea is to set objectives for each stage of RACE. For *reach*, this means setting up a goal to increase brand awareness that converts into traffic to a company's website or social media channels. *Act* looks for lead generation which is achieved by generating engaging content in chosen channels such as Facebook, Instagram and a blog. A potential customer that interacts with the company can be considered a lead. (Smith 2017, 122.)

Chaffey (2016) and Smith (2017, 122) suggests that higher *conversion* rates offline and online can be reached with, for example remarketing to site visitors who added something in the online shopping cart or people who have recently liked the company's Facebook page. In addition to remarketing, reviewing the e-shop's checkout-process can result to higher conversion rates (Fettman 2012). The goal here could be increasing online sales conversion rate by 10% from 3 to 3.3%. Lastly, *engagement* is considered as the "post-sales engagement" where the goal is to for example receive reviews, shares or likes (Smith 2017, 122).

Strategy answers the question "how do we get there?", referring to the objectives set earlier. *STOP* is a suggested method that can be used to build the strategy. STOP is short for "Segments", "Target Markets", "Objectives" and "Positioning". (Chaffey 2016.) Essentially, strategy gives an overview on how to move forward (Smith 2017, 161).

Tactics are considered “the details of the strategy”. Tactics should define the tools used to reach the objectives and fulfil the strategy (Smith 2017, 161). Chaffey and Smith (2013, 559) state that while the strategies are long-term, the tactics are usually short-term and can be adjusted on the go. By knowing its customers, a company can define its channels and what kind of content its audiences are interested in.

Action defines the details of the tactics. This means making sure that the tactics defined are used in the best possible way. Action should investigate budgeting, responsibilities and estimate returns. It should also define systems, processes and guidelines to be used. Checklists should be utilized to keep track of what should be done and what has already been done. Communicating the plans to the employees is considered crucial as it is important that everyone stands behind them. (Smith 2017, 199-224.)

Control section looks at how, when and what to measure to know if the business is on its way to meet the objectives set earlier. To successfully monitor marketing performance, companies should collect data of their customers and set KPI’s (Key Performance Indicators) for different kinds of digital marketing activities. The KPI’s can be measured with different timings, some can be looked at daily while others can be looked at quarterly. With the information gathered, the tactics can be altered if something seems off. (Smith 2017, 229-230.)

The next chapters introduce digital marketing and different channels and methods included in it. SOSTAC gives a good base for a digital marketing plan by helping what to focus on when building the it. However, it does not define the channels or methods to be used as those should be defined separately for each plan.

2.2 Digital Marketing

The term digital marketing has been around for almost three decades and was first used when the world’s first search engine, Archie, was launched in 1990 (Monnappa, 2017). Since that, digital marketing has evolved to a widely used umbrella concept for all different ways of marketing in digital medias online (Hubspot, 2017).

Digital marketing combines numerous channels and methods which help a company not only to promote its products and/or services, but also to sustain a constant dialogue with its existing and potential customers. The channels used are for example; social media, websites, digital television, billboards and mobile devices. (SAS 2017). Digital marketing

enables real-time following of marketing campaigns, which helps companies make fast decisions and changes on the go (Alexander 1 September 2016).

The following chapters will introduce the digital marketing methods used in this thesis. These methods are inbound marketing, content marketing, social media marketing, search engine optimization and analytics and KPI's.

2.3 Inbound Marketing

Inbound marketing strives for customer attention and attraction, through a non-traditional marketing approach, by creating content that is useful and helpful. Inbound marketing includes channels like blogs, videos, social media and search engines. (Hubspot 2017). The opposite of inbound marketing is outbound marketing. Outbound marketing relies on more traditional ways of marketing directly to the customers for example via TV, direct mail and telemarketing. However, the issue with outbound marketing is, that it interrupts whatever the potential customer is doing and is therefore often found annoying. (Yuan 23 September 2015.)

So, what does inbound marketing rely on? It relies on ways of staying relevant and engaging for and with the customers during each stage of their journey, from searching for suppliers to making a purchase and even after that. This means companies need to focus on content creation in their website (blogs, whitepaper studies) and other online channels (for example videos) and sharing it through social networks to attract potential customers to their website. (Yuan 23 September 2015.)

2.4 Content Marketing

As mentioned in the previous chapter, inbound marketing introduces non-traditional ways of marketing. Content marketing is one approach that has been increasing its popularity during the past few years since it is more cost-effective than traditional marketing. According to Demand Metric (2016) content marketing costs 62% less than traditional marketing, Neil Patel (2016b) adds that it is also generating 7.8 times more traffic on advertisers' websites.

According to the Content Marketing Institute (CMI) (2018) content marketing is

“a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience — and, ultimately, to drive profitable customer action.”

Patel (2016a) adds that in addition to the definition by CMI, content marketing should be considered as a long-term strategy. The goal is to create strongly relevant content to a business's target audiences, striving to help solve their issues when they are in need for it. Designing a content marketing strategy should always start with the core audience(s) a business is trying to reach. Recognizing the possible issues, they are facing in their daily life, is a building block for this kind of marketing.

Patel divides buying in three phases: Attract, Capture and Decision. He suggests putting emphasis on Search Engine Optimization (SEO) by for example blogging and social media to gain higher brand awareness. Higher brand awareness translates to higher sales, this phase is called attract. (Patel 2016a.)

Capture is the following step where different tactics should be used. Patel suggests newsletters as one option. With a newsletter a business can keep in contact with their prospects and customers throughout their consideration phase. SEO with long-tail keywords works as well. Long-tail keywords are more specific keywords than just "knife" or "pan". Long-tail keywords should match longer search queries such as; "x-brand knives", "stainless steel pan price" or "espresso pans in Helsinki". On top of that, these long-tailed keywords are less competed, thus giving a chance of a higher search engine ranking. (Patel 2016a.)

The final step, decision, is all about pushing the prospect to turn into a customer. Including different call-to-action messages in the blog posts intended for readers in the decision phase is a step towards conversion. Including a small discount or a special offer might be the final decision-making factor. (Patel 2016a.)

Patel (2016a) also mentions social media marketing as one of the most useful content marketing tools as it opens the door to millions of people. The key is to connect with the audience by posting relatable content – a business that can make a customer laugh, cry or share is the one that comes in their mind when they are ready to buy something. Furthermore, paid advertising can be utilized to hasten the audience growth and to reach new customers.

2.5 Social Media Marketing

Social media marketing aims to increase traffic and attention towards a company. It consists of posts, paid advertising, and interaction with customers in different channels such

as Facebook, Instagram, WhatsApp, LinkedIn and Twitter. (Search Engine Land 2017a.) Social media marketing can be considered a part of inbound and content marketing, but it also introduces paid advertising in the form of display banners or videos and boosting posted content.

Social media marketing plays a big role around inbound marketing. It is a good start to create interesting and relevant content, but that content needs to have a place where it can be shared. According to Neil Patel (2015) the single most important performance indicator in social media is shares because they tell if the crowd is liking what they see. The aim is to engage the readers to somehow react to posts, be it likes, comments or shares. Patel (2016) also suggests avoiding “sales-y” posts that try to direct the audience to buy something as only very well-known brands can safely do this.

As social media includes a broad range of channels it can be hard to recognize which are the ones to be in. For this thesis the chosen platforms are Facebook and Instagram. Facebook is such a popular media that it cannot be neglected. What Instagram does is visualization of the products the case company sells; therefore, it was considered a great channel for this purpose. The company has existing Facebook and Instagram business pages and have used them before, so starting off with familiar platforms was considered an ideal way to start.

2.5.1 Facebook Marketing

Facebook is a social media network launched in 2004 by Mark Zuckerberg. Its original intent was to serve college students at Harvard University, but after its launch it quickly became evident that there was a much larger potential userbase for Facebook. By the end of 2004, Facebook had over a million users. (Zeevi 2013.) Today, Facebook is the largest social media in the world, serving over 2 billion users (Chaykowski 2017).

As Facebook is the largest social media network in the world, it is a crucial tool for businesses to use while interacting with their customers. That said, Facebook offers companies the possibility to create business pages. A business page can be filled with company information such as; location, opening hours and phone number. (Facebook 2017.)

In addition to that, it is a tool for businesses to keep an open dialogue with their customers and to post relevant pictures, videos and text to be seen by people who like the page. These posts can be commented, liked and shared by customers who see them, giving the company more visibility. (Facebook 2017.)

Setting up a Facebook business page and updating it is free of cost – of course it takes someone’s time to do all of this, so it should not be considered 100% free of cost. According to Sophia Bernazzani (2017) the issue for today’s marketers using Facebook is, that the company has updated its news feed algorithm to show more content from friends and family and less from liked pages.

Moreover, the exponential rise of business pages and the average number of pages liked per user has decreased the so called “organic reach” of posts published by businesses. Organic reach means that how many people will see the post without having to pay for it. By the year 2016 the organic reach per post had decreased to under 2% from 16% in 2012. (Bernazzani 12 April 2017.)

This means that if a company with 1000 likes posts a picture it is seen on average by less than 20 people who has liked the page. In his post at Facebook’s Newsroom the Engineering Director of Facebook, Lars Backstrom (2016), said the best way for businesses to gain organic reach is *“to post things that their audience are likely to share with their friends”*.

Businesses can post and share content on their pages. The content can be for example text, pictures, videos, questions, multiple-choice questions, links to websites, shared Instagram pictures or videos. While pictures and videos tend to get more attention, other posts can be of good value as well.

This posted content can then be shared to people who like the business page. Anyone who sees the post can then react to it by liking, sharing, commenting or tagging friends in it. To gain extra visibility, a company can choose to boost its posts with paid advertising. Because organic reach is on such a low level, paid advertising is oftentimes the way to go.

So, what is the best way for a company to reach its target audience(s) in Facebook? By paid advertising. A business can boost its posts or create custom ads in Facebook to reach a larger number of users. Facebook collects very specific information about its users, such as; location, interests and demographics, that can be used by advertisers to create targeted ads to reach their core audiences. (Facebook 2017.)

2.5.2 Instagram Marketing

Instagram is a photo-sharing social media platform originally created by Kevin Systrom and Mike Krieger in 2010 (Lagorio-Chafkin 2012). The application was designed to be used on mobile devices, but two years after its initial release a website was opened. Sharing photos and videos is Instagram's bread and butter: a user can post a photo, video or story to be seen by his/her friends or anyone using Instagram. (Moreau 2017.)

Users can choose to use different filters on taken photos and tag them with hashtags so that they can be found by other users searching pictures tagged with specific hashtags (Moreau 2017). Social medias have changed the way people interact with each other and sharing is one major part of any social media.

The easy-to-use interface of Instagram that plays around sharing made it a rapidly growing application. 28 months after its initial launch, Instagram had over a hundred million users. Since that, it was acquired by Facebook in April 2012. The acquisition has certainly boosted Instagram's growth and as of 2017 it had already reached a userbase of over 700 million people. (Constine 2017.)

Instagram also offers a possibility for businesses to create a business account, free of charge, similarly to Facebook. In fact, for a company to create a business account, it needs to be connected to its Facebook business profile. The Instagram business profile can then be personalized with an address, contact number and other relevant information of the company. (Constine 2017.)

Instagram content usually consists of pictures or videos, the newest feature, Stories was introduced in 2016. Stories consist of one or more pictures or videos that can be posted to be seen only for 24 hours by other users. Stories can be viewed multiple times and users can for example comment them. (Instagram 2016.)

While there are no specific numbers on organic reach in Instagram, it uses an algorithm like the one used in Facebook (Isaac 2016). That means paid advertising is the best way to go in Instagram as well. Luckily, the platform offers the same wide range of targeting possibilities as Facebook (Newberry 16 August 2017).

2.6 Search Engine Optimization (SEO)

Search engine optimization helps companies appear higher in the list of results when a user makes a search in for example Google or Bing. By optimizing its website in different ways, such as content marketing, mobile compatibility, loading times and backlinks, a company can appear higher on the organic or natural search results in a search engine. (Search Engine Land 2017b.) The aim is to create more traffic to a company's website.

Chaffey & Smith (2013, 353-356) divide search engine listings in four phases: *Crawling*, *Indexing*, *Ranking or Scoring*, and *Query Request and Results Serving*.

Bots crawl through websites by accessing them and identify pages that are relevant, index them and assess if any changes have been made. Thereafter, the pages are indexed so that the search engine can find the most relevant pages for the search query in a quick manner. Ranking or scoring is then done in real time by the search engine, where the most relevant content is retrieved from the index – ranking involves multiple different factors. Finally, the query request and results serving is done by receiving the searcher's query. A list of results then shows up on the search results page. (Chaffey & Smith 2013, 353-356.)

One of the most important ranking factors is to have relevant pages that answer the user's queries (Kenwright 3 January 2018). This means that the website should be filled with relevant keywords in every place possible from title to header, meta title and meta description. An excessive number of keywords can however end up tagging the site as spam. (Frost 2016.)

In 2018, mobile friendliness, page load speeds and a secure site using HTTPS-protocol are also very important factors. In addition to these, the site should be easy to scroll through and look good. (Fishkin 29 December 2017.) With better user experience, comes longer times spent on the website that converts to higher search engine ranks (Kenwright 3 January 2018).

Backlinking is another important ranking factor in SEO. Backlinks are links from one website to another. Essentially, backlinking means giving credibility from one site to another. What should be considered, is that not all backlinks are of equal value. Backlinks on credible, popular websites are more valuable than the ones on the opposite end, thus the goal should be featured on credible websites. (Moz 2018.) Backlinks to other sites come through quality content, therefore opening a blog on the website should be considered.

Blog texts can be filled with relevant keywords to match the user's search queries. In addition, these blog texts can then be shared in social media pages where users can further share them to their friends.

Moz (2017) keeps a list on its website that contains all Google search engine algorithm changes since year 2000. During 2017, Google made 12 changes to its algorithm, some smaller and some larger. The important thing is that the algorithm is constantly changing, and this will influence search engine results in the long run. That said, SEO requires on-going work to keep websites on the top ranks.

2.7 Analytics and KPI's

Analytics and KPI's are important in all marketing, without pre-set goals and metrics a company can only guess what kind of impact a marketing campaign or channel has on its sales. KPI's look at what to measure, where to measure and when to measure enabling a firm to constantly change its marketing tactics.

One of the main reasons online marketing is so popular today, is that it gives marketers the possibility to collect immense amounts of data about their customers (Single Grain 2017). Measuring campaign success with Google Analytics (GA), or a similar tool, and predefined KPI's is important. How would a business know how its campaigns or online channels are working if it does not know what numbers indicate success and where to look at them? This chapter will dig into analytics and KPI's.

2.7.1 Google Analytics

Digital marketing is a great way to reach new leads, prospects, sales and returning customers. But how can a company take full advantage of digital marketing? If there is no way to collect data about online campaigns or online channels, it is hard for a company to know how well they are performing. That is why online marketers should use Google Analytics, or a similar tool, that helps them to collect data about their customers throughout their journey of seeing an ad to making a purchase.

What Google Analytics offers, is a way to measure campaign success, website visitors, e-commerce and many other things. With the help of analytics, a company can see if a cam-

campaign was successful, what their site visitors do, where people tend to drop off while shopping in the e-shop and a multitude of other things. All this is done by implementing Google Analytics to a company's website, free of cost. (Hines 24 June 2015.)

2.7.2 Implementation of Google Analytics

The basic features of Google Analytics on a website is implemented by adding a string of code into the website's templates. GA can track the time a user spent on the site or on a specific page, in what order the pages were visited and what links on those pages the user interacted with. (Google 2016a.)

Google Analytics then saves a "Cookie" on each visitor's computer. According to Norton (2017) a cookie is a small amount of data stored on a user's computer, this cookie is then sent back to the server untouched. When a user accesses a website for the first time, the cookie is created. Thereafter, each time the user visits the site, the cookie is sent back to the server and the user can then be recognized.

A cookie helps the website provider to collect data of each visit on its site. A GA cookie can collect for example; unique users, number and time of previous visits, traffic source (where the user landed from to the site), when the session started and ended. (Google 2017.)

For more advanced metrics however, more tracking codes need to be implemented. When there is an e-shop involved, an additional tracking code should be implemented to the ecommerce side of the website. This code enables the business to collect data from transactions made in the e-shop. The code tracks data such as; Transaction ID, Revenue, Shipping costs and Taxes. Moreover, it can separate each orders' products, their prices, quantities, product numbers and connect them to specific transaction ID's. (Google 2016b.)

Besides ecommerce tracking, GA offers a possibility to track specific business goals. There is a total of five different goal types that can be setup in GA. These are; Destination, Duration, Pages/Screens per session and Event. (Google 2018.)

Destination goals are used for tracking specific pages on a website. These are usually thank-you pages. A thank-you page is a page that is showed when a transaction or a conversion takes place. Destination goals can be used for example when a user makes a purchase or orders an email newsletter. (Google 2018.)

Duration goals measure how long sessions take on specific pages, for example how much time users spend reading a blog post. Pages/Screens per session looks at how many pages or screens a user viewed through during his/her session. Event goals measure different actions a user triggers during a visit. Triggered actions can be for example; video plays, ad-clicks or sharing blog texts on social media sites. (Google 2018.)

For ecommerce purposes, destination goals can be setup as funnels. The funnels should include each step (or page) customers go through while checking out. There are two main advantages of this: Firstly, the whole checkout process can be reviewed, and GA can visualize on which page users tend to drop off during the process. Secondly, the value of campaign traffic can be measured, as the goal separates referral traffic from different websites (for example Facebook and Instagram). (Hines 2013.) See figure 3 below for a demonstration of a checkout-process funnel.

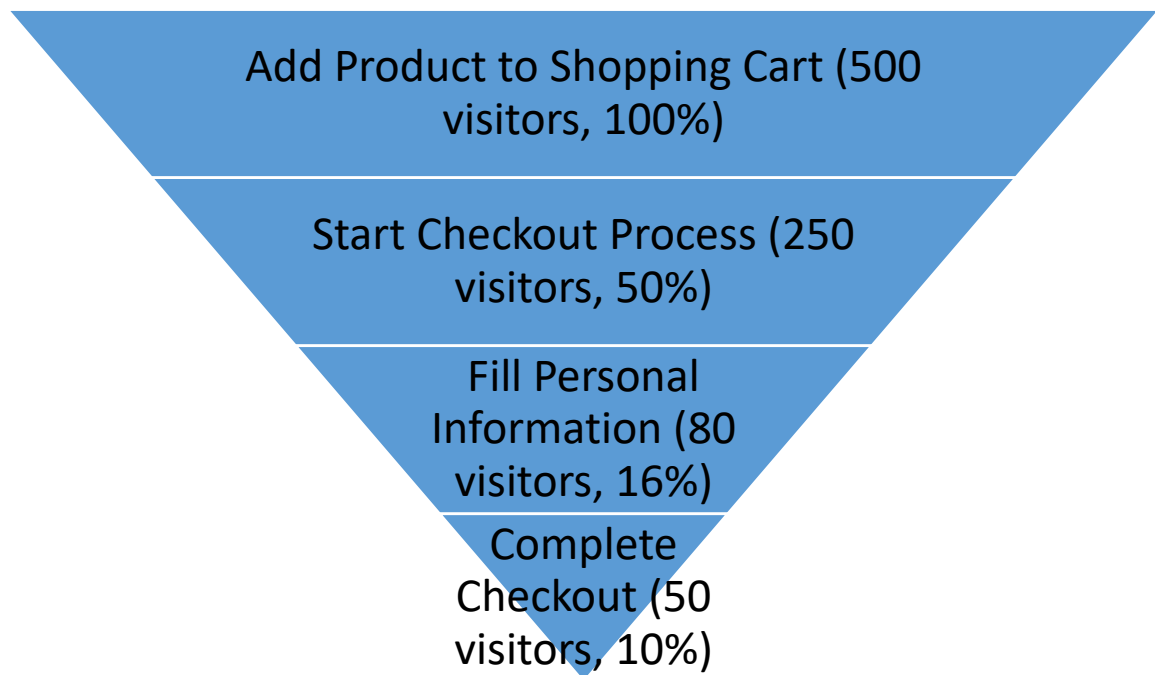


Figure 3. Checkout-process Funnel.

As figure 3 shows, there are customers dropping off after each step from adding a product to the shopping cart to completing the checkout process. After 500 visitors added something to their shopping carts, only 50 of them converted which equals to a 10% conversion rate.

This most likely indicates some issues in the checkout process that should be fixed. One of them might be asking too much personal information about customers at an early

phase of the customer relationship. The funnel visualization helps businesses to find pain points from the checkout-process and therefore develop each step to increase initial conversion rates (Fettman 2012).

2.7.3 Key Performance Indicators

In addition to using an analytics tool, a company should be measuring how its online marketing campaigns are working. This creates a need to set KPI's for campaigns. KPI's are numerical metrics that help tracking the progress of campaigns and making changes for reaching business goals. (Edgecomb 2017.) According to Smith (2017, 231-232) online marketing KPI's can be for example: website traffic, likes, shares, comments, ad clicks and conversions (sales, email newsletter conversions). The sales funnel mentioned in the previous chapter can also be used for measuring success.

According to Patel (2017b) many marketers are going wrong when defining KPI's and are therefore measuring wrong metrics and making unsuccessful business decisions. No one campaign should have the same KPI's as the last one. He gives an example: a campaign with a goal to drive more Facebook page likes should not look at traffic or page visits. The KPI for such campaign should be page likes because that is what the campaign is after. The KPI's should therefore look at specific business objectives and how to measure if they are successful or not. The end goal is to gain traffic that generates into leads and more cash flow, the quality of the traffic is more important than the quantity.

The data should not be looked at blindly though. The so called "last-touch attribution" makes online marketing data that much harder to interpret with. Last-touch attribution means that the last "touchpoint" a user has landed on gets all the credit to a conversion. Users rarely convert after one touchpoint and a conversion can take months to happen. Therefore, it can be dangerous to drop channels that are performing badly, because they "are not" driving conversions, even though they might have played a big role in them. (Patel 2017b.)

2.8 Summary

Digital marketing is a widely used concept that includes all the different online marketing channels and methods. As it is such a large concept it can be hard to find the correct channels to practice marketing. This can create issues such as large amounts of money spent in the wrong channel. Therefore, digital marketing should be started with a mindset

of rather mastering one to two channels than doing an acceptable job in several other channels.

Many marketers have noticed the power of content marketing as the consumers' online and buying behavior has changed. Instead of doing traditional "in-your-face" marketing, where the advertiser is telling what someone can buy from them for which price and where, the marketers should understand that a modern consumer is looking for interesting and helpful content. If that content is given to them at the right time, there is a higher possibility to gain a new customer.

Digital marketing can be practiced for "free". However, it is crucial to keep in mind that for example social media requires constant presence of the company and that requires time. So, even if marketing in a platform is free, the cost of time should always be considered in the marketing budget. What should be noted is however, that the organic reach of for example Facebook and Instagram posts is constantly dropping meaning that today, paid advertising is the most effective way of marketing in these platforms.

Some parts of digital marketing can be learned through benchmarking and copying best practices from other marketers. However, defining what works best for a specific business comes through testing and experience. Therefore, constant reporting and reviewing one's marketing efforts is important, thus creating the need for using Google Analytics or a similar tool and defining specific KPI's for each campaign or channel.

KPI's should be clearly defined, and no campaign should have the same KPI's as the previous ones. Marketers need to understand that KPI's look at business objectives that have a goal to generate cash flow. Last-touch attribution adds confusion as marketing data only credits the last channel a user interacted in before conversion. Therefore, looking blindly at conversion rates can drive a business to make bad decisions.

A digital marketing plan is needed to keep marketing communications constant and consistent throughout different online channels. The plan helps defining which channels should be used, how to use them and how the success of these chosen channels should be measured.

In the next chapter the project management methods will be presented. With the help of the chosen methods and the theoretical framework a digital marketing plan will be created.

3 Project Management Methods

This chapter presents the research methods chosen and the platform for the digital marketing plan. The platform is based on the theoretical framework and a qualitative research survey created based on it. The survey was conducted to Chez Marius’s personnel. Based on the platform, a digital marketing presentation can be created and will be presented to the case company. Below are the project tasks excluding PT1, theoretical framework.

PT2. Current State Analysis and Competitor Analysis

PT3. Creating Digital Marketing Plan

PT4. Presentation of Finished Plan

PT5. Reflections

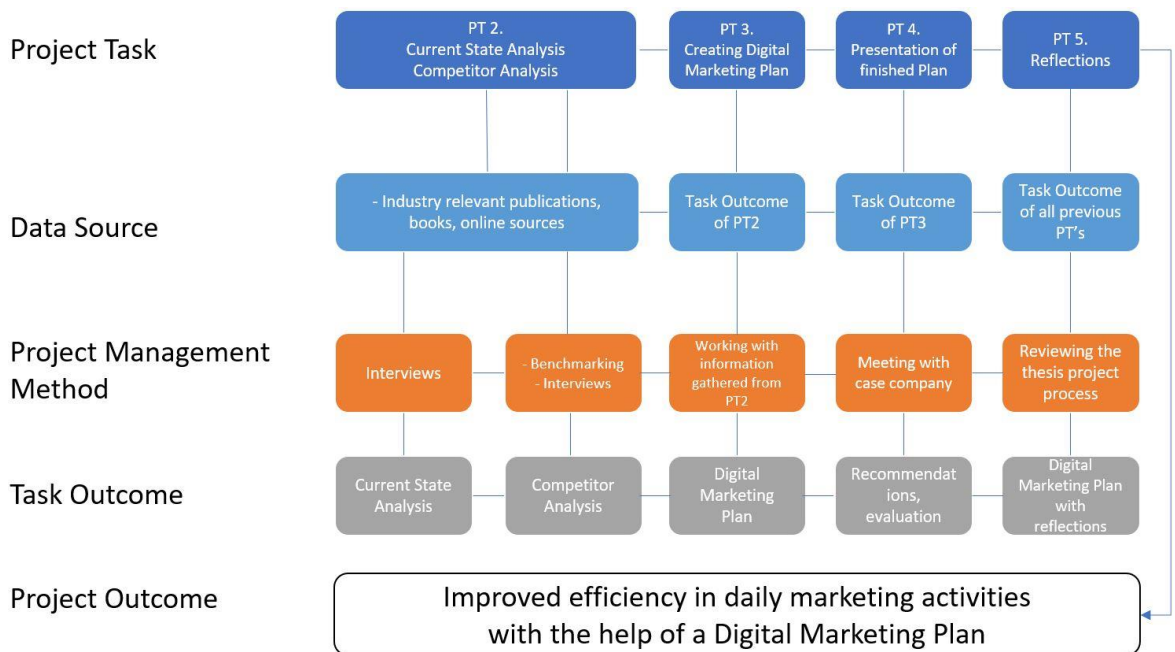


Figure 4. Project management methods.

Figure 4 starts with PT2. Current state analysis. A current state analysis of the case company’s digital marketing activities is done by interviewing its personnel and reviewing the company’s online channels. With the information gathered in the theoretical framework, a valid qualitative survey can be created which guides the creation of a current state analysis.

The results of the qualitative survey can be combined with the review of the company's online channels to create a comprehensive SWOT-analysis. The survey will also look at the company's objectives regarding digital marketing.

Competitor analysis is done after the current state analysis. Competitor analysis includes benchmarking of meaningful direct/indirect competitors in the field to get an idea of their current digital marketing activities.

In PT3, information gathered from PT2 will be used. That means, analyzing qualitative research results, benchmarking outcomes and making decisions supported by the theoretical framework. All this leads to a finished digital marketing plan.

PT4 includes the presentation of a finished digital marketing plan to the case company. Finally, the thesis process is evaluated and reviewed. The outcome of the project is a digital marketing plan that is expected to improve efficiency in daily marketing activities.

3.1 Situation Analysis

As stated in chapter 2.1, situation analysis should answer the question "where are we now?". For this study, the focus will be on current competencies pictured in a SWOT-analysis. In addition, Chez Marius's and its competitors' online channels are reviewed. An interview with Chez Marius's personnel was conducted to get their view on current digital marketing activities, target audiences, goals for digital marketing and the company's core competitors.

3.1.1 Current Digital Marketing Activity

Chez Marius has not reserved a specific budget for marketing. Some money can be spent on online advertising but mostly the company is marketing itself via sponsoring the Culinary Team of Finland and cooperating with cooking shows and reporters. Online advertising is restricted because of the lack of knowledge on where the money should be spent in. Currently, 75% of sales are generated through the brick and mortar store, 10% online and 15% B-to-B. Chez Marius has a Finnish website and an Estonian website but the Estonian site's e-commerce side is still under construction.

Until now, Chez Marius digital marketing activities have been unplanned and random. The company is present in Facebook, Instagram and YouTube, but there have not been any

set days or any plans on what to post. Most content posted in these channels are to be found only in organic ways. Paid advertising is done from time to time, but the spend has been minimal. Mostly, Facebook is used for giving general information about the company such as; address, opening hours, special events or changes.

Chez Marius can be contacted online via Facebook or email. One employee has been given the responsibility to answer questions on Facebook. Emails are answered by different employees depending on which email address is contacted. Contacts on both channels are usually answered during the same day, occasionally even outside of office hours.

In addition, online channels' performance can be measured only in the platforms used. The website platform used shows some analytics on where customers come from and if a purchase is made. However, this information is hard to view and there are no charts or tables available. Instead, every visit or purchase is gathered on its own row in the platform.

Table 2. SWOT-analysis.

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> - Exceptional Customer Service - High Knowledge about Products - Possibility to utilize employee's knowledge to create high quality content - Quick answers to questions online - 20 years of experience in the field - Well established brand - Product selection - High quality products 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> - Low knowledge of online marketing - No marketing budget specified - No way to measure online success - Scattered online marketing activities - Only 10% of sales is generated online
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> - Reaching more customers through online marketing - Increasing revenue and margins through increased online sales - Changes in customer behaviour creates need for quality content 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> - Falling behind competitors if online marketing stays on the same level - Large competitors who sell with lower margins - Changes in customer behaviour move sales to online platforms - New entering competitors who are all in in online marketing

Table 2 sums up the internal strengths and weaknesses, and the external opportunities and threats that Chez Marius can encounter. The internal weaknesses of the company and external opportunities and threats of the current markets and customer behaviour changes can be exploited and defeated through the utilization of the company's strengths.

3.1.2 Competitor Analysis

Chez Marius named two firms as its main competitors: Eiring and Kokkipuoti. A third competitor selected is Makujakauppa which has opened its doors late 2017. In addition, larger firms such as Verkkokauppa.com can be viewed as minor threats, however, these can mainly compete through pricing instead of high quality service, knowledge about products and the range of special kitchenware offered. Therefore, this analysis is focusing on Eiring's, Kokkipuoti's and Makujakauppa's online channels and their positioning on the market versus Chez Marius's.

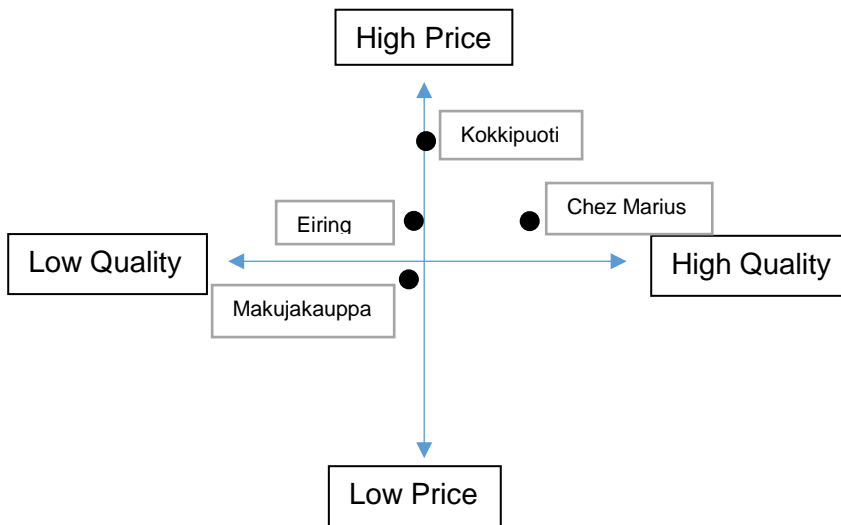


Figure 5. Market Positioning.

According to Chez Marius, its focus is not to offer known brands with high prices, but to offer a large selection of high quality products with affordable prices. Each product added to its selection is carefully tested and reviewed. That said, competitors are either more brand or price focused, which is pictured in Figure 5, Market Positioning.

Table 3. Online presence.

Online Presence				
Channel	Chez Marius	Eiring	Kokkipuoti	Makujakauppa
Own Website	✓	✓	✓	✓
E-Shop	✓	✓	✓	✓
Blog				
Facebook	✓	✓	✓	✓
Instagram	✓			✓
YouTube	✓			

As table 3 shows, there are no big differences in online presence between Chez Marius and Makujakauppa but Eiring and Kokkipuoti have the least channels in use. Even though Chez Marius has the widest presence, Makujakauppa is still more active in its channels.

In Facebook Makujakauppa has the most likes at about 14 000, Chez Marius is second with 7500, Eiring at 2300 and Kokkipuoti with 600. This clearly shows what post frequency, quality and paid advertising can do. In addition, Chez Marius has an Estonian Facebook page but lacks an Instagram page and a YouTube channel.

Only Chez Marius and Makujakauppa are present in Instagram. Chez Marius has about 450 followers and Makujakauppa has around 1600. Both companies post mainly pictures from one to three times per week, where Makujakauppa is closer to three times a week. At maximum, Chez Marius has posted 5 posts a month but usually one to three posts. The content of both pages is similar, including kitchenware or cooking related content.

The four companies can be divided into three groups:

1. High activity, usually at least one post per day in either channel. The pages include both own content in a form of engaging content and shares from other websites and Facebook pages.
2. Medium activity, usually one to two posts per week both channels combined. Either own content or shares from other websites and Facebook pages. Occasionally either channel has lowered activity and the post frequency can drop to one post per month.
3. Low activity, posts appear randomly, sometimes once per month and sometimes twice per week. Posts are either own content or shares from other websites and Facebook pages.

Makujakauppa reaches group 1, Chez Marius 2, and Eiring and Kokkipuoti 3. The gap between category 1 and 2 is significant, but reachable through careful planning and giving responsibility to employees.

3.2 Objectives

The objectives of the digital marketing plan should answer the question “where do we want to be?”. As mentioned earlier in chapter 2.1, Chaffey and Smith suggest looking at the RACE model.

The objective Chez Marius is looking for is to gain new customers through reaching a new segment, the so called “Average Joes”. This can be achieved through lead generation by

creating engaging content in the channels that Chez Marius is using (Facebook, Instagram and Blog). Whenever a potential customer interacts with Chez Marius, it can be considered a lead. The goal is to increase new leads by 2% per month. The important thing is to reach high quality followers rather than high quantities of them.

Higher conversion rates online and offline could be reached through remarketing or optimizing the checkout-process in Chez Marius's website. Because Chez Marius does not have data about its online conversion rate, a goal cannot currently be setup for conversion. In addition, as online advertising is new for Chez Marius, remarketing is considered too advanced. The important thing is to start continuous online marketing activity. When that part is done, remarketing may be applied.

Remarketing is powerful as it is advertising to people who have already shown interest in one or more products or services of the company. Higher engagement rates can be gained through reviews, shares or likes in social media channels. Higher engagement turns to higher customer retention rates, therefore focus on aftersales activities should be applied and adding the possibility to review products on Chez Marius's website is suggested.

3.3 Strategies

Strategies look at the objectives set earlier and define how to get to them. As mentioned in chapter 2.1, *STOP* is a suggested model to utilize when defining strategies. *STOP* consists of the words "Segments", "Target markets", "Objectives" and "Positioning (online value proposition)". (Chaffey 2016.)

3.3.1 Segments and Target Markets

With the information gathered from Chez Marius, the segmentation and target markets can be defined. There are three segments that are in some ways like each other; Cooks, Cook students and Cooking enthusiasts. In addition, there are the so called "Average Joes" who are the most interesting customers according to the company. Therefore, there are four segments.

1. Professional cooks, aged 20+. These customers know exactly what they want and how much it can cost. Quality is the most important factor when buying something, brands do not really matter. They use the same tools both at work and at home. Cooks can give ideas of new products and they usually test lots of new tools. Chez Marius as a brand is very well known among these people.

2. Cook students, aged 16-25. Price-quality ratio is important. Chez Marius is recommended by for example Culinary school Perho and students can get small discounts from Chez Marius. Products are bought based on recommendations from friends or teachers but advice from the store's personnel is welcomed.
3. Cooking enthusiasts, aged 20-35. They like to cook at home for friends and family. Tries new recipes and might get ideas from different TV-shows. Might need assistance from personnel when choosing kitchenware. Values quality service, tips and advice on different products. Price-quality ratio is important, but brand products might seem more interesting than others.
4. Average Joes, aged 20+. Might be interested to learn how to cook better but needs a lot of assistance on what to buy. Might watch some cooking TV-shows occasionally. Prefers known brands because there is a lack of knowledge about what products are of higher quality. They are not ready to put too much money in kitchenware as cooking is not their passion. Chez Marius is not known among these people and they might prefer big-box stores.

3.3.2 Short-Term Objectives

The short-term objectives are to reach new customers (Average Joes). This can be achieved by creating quality content in online channels, such as on Chez Marius's own website in the form of a blog or in the company's YouTube channel. The content can be shared in Chez Marius's Facebook page.

New audiences can be found through paid advertising by boosting recent posts that might seem interesting even for non-enthusiasts. Moreover, excluding people who already like Chez Marius's page helps reaching the desired audience. The success can be measured by looking at new Facebook likes and new website visits. What should be kept in mind is, that raising brand awareness does not automatically mean new streams of revenue.

3.3.3 Positioning

Chez Marius can differentiate itself from competitors by offering high quality content to its customers by utilizing its employees' knowledge about products. Customers have also thanked the company for its employees' honesty when selling products. Every product has its negative sides, and these will be brought to the customers knowledge. Also, if the salesperson thinks a more affordable product suits the customer's needs better, they will offer that product to him/her.

These could also be turned into USPs (Unique Selling Propositions), where the company makes a promise to the customer on what they will deliver. These USPs can then be used in the overall marketing strategy and should be seen throughout the company’s marketing. (Entrepreneur 2018.)

3.4 Tactics

The tactics define the tools to be used to reach the set objectives and are the details of the strategy. According to Chaffey and Smith (2013, 538) the tactical tools can be for example; marketing mix, communications mix and channel mix. The channels used are already defined as of now; Facebook, Instagram and a Blog. In addition, Chez Marius can utilize its YouTube channel that already includes some videos, but more content should be created if that is used as a marketing channel in the future. In addition, a Gantt Chart is suggested to picture the timeline on the activity in these channels.

Digital Marketing Plan - Gantt Chart 6/2018

Chez Marius		Monthly Timetable June, 2018																														
		Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Website	Write Blog Post			X															X													
Facebook	Post Picture	X	X		X					X	X		X					X	X		X	X			X	X		X			X	
Facebook	Share Youtube						X																					X				
Facebook	Post Question	X							X								X														X	
Facebook	Share Content	Content can be shared whenever something interesting/funny/engaging pops up																														
Facebook	Share Blog				X														X													
Facebook	Share Instagram	X						X			X				X				X			X			X			X		X		
Instagram	Post Picture		X		X			X		X		X		X		X		X		X		X		X		X		X		X		
Instagram	Post Video	X						X							X																	
Instagram	Post YouTube Trailer					X																							X			
YouTube	Post Video						X																						X			

Figure 5. Example of a Gantt Chart.

The Gantt Chart above shows the online channels used. The chart defines what, when and where to post. For example, when a blog post is written in Chez Marius’s website, the content should immediately be shared on the Facebook page. Same goes for YouTube videos, a small ‘trailer’ or ‘teaser’ can be posted to Instagram the day before the video goes live on YouTube. After it has been posted to YouTube, it should be shared in Facebook as well.

This plan creates a marketing communications mix where content is posted consistently throughout different online channels. In addition to a timetable, the channels crosslink to each other by sharing posted content in multiple channels. A timetable also helps with

time management and with preparation for different posts. It takes time to create a blog post or a YouTube video, so those should be only created twice per month giving more time to plan.

The Gantt Chart can easily be edited when the firm has collected some data and gained experience on what works best and when. The chart should not stay as it is, because different audiences act differently, and the timetable and content should be reviewed carefully after each month.

Timing for posts, videos and blogposts should be tested to see which days and more specifically, which time on those days are most effective considering likes, shares and comments to gain the most visibility possible. In addition, the Gantt chart can be developed to include the exact content and timing of posts to gain more consistency and to be able to prepare for incoming posts.

3.5 Action

Action should look at the details of the tactics. There should be a clear plan on responsibilities of channels, what kinds of budgets are used and estimating ROMI (return on marketing investment) (Smith 2017, 201). The most important thing is to make sure everyone in the company is on the same page about the whole plan and responsibilities are clearly distributed.

Currently, Chez Marius is lacking a marketing budget and therefore it is hard to define any specific budgets for different marketing channels. A large amount of the suggested channels and marketing methods can be done with the cost of time; however, the set goals are unlikely to be reached without paid advertising. That said, paid advertising in Facebook and Instagram needs a budget which is for the company to decide later.

A Gantt Chart can be well utilized as a “checklist” for content creation and posts. There is however a need to create another checklist that defines other non-marketing activity related actions, such as updating website and creating the blog on the website.

Digital Marketing Plan - Action Checklist 2018

Chez Marius															
Responsibilities		Action To-Do / Checklist 2018													
Channel	Who is Responsible?	Checklist	Status	Not Done											
Blog	Name	Establish Blog on Website	Not Done	Started											
Facebook	Name	Implement Google Analytics on Website	Not Done	Done											
Instagram	Name	Implement Google Analytics E-Commerce	Not Done												
YouTube	Name	Create (online) Marketing Budget	Not Done												

Figure 6. Example of Responsibilities and To-Do / Checklist.

Firstly, Chez Marius needs to divide responsibilities to employees so that everything can be handled as intended. Secondly, an Action To-Do/Checklist should be kept up to have visible objectives that everyone can see. The list seen in Figure 6 helps the company to get to a start and it should be kept up to date and more actions should be added whenever applicable. The to-do/checklist can also include the name of the person responsible of completing a specific task.

3.6 Control

The final step of the plan is control. This part defines what and when to measure when looking at the success of campaigns or the marketing channels that Chez Marius uses. Data collection is therefore important, and Google Analytics should be implemented on the company's websites.

Facebook and Instagram have their own analytics tool that shows several different analytics such as; page likes, new page likes, organic post reach and clicks on links. One objective of Chez Marius's plan is to gain more Facebook likes. Thus, the KPI for such goal is Facebook page likes and New Facebook page likes.

For engaging Facebook posts and posted pictures the number of likes, shares and comments should be looked at. In addition, if a survey is done, the amount of answers is a KPI. For video-posts the amount of 25%, 50%, 75% and 100% views should be looked at in addition to started views, likes, comments and shares.

In case of paid advertising, the numbers to look at from Facebook are; impressions and clickthrough rate and conversion rates. GA can also give insight on bounce rate, session length and website behaviour that can be linked to campaign traffic. If paid advertising is used for brand awareness and to gain Facebook likes, the cost of like should also be measured.

Google Analytics collects data for website and e-shop activity as well. The numbers to view here are among others; bounce rate, time spent on website, new visitors (especially when trying to reach new customers) and shopping cart abandonment rate (SCAR). (Smith 2017, 232-233).

Especially paid advertising should be followed daily. Any issues should be solved as soon as possible before losing too much money if the target audience(s) are not responding to what they see.

Digital Marketing Plan - KPI's 2018

Channel	KPI	Starting Point	Goal	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Final Result
Website	Site Visitors			450	500	480										
Website	New Site Visitors			30	20	35										
Website	Bounce Rate %			62	64	58										
Website	Unique Visitors			320	340	330										
Website	Session Duration (MM:SS)			2:13	2:15	2:00										
E-Shop	SCAR %			75	70	68										
E-Shop	Conversions			150	160	145										
E-Shop	Conversion % (Conversions/Site visitors)			33 %	32 %	30 %										
E-Shop	Sales (€)			4 500,00 €	4 400,00 €	3 900,00 €										
Facebook	Likes	7649	10000	7400	7500	7600										
Facebook	Campaign Clicks			25	20	32										
Facebook	Campaign Impressions			80000	75000	85000										
Facebook	Clickthrough Rate % (Clicks/Impressions)			0,031 %	0,027 %	0,038 %										
Facebook	Video View-Through %			3 %	5 %	8 %										
Facebook	Campaign ROI															
Facebook	Cost-Per-Click (€)			4,32 €	4,28 €	4,26 €										
Facebook	Cost-Per-Acquisition (€)			18,12 €	17,68 €	18,01 €										
Instagram	Followers	452	1000	410	420	440										
Instagram	Campaign Clicks			12	12	8										
Instagram	Campaign Impressions			32000	33000	24000										
Instagram	Clickthrough Rate % (Clicks/Impressions)			0,038 %	0,036 %	0,033 %										
Instagram	Campaign ROI															
Instagram	Cost-Per-Click			6,10 €	5,85 €	5,68 €										
Instagram	Cost-Per-Acquisition			22,03 €	21,89 €	21,77 €										

Figure 7. Example of a KPI Measurement chart.

Figure 7 shows an example of a KPI measurement chart. The KPI's chosen can be measured monthly and new ones should be added whenever needed. What should be kept in mind is, that some things should be measured more often than others to be sure every goal is being reached.

4 Conclusions and Recommendations

In this chapter the process of this project will be gone through. This includes the assessment of the final product, the process required to create it and recommendations for further research.

4.1 Product Assessment

The goal of this thesis was to create a digital marketing plan that the kitchenware retailer Chez Marius can use in its daily B2C digital marketing efforts. The idea was to study different online channels with a mindset of finding ways to do digital marketing both for the Estonian and Finnish markets, cost-free.

The theoretical framework looked at how to build a digital marketing plan and how to utilize some popular online platforms in digital marketing without forgetting the use of KPI's and analytics tools. After starting, it quickly became evident that today's digital marketing does not really work cost-free anymore. The organic reach in Facebook and Instagram is so small that it makes it nearly impossible to reach higher sales by just updating the pages, especially if you are a small company. Therefore, the recommendations suggest using paid advertising to boost the content created.

I believe that the final product is good and benefits the case company in its daily marketing activities. Therefore, I can safely say that the project objective "To create a B-to-C digital marketing plan for Chez Marius, a Finnish kitchenware retailer" was fulfilled. The digital marketing plan could indeed be more comprehensive by adding more channels and going deeper into theories. I see this as a good foundation for Chez Marius to use in the future when its ready to expand its digital marketing repertoire.

Moreover, implementing the plan during the thesis project would have given more value to Chez Marius. The implementation of a blog and GA to Chez Marius's website would have taken a long time which would have prolonged the thesis process even further. That said, studying more in depth and implementing the suggested digital marketing activities would have made this project too large to be considered a bachelor's thesis.

Most of the research was done online and a small amount was through studying books. The main issue is that online marketing is an ever-changing field and new things are popping up almost daily. Therefore, books might become irrelevant very fast. In addition,

known names in this field tend to write their ideas online as it is a way for them to do digital marketing. Despite this, I believe I have been able to create a valid and clear digital marketing plan for Chez Marius.

4.2 Recommendations for Further Research

As I have mentioned, digital marketing is an ever-changing field. Today, Facebook might be the largest digital channel, but next year it can be someone else that has figured out what the masses are after. For further research, I would say to investigate new platforms in the field and research them. Whoever is the first one utilizing a new channel can gain significant benefits from it.

Artificial Intelligence (AI) is something that is talked about a lot today. It is also something that will change the field on digital marketing. It opens new ways of personalizing content and websites dynamically, to a level where it can define which font, colors and pictures work best for a specific user. As consumers look for more relevant content and want to have an open conversation with companies, AI will make all this easier. In addition, AI will be affordable even for small companies.

My recommendation for Chez Marius is to start digesting everything related to digital marketing, master Facebook and Instagram marketing and move forward to more channels. I recommend the company to learn the basics of Google Analytics. Furthermore, I recommend Chez Marius to develop this plan I have created and to utilize it in its marketing. There is a clear lack of digital marketing in the field of kitchenware retailers, that is why I believe that solid digital marketing can give competitive advantage. When Chez Marius wants to implement remarketing, it should carefully study the EU General Data Protection Regulation (GDPR) as it sets new demands for data collection and storing.

4.3 Self-Reflection

I started this project during January 2017. As I am writing this paragraph it is the beginning of April 2018. My initial plan was to finish my thesis by fall 2017. However, I was able to land a trainee-spot at Dagmar Oy, which is one of the best-known media agencies in Finland. I started there in May 2017 and have since acquired a junior-spot.

What I noticed is that, even though I have been working for several years even while studying, writing a thesis and working full-time is hard. That said, finding motivation to write my

thesis during evenings or weekends was nearly impossible. Finally, after struggling to get properly started, I decided to take a two-week study leave in the beginning of 2018 and that I wanted to graduate by summer 2018.

As I look back at this whole project I think I have gained lots of useful knowledge about digital marketing. Working at a media agency makes this study even more valuable for me, as it can be of benefit in a professional way as well. On the other hand, I have gained knowledge from my workplace, which in its own turn has helped me finish this project.

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Appendices

Appendix 1. Survey Questions for Chez Marius

1. What is your current digital marketing situation?
2. Can you measure how your current digital marketing activities effect on sales and how much traffic each channel produces?
3. How do you serve your customers online?
4. Do you currently have a marketing budget?
5. Do you use paid advertising in online channels? If yes, how much, if no, would you be willing to try it?
6. How does your target audience(s) look like/Who are your customers?
7. Why does your target audience(s) choose you instead of competitors?
8. How do customers buy from you, what is their digital journey?
9. Who are your three main competitors?
10. How do you position yourselves among these competitors?
11. What are your objectives with digital marketing?

B-to-C Digital Marketing Plan

CHEZ MARIUS
keittiötarvikkeiden erikoisliike | HELSINKI

Joni Ulma

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2

SITUATION

- No Plan for Digital Marketing
- Channels in use
 - Facebook
 - Instagram
 - YouTube
- No Google Analytics in use
- Roles for channels internally known

Strengths	Weaknesses
<ul style="list-style-type: none">- Exceptional Customer Service- High Knowledge about Products- Quick answers to questions online- 20 years of experience in the field- Well established brand- Product selection- High quality products	<ul style="list-style-type: none">- Low knowledge of online marketing- No marketing budget specified- No way to measure online success- Scattered online marketing activities- Only 10% of sales is generated online
Opportunities	Threats
<ul style="list-style-type: none">- Reaching more customers through online marketing- Increasing revenue and margins through increased online sales- Changes in customer behaviour creates need for quality content- Possibility to utilize employee's knowledge to create high quality content	<ul style="list-style-type: none">- Falling behind competitors if online marketing stays on the same level- Large competitors who sell with lower margins- Changes in customer behaviour move sales to online platforms- New entering competitors who are all in in online marketing

COMPETITOR ANALYSIS

- Three Main Competitors
 - Eiring
 - Kokkipuoti
 - Makujakauppa
- Chez Marius has Most Channels
- Makujakauppa is the Most Active
- Eiring & Kokkipuoti Inactive

Online Presence				
Channel	Chez Marius	Eiring	Kokkipuoti	Makujakauppa
Own Website	✓	✓	✓	✓
E-Shop	✓	✓	✓	✓
Blog				
Facebook	✓	✓	✓	✓
Instagram	✓			✓
YouTube	✓			

8.4.2018

MARKET POSITIONING



4

OBJECTIVES

REACH

- New Facebook & Instagram Followers
- Quality > Quantity

ACT

- Lead Generation Through Engaging Content:
 - Blog
 - Facebook
 - Instagram
- Increase Leads by 2% Per Month

CONVERSION

- Increase Conversion Rate
- Remarketing → Do After Digital Marketing Gets more Familiar
- Checkout Process revision → Use GA to see when Customers Drop off in the Checkout Funnel

ENGAGEMENT

- Post-Sales Engagement and Higher Customer Retention Rate by:
 - Reviews
 - Likes
 - Shares

STRATEGIES

SEGMENTS & TARGET MARKETS

- Four Segments:
 - Professional Cooks, 20+
 - Cook Students, 16-25
 - Cooking Enthusiasts, 20-35
 - Average Joes, 20+

OBJECTIVES

- Reach new Customers (Average Joes) through:
 - Content Creation (Blog, Videos) → Share in Social Media
 - Paid Advertising (reach people who don't like your Facebook page)

POSITIONING

- Utilize Employees Knowledge to Create High Quality Content for Leads, Prospects and Customers
- Think About USPs (Unique Selling Proposition)
 - What do We Promise to Deliver to Our Customers?
 - Why Should They Choose US Over Competition?
 - Example Case: DNA

TACTICS

CHANNELS

- Facebook
- Instagram
- Blog
- (YouTube)
- Gantt Chart as a timetable for posts

Digital Marketing Plan - Gantt Chart 6/2018

Chez Marius		Monthly Timetable June, 2018																														
Online Channel	Task/Content	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Website	Write Blog Post				X													X														
Facebook	Post Picture		X	X		X				X	X		X				X	X		X				X	X		X				X	
Facebook	Share Youtube						X																				X					
Facebook	Post Question	X							X								X							X							X	
Facebook	Share Content	Content can be shared whenever something interesting/funny/engaging pops up																														
Facebook	Share Blog				X														X													
Facebook	Share Instagram	X							X			X				X				X			X			X			X		X	
Instagram	Post Picture		X		X			X		X		X			X		X		X		X		X		X		X		X		X	
Instagram	Post Video	X							X							X				X			X			X			X		X	
Instagram	Post YouTube Trailer					X																					X					
YouTube	Post Video						X																					X				

ACTION

- **RESPONSIBILITIES**

- Facebook
- Instagram
- Blog
- YouTube

- **BUDGET**

- Define a Marketing Budget
- Create An Action To-Do/Checklist
- Make Sure Everyone is on The Same Page!

Digital Marketing Plan - Action Checklist 2018

Responsibilities		Action To-Do / Checklist 2018	
Channel	Who is responsible?	Checklist	Status
Blog	Name	Establish Blog on Website	Not Done
Facebook	Name	Implement Google Analytics on Website	Started
Instagram	Name	Implement Google Analytics E-Commerce	Done
YouTube	Name	Create (online) Marketing Budget	

CONTROL

- **WHAT DO WE MEASURE AND WHEN?**
- Campaign Traffic – Daily
 - Impressions
 - Clicks
 - Clickthrough Rate
 - Cost Per Acquisition
 - Conversions
 - Conversion Rate
- Facebook & Instagram – Weekly-Monthly
 - Page Likes / Followers
 - Reactions, Comments, Shares on Posts
 - Answers to FB-surveys
- Videos – Whenever Posted
 - Impressions
 - Clicks
 - Started Views
 - 25%, 50%, 75% and 100% views
- Website – Weekly
 - Site Visitors
 - New Site Visitors
 - Bounce Rate
 - Average Session Time
 - Shopping Cart Abandonment Rate (SCAR)
 - Etc.

Digital Marketing Plan - KPI's 2018

Channel	KPI	Starting Point	Goal	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Final Result
Website	Site Visitors			450	500	480										
Website	New Site Visitors			30	20	35										
Website	Bounce Rate %			62	64	58										
Website	Unique Visitors			320	340	330										
Website	Session Duration (MM:SS)			2:13	2:15	2:00										
E-Shop	SCAR %			75	70	68										
E-Shop	Conversions			150	160	145										
E-Shop	Conversion % (Conversions/Site visitors)			33 %	32 %	30 %										
E-Shop	Sales (€)			4 500,00 €	4 400,00 €	3 900,00 €										
Facebook	Likes	7649	10000	7400	7500	7600										
Facebook	Campaign Clicks			25	20	32										
Facebook	Campaign Impressions			80000	75000	85000										
Facebook	Clickthrough Rate % (Clicks/Impressions)			0,031 %	0,027 %	0,038 %										
Facebook	Video View-Through %			3 %	5 %	8 %										
Facebook	Campaign ROI															
Facebook	Cost-Per-Click (€)			4,32 €	4,28 €	4,26 €										
Facebook	Cost-Per-Acquisition (€)			18,12 €	17,68 €	18,01 €										
Instagram	Followers	452	1000	410	420	440										
Instagram	Campaign Clicks			12	12	8										
Instagram	Campaign Impressions			32000	33000	24000										
Instagram	Clickthrough Rate % (Clicks/Impressions)			0,038 %	0,036 %	0,033 %										
Instagram	Campaign ROI															
Instagram	Cost-Per-Click			6,10 €	5,85 €	5,68 €										
Instagram	Cost-Per-Acquisition			22,03 €	21,89 €	21,77 €										

QUALITY CONTENT CREATES QUALITY TRAFFIC

Consumer Behavior Has Changed

Quality Content > "Buy this" "Buy that" "Buy from us"

Be There When Customers Need You by:

Solving problems

Teaching

Testing



https://content.linkedin.com/content/dam/business/marketing-solutions/global/en_US/blog/ContentMarketing810.jpg

CONTENT



ATTRACT

Creating a **blog** or **videos** with quality content increases **traffic** to your website. **Solving problems** that your customers might have keeps you **relevant** throughout their buying process. Be aware of what **your customers want** to read and see. A good blog **attracts** people back to your site. The blog and videos should be shared in **Facebook** and other online **channels**. All this combined results in a **higher Search-Engine result**, driving even more **traffic** to your website.

- Answer questions such as:

Why to?

What to?

Where to?

How to?

CAPTURE

Using **Long-Tail keywords** on your website helps **capturing customers** in their consideration phase.

Long-tail keywords are less competed but can give a **higher SE-ranking** when relevant. A long-tail keyword is for example: "X-brand knives" "Japanese kitchen knife price". Consider also creating an email newsletter.

With a newsletter you can remind of your existence and keep continuous contact with your customers, throughout their consideration-phase.

DECISION

Customers that are ready to make a purchase-decision often need a last "push" towards **conversion**. Include **Call-To-Actions** in some blogposts. You can also offer small discounts for readers of the blog, for example "10% Off Your First Purchase With This Code" or "X-Product for Free When You Buy A Knife". Write different kinds of blogposts **targeted** to customers at **different** buying-phases. This way you can **stay relevant** as long as needed.

OPTIMIZE WEBSITE

- Make your website mobile friendly
 - **Quick** load times
 - **Easy** surfing (for example large buttons)
- Spend time on User-Experience
 - **Better** User-Experience → **Longer** Time Spent on Site
 - Make Website HTTPS-compliant, **Security** is Important
 - Give Users Possibility to Write **Reviews** and **Rate** Products
- Fill Website With Relevant Keywords
 - Title, Header, Meta Title and Meta Description
 - Keywords Should **Answer** Search-Queries
 - Careful: Too Many Keywords can Mark you as **Spam**
- Get Backlinks!
 - **Share** Content on Your Own Channels
 - Get Links From **Credible** Sources
 - Think About Making **Affiliate** Contracts

All the Factors Mentioned Above Have a Positive, or Negative, Effect on Search Engine Ranking!

Search Engine Ranking-factors are constantly updated – Keep Website and Content Up-to-Date at all times!

SOCIAL MEDIA

Facebook

- Share Content From
 - Your Own Channels (Blog, Instagram, YouTube)
 - Other Interesting Channels or People
 - What Makes a Customer **Feel** Something Is What Makes Them to Remember You
- Be Active
 - **Answer** Questions Quickly
 - **Ask Questions** From Your Audience
 - Post **Daily**
- Paid Advertising is the Way to Go
 - Organic Reach is **Under 2%**
 - Huge **Targeting** Options Available
 - Start Small

Instagram

- Be Active, Post Daily
 - Pictures
 - Videos
 - Stories
- Gain More Followers By
 - Using Many **#Hashtags**
 - Starting to **Follow** People
 - **Commenting/Liking** Others Posts
- Paid Advertising is the Way to Go
 - Organic Reach is **Under 2%**
 - Huge **Targeting** Options Available
 - Start Small

ANALYTICS

- Facebook and Instagram success can be measured in their own tools
 - However, what happens when a user lands on your website isn't measurable
- Implement Google Analytics on your Website – ASAP
 - You Can Measure Website Activity, Campaigns, Where People Find You From, Referral Traffic
 - Create Buying Journey Funnels
 - Create Checkout-Process Funnels
 - Learn Google Analytics basics and advanced things at <https://analytics.google.com/analytics/academy/>

NEXT STEPS

- **CONSIDER**

- Display Advertising (e.g. Banners)
- Native Advertising (paid articles)
- Cooperation with (known) Influencers (Bloggers, Vloggers)
- Other Social Media Platforms
- Adding the Option to Write Reviews on Products → Transparency + Higher SE Ranking

- **DO**

- Study GDPR, GA, Facebook & Instagram Paid Advertising, YouTube, Blogging, etc..
- Create a Marketing Budget
- Implement Plan → Control → Make Changes

Useful Tools

Schedugram, an Instagram scheduler: <https://schedugr.am/>

Hootsuite, Facebook scheduler: <http://signuptoday.hootsuite.com>

Mailchimp, Email Newsletter builder: <https://mailchimp.com/>

Google Campaign URL-builder: <https://ga-dev-tools.appspot.com/campaign-url-builder/>

Moz Keyword Explorer (for SEO): <https://moz.com/explorer>