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ESCUELA DE POSGRADO



Consulting Report - Tannder

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ADMINISTRACIÓN ESTRATÉGICA DE EMPRESAS OTORGADO
POR LA PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ**

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Executive Summary

The academic study, in the form of a consulting report, analyses and explores new opportunities of development for Tannder, an education-focused platform, which offers a range of services aimed at supporting educators and learners.

The work revolves around the strategic enhancement of Tannder School's visibility, primarily driven by the imperative of internationalization in the educational technology sector. To address this challenge, a comprehensive approach was undertaken, involving secondary literature review and primary analyses. The research framework encompassed an examination of different type of analysis, both quantitative and qualitative, including interviews which were conducted with selected experts from professionals within the educational and digital marketing domains. All the findings from this multifaceted research endeavour were rigorously weighed against a root cause analysis.

Subsequently, a set of six strategic solutions was proposed and meticulously assessed in collaboration with Tannder School's CEO, leading to the definition of a final solution along with an accurate implementation plan, budgetary framework and selected KPIs that will monitor and prove effectiveness of the strategy. The final solution consists of a comprehensive marketing strategy, integrating initiatives encompassing website performance optimization, online visibility boost, online engagement enhancement, and content update and optimization.

Keywords: Visibility, internationalization, educational technology, online platform, marketing strategy, digital marketing, website optimization.

Abstract

El estudio académico, en forma de informe de consultoría, analiza y explora nuevas oportunidades de desarrollo para Tannder, una plataforma centrada en la educación que ofrece una gama de servicios destinados a respaldar a educadores y estudiantes.

El trabajo gira en torno a la mejora estratégica de la visibilidad de Tannder School, impulsada principalmente por la necesidad de internacionalización en el sector de la tecnología educativa. Para abordar este desafío, se adoptó un enfoque integral que incluyó una revisión de la literatura secundaria y análisis primarios. El marco de investigación abarcó un examen de diferentes tipos de análisis, tanto cuantitativos como cualitativos, incluyendo entrevistas que se llevaron a cabo con expertos seleccionados de profesionales en los ámbitos de la educación y el marketing digital. Todos los hallazgos de este esfuerzo de investigación multifacético fueron rigurosamente evaluados en un análisis de causa raíz.

Posteriormente, se propuso un conjunto de seis soluciones estratégicas que fueron evaluadas minuciosamente en colaboración con el CEO de Tannder School, lo que llevó a la definición de una solución final junto con un plan de implementación preciso, un marco presupuestario y KPI seleccionados que supervisarán y demostrarán la efectividad de la estrategia. La solución final consta de una estrategia de marketing integral que integra iniciativas que incluyen la optimización del rendimiento del sitio web, el impulso de la visibilidad en línea, el aumento del compromiso en línea y la actualización y optimización del contenido.

Palabras clave: Visibilidad, internacionalización, tecnología educativa, plataforma en línea, estrategia de marketing, marketing digital, optimización del sitio web.

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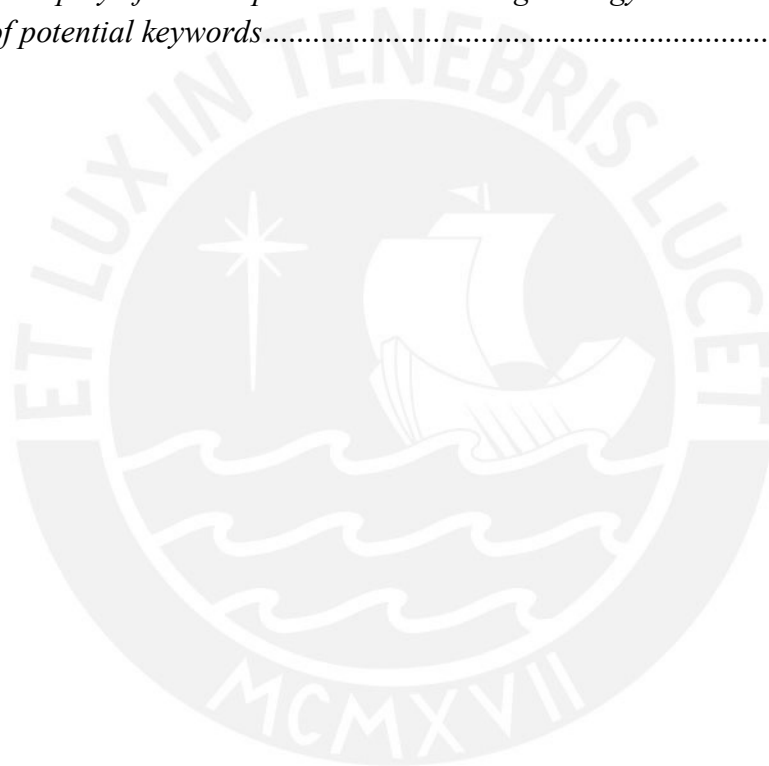
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1 Chapter I: General Situation of the Organization

In the upcoming chapter, the Peruvian enterprise Tanner will be analyzed from various perspectives. The organization will be presented, followed by an assessment of its industry using Porter's Five Forces. An investigation of external factors will be conducted through a PESTEL analysis. Internally, Tanner will be evaluated using the AMOHFIT framework. The chapter will conclude by summarizing the findings and insights.

1.1 Presentation of the Organization

Tanner is a company active in the education sector that provides virtual services for different purposes and customers. Founded in 2015, the company aims to address the educational challenge that characterizes Peru, just like many other countries in the continent, and create a socially positive impact. During the pandemic, the company based in Lima, observed the challenges faced by teachers as well as students, due to inconsistent policies to control the virus's spread, resulting in a lack of adequate training. With a firm commitment to address this situation, Tanner embarked on closing the training gap by developing and offering specialized products that provide the virtual space as well as the content for lessons and training hours. The training hours proposed cover various course topics and teaching methods and are recognized by the Peruvian Teachers' Association, and the software developed gained approval of schools and organizations in which they were implemented.

The organization's comprehensive program has been thoughtfully designed to empower teachers with essential skills in the current educational landscape and equip them with effective solutions to tackle educational challenges. Employing an interactive and participatory methodology, Tanner aims to create a positive impact on education quality and significantly contribute to students' academic development. They firmly believe in the transformative power of quality education for the advancement of students and society as a whole.

Presently, Tannder offers three distinct services:

- 1) Tannder Studio aims to offer to students a service to empower them, designing valuable courses to address their education, especially fostering and spreading education in rural areas and giving additional education to those who have no possibility to enrol to university.
- 2) Tannder School offers online courses for teachers who mandatory needs to attend updating courses in order to be active in the public school sector.
- 3) Tannder Witroom provides a virtual classroom platform for interactive learning.

Other services such as Tannder Explora, which aims to develop tailored software and educational games to address specific needs, are operating on few projects but still at an early stage of development.

Figure 1
Tannder logo



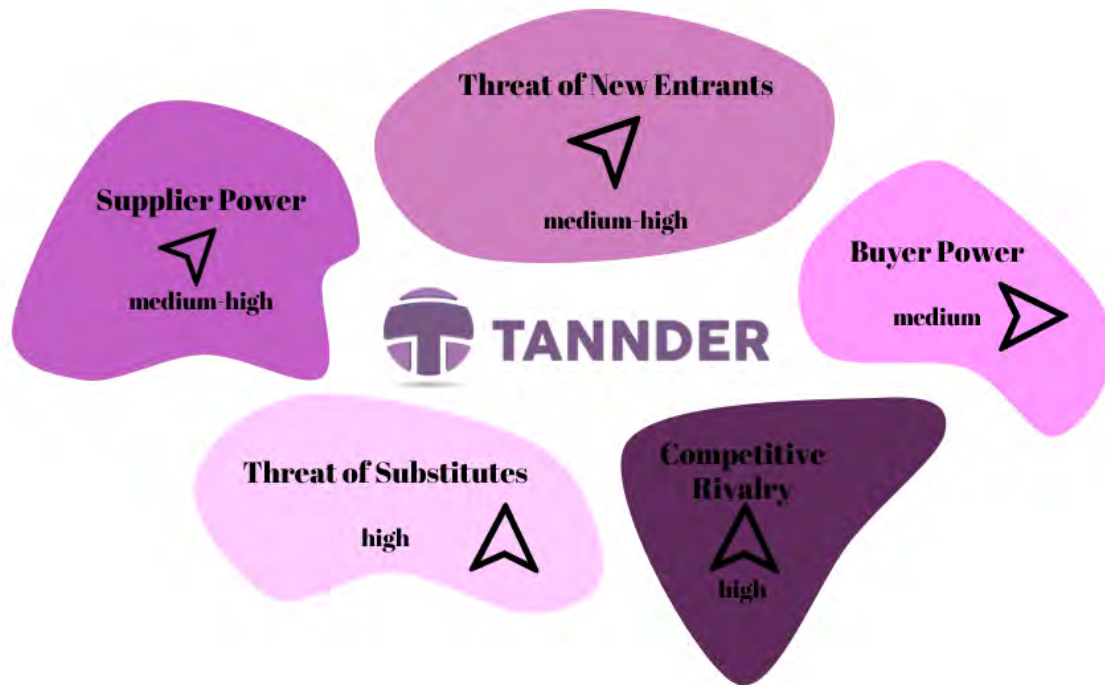
Source: Tannder (2023)

1.2 Industry Analysis (Porter's five forces)

This analysis delves into Porter's Five Forces within the sector of online education. By assessing the impact of buyer power, substitutes, rivalry among competitors, supplier power, and the threat of new entrants, valuable insights related to the sector's competitive landscape are collected. Understanding these dynamics is critical for businesses operating in the industry like Tannder, since allows them to develop effective strategies, navigate challenges, and capitalize on opportunities in an ever-evolving market. This examination explores how

each force shapes the overall attractiveness of the online education and influences the companies operating within it and was summarized in the figure underneath. Furthermore, a more comprehensive version can be found in the Appendix: Comprehensive industry .

Figure 2
Five Forces acting on Tannder



Bargaining power of buyers

Buyer's bargaining power in the sector is medium. Buyers, in fact, have alternatives to switch to. However, if we consider the possibility for customers to leverage their affiliations to bigger associations, institutes and unions, their negotiating power can highly increase. The sector is characterized by a high price sensitivity and the low switching costs contributes to increase the bargaining power of the customers, which decision-making process can also be influenced by professors' associations and other organization of the educational sector. Consumer behaviour can impact sector demand and supply, so players of the sector like Tannder must be attentive to their needs and preferences to maintain competitiveness.

Threat of substitutes

The threat of substitutes in the sector is high. Although competitors may offer different and unique educational products, substitutes do not have a quick response to competitive actions, and the cost of switching for users is low. In the case of Tannder, the company holds a cost leadership that helps to lower the threat of substitutes; despite the cost difference, many are the competitors that are offering a similar service. Generally, customers can easily switch to other available options, increasing pressure on companies to stay relevant and differentiate in the market.

Intensity of competitive rivalry

Rivalry among competitors is high in the sector due to several factors. Firstly, the sector's growth and increasing opportunities have attracted numerous companies competing for market share, intensifying competition. Product differentiation among competitors is significant, driving companies to constantly seek new ways to stand out and attract customers. The high needs and opportunities for this type of services in South America brought to an increasing number of players, according to Tannder, 22 competitors are now present in South America and 9 of them are based on Peru. Additionally, the government has launched PerúEduca, a platform that offers free training to teachers, threatening the position of all existing players in this sector.

Bargaining power of supplier

Supplier power in the sector is considered medium to high. This is because there are few large suppliers who have a significant influence on the provision of cloud computing services and virtual environment where educational services are distributed and broadcasted on. Big corporations like Google, IBM and Zoom can impose change of prices and educational service provided do not have the capability and the possibility to easily switch to another provider without arming their operation. Few players split the vast majority of the market. There is also a high probability of suppliers seeking backward integration, allowing

them to control more aspects of the value chain. In the case of Tannder, the course delivery highly relies on the YouTube platform.

Threat of new entrants

The threat of new entrants in the sector is moderate to high. Although there are barriers to entry the industry, such as expertise, infrastructure, and content creation, they are not insurmountable. The emergence of new competitors can increase competition and exert pressure on established companies to constantly improve and maintain their position in the market. Since the incorporation of the company, Tannder collected information and monitored over 33 competitors, mainly based in South America and other Spanish speaking countries years. Starting from 2015, year of foundation of Tannder, 11 were the new players that entered the market within this span of time.

1.3 External (Pestel)

This PESTEL analysis examines the critical factors influencing teacher training and professional development within the education sector. The analysis encompasses the political, economic, social, technological, and legal aspects that shape the opportunities and challenges faced by educators. Understanding these factors is essential for formulating effective strategies that enhance teacher training and professional growth, ultimately elevating the overall quality of education in both urban and rural settings.

Figure 3
Pestel Analysis for Tannder



Political

Corruption is a political issue present in the country. It can also impact education. Teachers in Peru need to comply with a law that asks them to participate in a yearly formation and that correspond to a certain number of hours and has to be proven by a certification issued by one of the recognised organizations that can deliver the service. According to Instituto Nacional de Educación y Estadística e Informática. Teachers in the public sector accounts for the 67,6% of the total of 548.621. Also in this field, corruption can lead to an issuance of non-official certificates that can avoid hours on training for the teachers. The “Corruption Perception Index” ranks Peru at the place 101/180 with a score of 36/100, where 100 represents no corruption (Transparency International, 2022). Peru is the third worst performer within South American countries after Venezuela and Bolivia.

Economic

The economic situation affects teacher training, as many teachers seek to develop themselves when there are economic incentives such as scholarships or bonuses (Ministerio de Educación, 2021). Low salaries in education may also affect the availability of resources for teacher training and access to professional development programs.

Social

Limited internet access in rural areas can hinder teachers' participation in online training programs and the adoption of new educational technologies. On the other hand, the fact that one-third of teachers aspire to leadership positions may influence the need for training. (Ministerio de Educación, 2021)

Technological

The trend towards digitalization and the increasing use of online methodologies are technological factors that impact teacher training and professional development. The

adoption of new technologies in education may require additional training for teachers and the adaptation of their teaching methods (Chakravorti et al., 2020).

Environmental

A growing focus on sustainability is characterizing also the education sector. The need to comply with environmental regulations, concerns about the platform's carbon footprint as it expands, the importance of bridging the digital divide, optimizing energy efficiency, addressing climate change impact risks, and considering resource scarcity in digital resource management are all topics that need to be considered nowadays. Tannder's responsiveness to these environmental factors will be critical in ensuring its long-term sustainability and aligning with global environmental goals (Baena-Morales et al., 2020).

Legal

The accreditation by SUNEDU and the requirement for a master's degree in university teaching to design the academic curriculum are legal factors that influence the creation of teaching programs. Additionally, the law mandating teacher training, both in the public and private sectors, can have a significant impact on the professional development of teachers and the quality of education they provide (SUNEDU, 2023).

1.4 Internal (AMOHFIT)

The AMOHFIT analysis thoroughly examines the internal factors that influence the success of Tannder School. The analysis encompasses vital aspects of Administration and Management, Marketing, Operations, Finances, Human Resources, Information Systems, and Technology. Understanding these internal elements is paramount for devising effective strategies that can enhance Tannder's performance and growth. By comprehensively examining these internal factors, this analysis provides valuable insights into Tannder School's strengths and areas for potential improvement, enabling the formulation of effective strategies to bolster the company's success and growth in the executive learning domain.

Administration and Management

Tannder showcases proficiency in the software sector but is still in the learning phase regarding the education sector, implying potential for further development and adaptation (Antonio Culqui, personal communication, 2023).

Marketing

Tannder adopts an exclusive admission model and leverages social media and editorial channels to conduct outreach without the need for direct physical visits. The platform also implements an enticing introductory pricing strategy to attract potential clients. Although Tannder is engaging into several marketing efforts the customer base remains at a considerable, but low number. For his internationalisation efforts Culqui has to initiate streamlined marketing efforts. (Antonio Culqui, personal communication, 2023).

Operations

Tannder actively seeks strategic partnerships, aiming to collaborate with Google Partner for Education and IBM Cloud, indicative of the company's drive to establish valuable alliances. Another advantage for seeking the partnership with Google is getting evidence that the teachers did the course. Finally, as everything is online, they do not need a minimum number of teachers to start a course (Antonio Culqui, personal communication, 2023).

Finance

Tannder demonstrates prudent fiscal management by maintaining a commendable net margin of 12% annually, wisely reinvesting profits to sustain growth (Antonio Culqui, personal communication, 2023).

Human Resources

Tannder remunerates only two of its six partners, opting to engage freelancers for operational support. The company further emphasizes talent development through

internships, continuously evaluating the professional and technical proficiency of interns in administrative and commercial roles (Antonio Culqui, personal communication, 2023).

Information Systems

Tannder relies on Google Drive and predominantly operates with the Ubuntu system and is planning to employ PowerBI to enhance administrative efficiency (Antonio Culqui, personal communication, 2023).

Technology

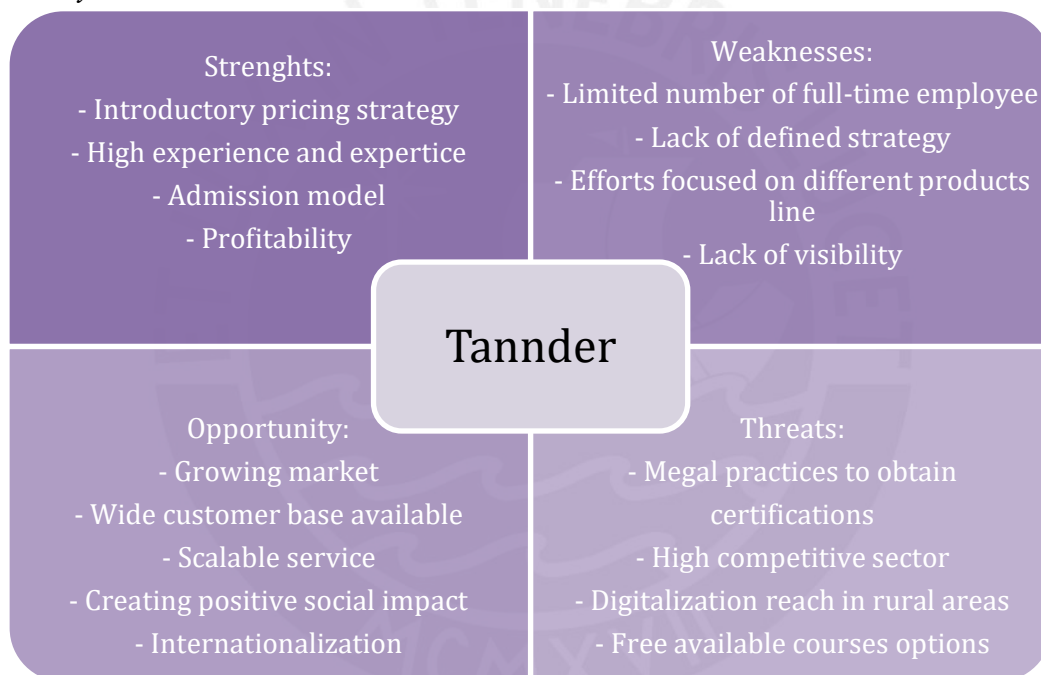
Tannder prioritizes the documentation of its Learning Management System (LMS) to ensure adherence to quality standards and enhance customer experience, with the option to offer it to clients in the future (Antonio Culqui, personal communication, 2023).

1.5 Conclusions

By integrating the Porter's Five Forces analysis, the PESTEL analysis, and the AMOFHIT analysis, a comprehensive SWOT analysis that incorporates the most relevant aspects affecting the organization is created. This combined approach enables a holistic evaluation of the organization's strengths, weaknesses, opportunities, and threats, providing valuable insights for strategic decision-making and enhancing overall business performance.

Figure 4 summarizes the SWOT analysis.

Figure 4
SWOT analysis



Strengths (S)

Tannder boasts a compelling introductory pricing strategy, enticing potential clients to explore its executive learning platform. Moreover, the organization possesses unique experience in the technology sector, contributing to its expertise in product development and implementation. The exclusive admission model is another strength. Additionally, Tannder's ability to generate profits and reinvest them for sustained growth demonstrates its financial strength. Seeking strategic partnerships with industry giants like Google Partner for

Education and IBM Cloud further bolsters Tannder's position in the market. Furthermore, the organization's capacity to document its Learning Management System (LMS) opens doors to offer a premium product to clients seeking quality assurance and enhanced educational experiences.

Weaknesses (W)

In the area of executive learning, Tannder faces challenges in fully understanding the intricacies of the education sector. While possessing valuable experience in the business realm, the organization must continually adapt its approach to align with the nuances of the education landscape. The limited number of full-time workers within Tannder raises concerns about resource allocation and operational efficiency. Additionally, the development of Tannder Studio is not yet complete, warranting attention to ensure the successful integration of this service. Furthermore, the current lack of visibility a focal key point which hinders Tannder's opportunities to grow into the international market.

Opportunities (O)

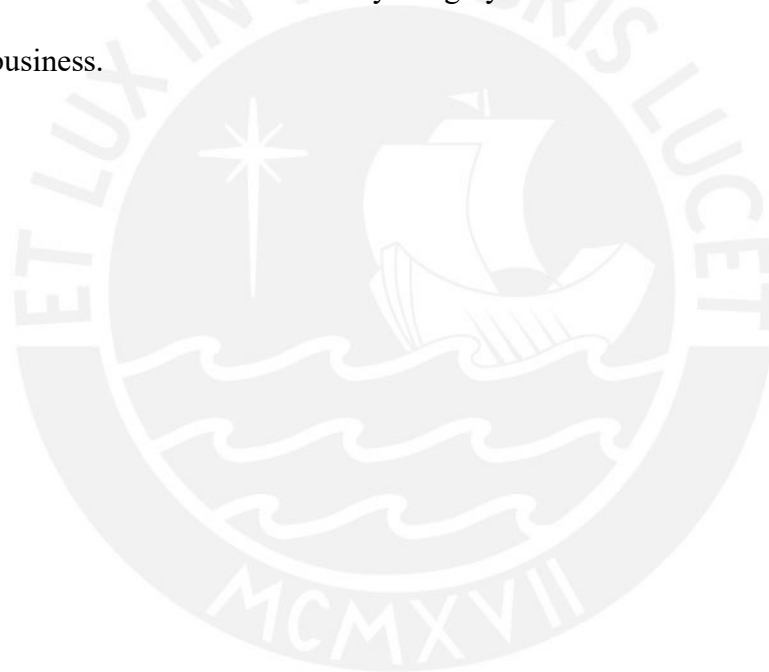
Tannder operates in an environment where the power of consumers and suppliers holds moderate influence, providing opportunities for the company to negotiate favorable terms and foster beneficial collaborations. With the impending implementation of the mandatory teacher training law, Tannder can tap into the growing demand for professional development programs. Embracing the trend of digitalization and the increasing use of online methodologies presents a significant opportunity for Tannder to expand its reach and accessibility.

Threats (T)

Corruption within the education sector presents a threat that could potentially limitate the business. In fact, under the payment of an amount of money professor can obtain fake certificate of attendance without doing the expected hours of personal update. The high

rivalry among competitors in the sector intensifies the need for differentiation and continuous improvement to remain competitive and now the competition is more intense as the government has launched PerúEduca, that offers free education. Moreover, the limited access to the internet for educators in certain regions poses challenges for online learning initiatives, potentially hindering Tander's ability to reach a broader audience.

The analysis conducted on both the internal and external environment underscores the sector's inherent complexity and significant levels of uncertainty. The multitude of stakeholders and critical factors involved make the industry a highly intricate and challenging environment for conducting business.



2 Chapter II: Problem

This chapter delves into the core challenge confronting Tannder. Within this context, the identified problem, its substance, geographical location, ownership, magnitude, and temporal dimensions is explored. The consulting team decided to focus this report on what was identified as most promising line of product for improvement. Tannder School is the provided service that can generate a higher impact in the medium term and as a consequence aiming to pull Tannder business further, creating higher profit that can be reinvested in the development of the other lines of services. This analytical approach provided in this chapter is crucial for gaining a comprehensive understanding of the issues Tannder School faces as it endeavours to expand its global presence.

2.1 Identified Problem

The goal of Tannder School is growth. Growth in terms of generating a higher positive impact in the society by promoting education through new platform and tools. In order to do that the growth also has to be related to the customer base and presence on the market, which clearly needs to lead to revenues. Tannder School final target, as highlighted by the founder, is to internationalize and scale its services abroad.

Internationalizing a company is an ambitious endeavour that requires careful consideration and planning. A comprehensive and gradual approach is of paramount importance, as overlooking smaller issues can become significant barriers to successful internationalization, leading to potential failure. The primary focus lies in developing the business on a country-by-country basis to broaden the customer base and pave the way for global growth.

This gradual increase in awareness and local market presence not only prepares the company for the challenges of international expansion but also transmit the necessary confidence and readiness to venture into new territories. Moreover, it gives a financial base

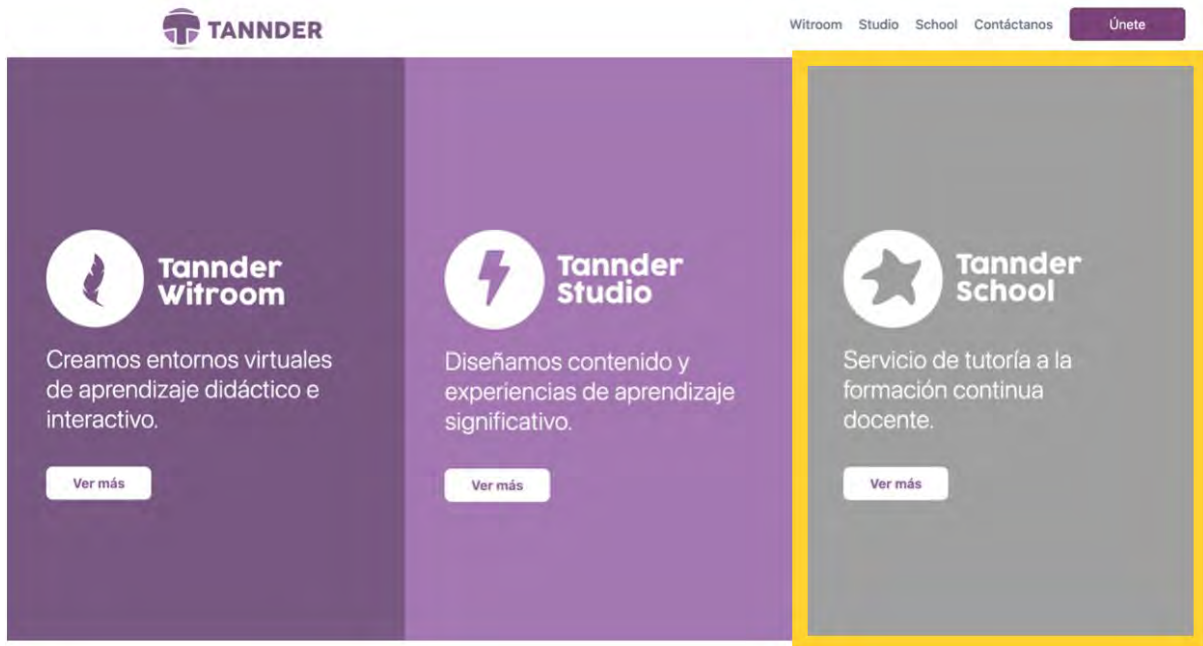
that permits the company to invest resources into the market expansion as well as guarantee a stable income in case of increasing complexity in the new challenge. A well-prepared and informed approach significantly increases the likelihood of a successful internationalization journey and enables the company to seize global opportunities with greater efficacy.

By proactively addressing these challenges, Tannder School can lay a solid foundation for its gradual internationalization journey. Through a strategic approach centered on country-based growth, bolstered visibility, fruitful partnerships, and adequate funding, the company can make substantial strides towards achieving its ultimate goal and fostering a positive impact on communities worldwide.

2.2 Substance of the Problem

Considering the factors analysed in the previous internal and external analysis, along with incorporating the founder's inputs, the consulting team has recognized how the lack of visibility affect the presence on the market and impact on the performance and the potential of the company. Additionally, considered the stage of development of the three different lines of product, the consulting team has decided to focus on Tannder School, as of right now is the most promising and holds the highest potential in terms of scalability. Figure 5 provides an overview of the service lines provided:

Figure 5
Services offered by Tannder



Source: Tannder (2023)

In order to turn on the potential of Tannder School and gradually increase its market share, aiming to take the opportunity to expand the company's market presence and consequently generate a more profound impact on communities at international level, the team has identified three critical challenges that need to be addressed:

Boost Visibility

Enhancing the visibility of Tannder School is essential to reach a broader audience and increase brand awareness. This necessitates a comprehensive marketing and communication strategy that highlights the company's unique offerings, values, and social impact. By deploying targeted advertising, effective digital marketing, and engaging content, Tannder School can elevate its presence in the education sector.

Create New Partnerships

Forming strategic partnerships with key stakeholders in the education domain and beyond can play a pivotal role in the company's expansion. Collaborating with educational open doors to new markets, strengthen the brand's reputation, and amplify its societal impact.

Obtain New Fundings

Securing additional funding is crucial to fuel the company's growth and sustain its expansion efforts. Exploring various avenues such as venture capital, grants, impact investment, or strategic partnerships with investors can provide the financial resources needed to support Tannder School's ambitious vision.

2.3 Location of the Problem

The location of the problem for Tannder School primarily lies within its Marketing and Digital Marketing area, responsible for enhancing the visibility of its products and services. Insufficient focus on marketing efforts hampers the company's ability to reach its target audience and expand its customer base. The advertisement lacks precise targeting and lacks a well-defined structure and strategy, thereby limiting its effectiveness. Moreover, the Business Development Department faces the challenge of establishing partnerships at the country level. These strategic alliances are vital in gaining access to local market insights and resources necessary for successful internationalization. Additionally, the department needs to actively promote the company to attract grants and funds essential for implementing the expansion plan. By addressing these challenges and formulating a comprehensive marketing strategy backed by partnerships and funding, Tannder School can attain the needed visibility, foster customer growth, and increase revenues, paving the way for successful internationalization.

2.4 Ownership of the Problem

The ownership of the problem can be specifically attributed to the responsible individual who is tasked with drafting a comprehensive marketing strategy, which includes an

advertising plan. This person must ensure that the strategy covers all aspects of the company's visibility and outreach efforts. Moreover, the Marketing Department holds the responsibility of measuring the effectiveness of the marketing campaigns to ascertain their impact on the target audience and overall business growth.

Additionally, the head of the Business Development Department plays a crucial role in addressing the challenges related to partnerships and funding. The individual must focus on targeting the right partners, starting with medium-sized institutions, and gradually escalating to larger ones as the company's reputation and awareness increase. Precise research and dedicated resources are necessary in this department to identify suitable grants that can provide the much-needed funds vital to fuel the company's expansion and implementation plans.

The CEO of Tannder School bears significant accountability and responsibility for addressing the identified challenges. As the leader of a small organization composed by just few employees, the CEO plays an essential role in verifying and approving the overall marketing and business development strategy. It is the CEO's duty to ensure that the proposed plans align with the company's vision and objectives for internationalization. Furthermore, the CEO must actively foster an environment of collaboration and coherence among all departments, ensuring that each one contributes positively to the common goal. By exercising strong leadership and oversight, the CEO can facilitate seamless communication, synergy, and alignment across the organization, thus maximizing the chances of successfully overcoming the barriers to internationalization. Through their integral involvement and guidance, the CEO plays a crucial part in steering Tannder School towards achieving increased visibility, strategic partnerships, and access to vital funds, ultimately propelling the company towards its aspirations of global recognition and impact.

By recognizing the ownership of the problem within the relevant departments and

emphasizing the roles of both the Marketing and Business Development heads, Tannder School can effectively address these challenges and work towards a successful internationalization journey. Cooperation and strategic planning in these areas will be instrumental in achieving the company's goals of increased visibility, customer base expansion, and successful global outreach.

2.5 Magnitude of the Problem

The magnitude of the program at Tannder School is immense, but the company is currently at a nascent stage with a relatively low market share. While already profitable, the subscriber base stands at a modest 600, leaving a substantial untapped potential of approximately 370,000 potential customers yet to be reached, representing the number of teachers active in the public sector only, according to MinEdu and Instituto Nacional de Estadística e Informática (INEI). Furthermore, the existing partnerships are limited, comprising just one school, one institute, and one university, despite the vast opportunity to collaborate with around 140 universities in Peru, both private and public. The education sector in Peru is also witnessing incoming investments, particularly in the construction of new schools in rural areas of the country, indicating a burgeoning landscape for educational opportunities. To harness this considerable magnitude, Tannder School must strategically expand its market presence, forge new partnerships, and capitalize on the increasing investments to make a transformative impact on education accessibility and enrich the lives of countless individuals across the nation.

2.6 Time Perspective of the Problem

The time perspective of the problem is rooted in the pandemic era, which brought profound changes to the educational sector, drawing new opportunities for companies. The shift in teaching methodologies has been drastic, ushering in a new era of possibilities and opportunities. The pandemic accelerated the adoption of technological tools, making them an

integral part of supporting education. As a result, the industry has become more dynamic and flexible, offering increased possibilities for learners and educators alike. Embracing this transformation, Tannder School recognized the importance of capitalizing on the digital landscape to expand its reach and impact, tapping into a thriving and rapidly evolving educational ecosystem and starting to provide more comprehensive services. By seizing the moment and aligning with the changing times, Tannder School can position itself as a trailblazer in providing innovative and effective learning experiences for its diverse customer base.

Putting all these points in consideration Tannder School's main challenge is the need for increased visibility to expand its market presence and performance, aligning with its goal of internationalization. The problem primarily resides in the Marketing and Digital Marketing departments due to inadequate marketing efforts, hindering audience reach and customer base expansion. Strategic partnerships and securing funding are additional challenges. The magnitude of the problem is significant, given the untapped potential of around 370,000 potential customers among teachers in the public sector alone. The time perspective is rooted in the pandemic, which accelerated the transformation of the education sector, offering new opportunities. By addressing these challenges and seizing the moment, Tannder School can position itself as a pioneer in innovative learning experiences within a dynamic educational landscape.

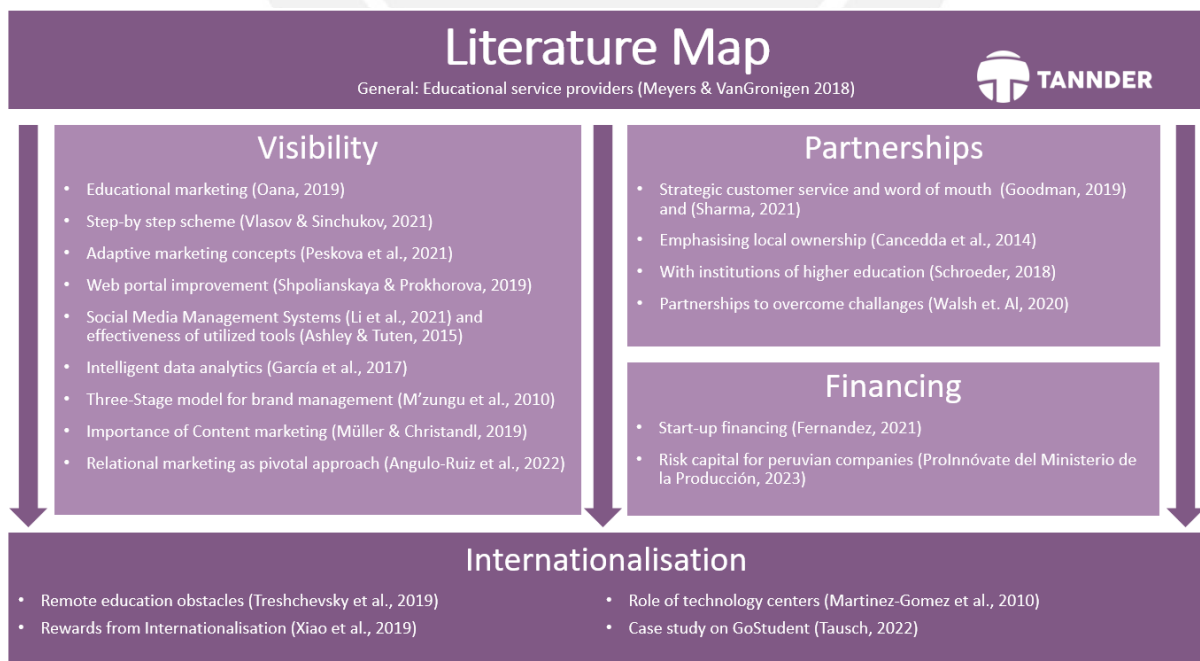
3 Chapter III: Literature Review

The following literature review serves as a comprehensive exploration of existing scholarly works, offering valuable insights and knowledge to inform the development of effective solutions for Tannder School's challenges.

3.1 Literature Mapping

A comprehensive literature map has been meticulously curated, centering around the pivotal theme of visibility within the educational technology sector. This map delves deep into the nuances of enhancing online presence, spotlighting sources that provide valuable insights into the multifaceted aspects of digital visibility. Furthermore, to bolster Tannder School's strategic initiatives, additional resources related to the establishment of partnerships and financial management have been thoughtfully incorporated. In alignment with the specific preferences of CEO Antonio Culqui, a section encompassing literature on internationalization strategies has been integrated.

Figure 6
Literature map



3.2 Literature Review

A study conducted by Meyers and VanGronigen (2018) a comprehensive examination was carried out to better comprehend the landscape of school-turnaround providers. Through qualitative research methods, the authors analyzed the websites of 151 such providers. While approximately half of them claimed to be research-based, signifying their reliance on research and evidence in shaping their services, the actual impact on student achievement outcomes was notably diverse. Only 11% of the providers could substantiate their influence on student achievement outcomes in a general educational context. This statistic implies that a relatively limited proportion of providers can genuinely demonstrate their effectiveness in enhancing overall student performance and highlights the need for a more comprehensive evaluation of the impact and value of such efforts (Meyers and VanGronigen, 2018).

Increasing visibility

Oana's (2019) input highlights the importance and challenges of marketing educational services, especially in the context of technological changes, teaching methods, and market demands. It points out that the internationalization of educational services has intensified competition, requiring institutions to focus on educational marketing activities. Furthermore, the research highlights the intricacy of comprehending students' behaviour when they act as consumers of educational services. This complexity arises due to the nature of these services being affordable, susceptible to change, temporary, and characterized by diversity. Therefore, conducting a comprehensive analysis of the factors that influence student behaviour and their decision-making process is essential (Oana, 2019).

One article centers on developing marketing strategies in the digital educational services market, utilizing a basic-level game model. It identifies seven key areas that can enhance decision-making for promoting digital educational products. These areas involve creating a step-by-step scheme to develop and promote digital educational products, offering

recommendations for quantitative market analysis that considers the demand for new digital solutions, focusing on the segment of consumers and users of digital educational resources, and addressing advanced training and professional retraining. The article also proposes a procedural scheme to assess competitive interactions among online course manufacturers using the game model (Vlasov & Sinchukov, 2021). By using the game model, Tannder School can assess competitive interactions with other online course providers and make informed decisions for its promotional activities.

Scholars emphasize the significance of leveraging information technologies to create demand and boost the sales of educational services, especially in the era of globalization and technology advancement. It introduces various online promotion tools that can be applied to implement an adaptive marketing strategy for educational organizations. These tools encompass contextual advertising, display ads, email newsletters, social media optimization (SMO), social media marketing (SMM), website optimization, SEO-optimization, viral marketing, and online webinars, seminars, and conferences (Peskova et al., 2021). This input offers valuable insights that can aid Tannder School in its internationalization efforts and marketing endeavors. By leveraging information technologies and adopting the online promotion tools mentioned, Tannder School can effectively reach students and meet their specific educational needs. For example, SEO-optimization can enhance Tannder School's visibility in search engines, making it easier for prospective customers to find the school's website. Viral marketing can generate interest and curiosity about Tannder School through the sharing of engaging and memorable information.

Additionally, Shpolianskaya & Prokhorova (2019) stress the importance of web technologies and e-marketing for education providers, offering them new opportunities to establish more effective interactions with consumers of educational services. In this context, the educational portal plays a central role by serving as a focal point for engaging with all

interested parties. To enhance the effectiveness of these portals, the study focuses on creating a structured model based on an analysis of user behaviours, preferences, and perceptions (Shpolianskaya & Prokhorova, 2019).

This study by Li et al. (2021) addresses the pressing need for guidance in developing Social Media Management Systems that effectively engage customers and enhance marketing performance. This research provides valuable insights and guidance for strategically utilizing social media in marketing. The study underscores that mere usage of social media doesn't inherently create customer value; instead, value is generated through interactions and connections between the company and its customers, as well as among customers themselves.

The study identifies four distinct branches of Social Media Management Systems:

- Social Commerce Strategy: Utilizing social media for direct sales and commerce interactions with customers.
- Social Content Strategy: Concentrating on crafting engaging and relevant content to connect with the audience.
- Social Monitoring Strategy: Giving importance to actively observing social media for insights and trends.
- Social CRM Strategy: Prioritizing customer relationship management through social media, nurturing collaborative conversations, and improving customer relationships.

These SMMSs represent different levels of strategic maturity, and their adoption doesn't necessarily follow a rigid sequential order. Instead, firms should select the SMMS that aligns with their strategic objectives, available resources, and capabilities. Ultimately, these SMMSs can contribute to building a sustainable competitive advantage and enhancing overall business performance (Li, et al., 2021).

In terms of social media tools, the article by Ashley & Tuten (2015) revealed that microblogs like Twitter, social networks such as Facebook, and socialized microsites were

the most frequently utilized tools among examined brands. Video sharing on platforms like YouTube and discussion forums also played a significant role. Less frequently used tools included social bookmarks, photosharing, mobile applications, and social games. This suggests that brands strategically choose platforms where they can reach a broader audience, but it also raises concerns about potential clutter and competition within these channels. The study also highlighted brands' reliance on user-generated content and calls to action in social media. Contests were favored over discounts as incentives for user participation, indicating that brands are moving towards more engaging and challenging interactions with consumers. Metrics like the number of Facebook fans, Twitter followers, and Klout scores were used to evaluate performance, and the study found correlations between the channels and appeals used and specific performance aspects (Ashley & Tuten, 2015).

García et al. (2017) point out that globalization and market deregulation bring new competitors and technologies, intensifying competition and driving service-based companies to place greater emphasis on building robust customer relationships. The ability to predict when a customer might consider switching to another provider, has become a valuable competitive edge. Achieving such foresight relies on the effective application of knowledge extraction through business analytics. In particular, the use of intelligent data analysis, also known as data mining, has proven highly advantageous in uncovering insights from market research data to manage this phenomenon effectively. This illustrates how intelligent data analytics can be a valuable asset for Tannder. By leveraging data-driven approaches, Tannder can enhance its understanding of user behavior, preferences, and potential switching indicators (García et al., 2017)

M'zungu et al. (2010) presents a comprehensive three-stage model for brand management with a focus on building and safeguarding brand equity. In essence, this three-stage model emphasizes the alignment of organizational strategies with the brand, the

development of internal competencies, and the consistent delivery of the brand's promise to build and protect brand equity. We consider the final stage, consistent brand delivery, of considerable importance. It underscores the significance of delivering the brand's promise consistently across all touchpoints. Maintaining this consistency is vital as any deviation from the brand's communicated meaning could tarnish its reputation and diminish its brand equity. Additionally, the model acknowledges the importance of addressing breaches in brand promise promptly, emphasizing the need for brand recovery to be taken seriously within the organization (M'zungu et al., 2010).

Research by Müller & Christandl (2019) suggests that, when compared to user-generated content, sponsored content tends to lead to a more unfavorable view of the brand. Interestingly, content marketing, despite being produced by the company itself, does not show these negative effects observed in sponsored content. This implies that for Tannder, contemplating the creation of its educational content as a marketing strategy could be advantageous. Such content might be perceived more positively than sponsored content, while still offering a higher degree of control compared to user-generated content. This insight could be valuable for Tannder in shaping its marketing approach (Müller & Christandl, 2019).

Angulo-Ruiz et al. (2022) offer a practical framework, applied effectively to universities, which can also be adapted by Tannder as an educative service provider. The framework outlines how organizational actions can shape reputation. In particular, it suggests that marketing activities should focus on cultivating desired organizational qualities, which will, in turn, influence the institutions's reputation in terms of recognition and general favorability. While prior studies have identified the impact of desired attributes on reputation, this research takes it a step further by emphasizing how marketing efforts can affect organizational reputation by way of these desired attributes. For Tannder Schools, this

implies that the administration should place a strong emphasis on relational marketing as a pivotal marketing approach to directly and indirectly influence the institution's reputation. For example, Tannder can engage with prospective professors during academic events, conferences, or one-on-one interactions, highlighting the quality of teaching, research opportunities, and career prospects. These conversations should emphasize the desirable academic programs, a wide range of disciplines, and future career pathways for professors after using Tannder (Angulo-Ruiz et al., 2022)

Fostering Partnerships

Goodman (2019) emphasizes that organizations can attract more customers and increase sales by strategically enhancing their customer service and by transforming their businesses into profitable word-of-mouth machines. Drawing on the literature example of strategic customer service, word-of-mouth marketing from professor to professor can be a powerful tool for Tannder, the educational service provider. By providing an exceptional learning platform and virtual classrooms, Tannder can create a positive customer experience that transcends basic service and delights its users. Satisfied teachers and professors can then become advocates and promoters of Tannder within their professional networks, recommending the platform to colleagues and peers. A similar perspective is also provided by Sharma (2021). Based on research involving 95 respondents, consumers view word of mouth as an invaluable tool for obtaining firsthand information and feedback. .Notably, it proves to be cost-effective compared to other online marketing strategies. Therefore, marketing managers should prioritize word of mouth, alongside chat sections, email advertising, and other methods, aligning with consumer preferences to achieve their objectives. Prospective buyers heavily rely on consumer feedback and expert opinions. Establishing and maintaining positive word of mouth from an early stage is crucial, as consumer confidence and perceptions tend to be resistant to sudden change (Sharma, 2021).

Cancedda et al. (2014) point out the importance of partnerships in health service delivery and health workforce capacity building, whereby some key points and strategies can be applied to establish partnerships for an educational service provider. In pursuit of effective partnerships for teacher training, the study emphasizes the significance of collaborating with local and international educational institutions and organizations, encompassing government education departments, universities, and education-focused NGOs. Emphasizing local ownership, the research advocates engaging with the Ministry of Education or pertinent authorities in partner countries to ensure alignment of partnership objectives with their specific needs. To empower educators, the study proposes implementing formal educational programs that confer advanced degrees for teachers and trainers, along with specialized training modules tailored to enrich their pedagogical competencies. Additionally, the study underscores the development of in-service training initiatives targeting the unique challenges faced by teachers in partner countries, thereby fostering continuous professional development and offering practical solutions to enhance educational outcomes (Cancedda et al., 2014).

A research aimed to investigate the impact of partnerships between language services organizations and higher education institutions on students, educational institutions, partnering companies, and the language services industry as a whole, revealed that all key players involved expressed positive views on partnerships, highlighting the benefits they bring to all parties. Interviews were conducted with key educational institutions in the United States and Europe, as well as leaders in the language services industry (Schroeder, 2018)

Walsh et. al (2020) highlight the challenges faced by universities in delivering online education, including high attrition rates, low completion and persistence rates, and long unit durations. To overcome these challenges, successful partnerships have emerged between universities and public-private or third-party providers, leveraging their expertise in enrollment services, marketing, and online course management. As an example, Victoria

University Online collaborates with multiple third-party providers to deliver online postgraduate education effectively. By exploring similar partnerships, Tannder can enhance its online educational services by leveraging external expertise and resources while retaining control over crucial aspects of teaching and learning design to ensure quality outcomes (Walsh et al., 2020).

Financing

Fernandez (2021) focused on early-stage entrepreneurs' financing decisions, examining the relationship between external funding, including private investor and venture capitalist money, as well as government financing, and self-investment. It introduced social trust and social awareness as factors influencing financial decisions. The study analyzed the joint decisions of starting a new business and relying on personal savings and resources from non-institutional investors, like family, friends, and colleagues. Demographic characteristics, entrepreneurial experience, business features, and aspects of the entrepreneurial ecosystem were interconnected with social trust and social entrepreneurship. The findings indicated that social trust positively impacted the use of external financing. Socially-oriented businesses were more successful in obtaining financial resources from institutional investors, especially government financing. For providers like Tannder, the findings emphasize the significance of understanding social factors in entrepreneurial financing decisions and advocating for enhanced financing models and regulatory frameworks to support new ventures, including those with growth potential and export propensity (Fernandez, 2021).

The Peruvian government is launching a venture capital promotion program aimed at dynamic and high-impact startups. The program seeks to support the creation, implementation, and strengthening of venture capital funds that provide capital to startups, facilitating their development and expansion. Eligible applicants include legally constituted entities in Peru, such as fund administrators, investment fund administrators, and investment

fund management companies. To apply, entities must meet specific criteria, including being registered for at least one year in the Unique Taxpayer Registry, being in good standing, and having operations that declare and pay taxes in Peru. Additionally, applicants must have strategic allies, with at least one specialized in venture capital investment. The program allows a maximum of four strategic allies. The projects selected can receive non-refundable resources of up to USD 200,000, covering 80% of the project's value, with the remaining percentage provided through monetary and non-monetary contributions. The duration of the projects can extend up to 48 months. Tander School, as an educational service provider, can learn from this initiative in the Peruvian market and explore potential partnerships with venture capital funds or strategic allies to support its expansion efforts (ProInnovate del Ministerio de la Producción, 2023)

Internationalisation

Findings suggest that while remote education has some impact on internationalization, it holds significant potential for stimulating it by providing equal-quality educational services for domestic and foreign students. Significant barriers exist hindering the use of remote education to facilitate the internationalization of the educational services market. These obstacles include the perception of remote education having a lower reputation compared to traditional methods, the high labor intensity involved in translating and updating educational programs into foreign languages for international use, and the lack of interest among academic staff to engage in international remote education due to limited material and non-material incentives for their efforts. Overcoming these challenges is crucial to fully unlock the potential of remote education in stimulating the internationalization of the educational services market (Treshchevsky et al., 2019).

The study of Xiao et al. (2019) examines the internationalization of Chinese service enterprises and its performance implications. The research utilizes a 2R-based view to

explore the factors driving the internationalization finds that resource-based (internal) and regional institutional factors (external) significantly influence their internationalization. The study reveals a U-shaped relationship between internationalization and performance for service enterprises, indicating that initial costs may exceed benefits, but rewards increase with higher levels of internationalization.

In today's global economy, firms aim to adopt effective internationalization strategies, often employing a combination of approaches to enter foreign markets. The network approach, which highlights the significance of a firm's relationships with various stakeholders, has gained prominence in explaining internationalization. Within this network, technology centers play a crucial role by contributing specific knowledge to the territorial innovation system. Empirical analysis underscores the importance of knowledge-intensive services provided by technology centers in the internationalization process. Tannder School can learn from these findings that establishing partnerships with technology centers or research institutions can be beneficial in its internationalization efforts. Technology centers often have expertise in specific areas, including educational technology, e-learning platforms, and data analytics. Partnering with them can provide Tannder School with access to the latest research, best practices, and innovative teaching method. Furthermore they often have global connections and networks. Partnering with them can provide Tannder School with valuable internationalization support, helping them expand their reach to foreign markets and attract international students (Martinez-Gomez et al., 2010).

As an educational service provider, Tannder School can draw valuable insights from the international expansion journey of the Austrian EdTech Start-up GoStudent. They firmly believe in swiftly entering new markets to gather real-time feedback and swiftly adapt their strategies to suit local requirements. This approach has proven invaluable in navigating the intricacies and idiosyncrasies of diverse markets, ensuring that their offerings are tailored to

meet specific needs. For example, during their expansion into France, they opted to recruit French individuals living in Vienna, allowing them to launch marketing campaigns and gather feedback as if they were already established in France. This strategy has paid off, enabling them to establish a presence in numerous European countries, and further expand into Canada, Latin and South America. Selecting the right country manager has been critical in GoStudent's expansion efforts. They sought individuals who can thrive in high-pressure environments and align seamlessly with the company's culture. Another key aspect of GoStudent's expansion strategy was the emphasis on anchoring their values locally. Regular all-hands meetings and personal interaction with the new teams in target countries fostered a strong sense of camaraderie and ensured the company's core values are embraced and implemented consistently (Tausch, 2022).

GoStudent's international expansion success can be attributed to their proactive approach of gathering feedback, hiring local talent, and fostering a strong team culture. By prioritizing those factors, Tannder School can enhance its own internationalization efforts and thrive in new markets.

3.3 Conclusions

In the dynamic landscape of educational services, institutions like Tannder encounter multifaceted challenges and opportunities spanning marketing, partnerships, financing, and internationalization. Effective marketing practices have emerged as pivotal drivers of success in the competitive education sector, with web portal refinement playing a crucial role in conveying an institution's ethos and value proposition while fostering user engagement. Data analytics offers institutions actionable insights, enabling tailored strategies and personalized interactions. Content marketing, through the creation and dissemination of valuable content, establishes authority and community engagement.

Scholarly literature consistently highlights the effectiveness of this holistic approach in enhancing visibility, ultimately leading to brand recognition and increased enrollment.

Strategic partnerships, particularly in customer service enhancement and word-of-mouth marketing, are instrumental in driving growth and credibility. Advocating for improved financing models and appealing to conscious consumers can further distinguish Tannder. Leveraging remote education technology centers, user feedback, local talent, and maintaining core values are key elements in Tannder's successful internationalization journey. Incorporating unique features like game models and online tools can enhance decision-making and platform visibility.

These insights hold significant potential for Tannder's growth strategy. Collaborating with education technology centres and research institutions can bolster internationalization efforts and facilitate market entry. Through proactive strategies and user-centric approaches, Tannder can effectively navigate new markets. Additionally, the integration of innovative features can empower users and elevate the platform's prominence. By applying these strategies, Tannder can position itself as a frontrunner in the education platform sector, capitalizing on new avenues for growth.

4 Chapter IV: Qualitative / Quantitative Analysis

The forthcoming chapter of the study will encompass a comprehensive blend of qualitative and quantitative analysis methods, each contributing different dimensions to the research's depth and breadth. The synthesis of qualitative and quantitative findings will yield a comprehensive understanding of the market landscape, enabling Tannder School to tailor their marketing strategy to effectively address key areas of concern, capitalize on opportunities, and enhance their offerings to meet the diverse needs of their client base.

4.1 Qualitative Analysis

In the qualitative analysis section, the study will integrate insights garnered from an extensive literature review to adapt a robust marketing research plan. This will serve as a foundational framework for the subsequent research stages. Additionally, the qualitative approach will incorporate a series of targeted interviews with experts in the field. These interviews will delve into strategies for augmenting visibility, cultivating partnerships, securing funding, and advancing internationalization efforts within the educational services sector.

A specific piece of literature collected during the first part of the work is here included in the qualitative analysis as it brings important insights in addressing the challenges that Tannder is facing.

For example, Shpolianskaya & Prokhorova (2019) stress the importance of web technologies and e-marketing for education providers, offering them new opportunities to establish more effective interactions with consumers of educational services. The effectiveness of these portals is also dependent on a structured model based on an analysis of user behaviours, preferences, and perceptions (Shpolianskaya & Prokhorova, 2019), topic that we will try to address through quantitative methods in the following part.

Furthermore, Peskova et al. (2021) have intricately outlined a structured framework comprising five pivotal stages for effectively conducting marketing research within the educational services sector. The first stage focuses on precisely defining the core problem and setting clear research objectives, thereby establishing a solid foundation for the subsequent steps. The second stage emphasizes the meticulous determination of the research methodologies and approaches that best align with the identified objectives. The third phase involves the thoughtful development and seamless implementation of a research plan, ensuring that every facet is meticulously executed. The fourth stage entails vigilant monitoring of the research process, allowing for timely adjustments and improvements as needed. Finally, the fifth stage encompasses the critical assessment of research effectiveness and forecasts for market development. By adhering to this systematic approach, Tannder School can gain invaluable insights into the educational services market, facilitating the formulation of an adaptive marketing strategy tailored to precisely meet the evolving needs of its target consumers (Peskova et al., 2021). Table 1 applies this framework to Tannder School's case.

Table 1
Structured framework for conducting marketing research

Stage	Description	Details
Step 1 - Defining the Problem and Research Objectives	Problem	Tannder School lacks visibility in the educational services market, leading to reduced enrolment and limited recognition.
	Objective	Enhance Tannder School's visibility and brand recognition to increase enrolment and improve market positioning.
Step 2 - Determination of	Research Object	Understand educational services market dynamics and develop strategies to overcome visibility challenges.

the Research		
Object and		
Research		
Objectives		
	Research Objectives	<ul style="list-style-type: none"> - Assess market trends and dynamics in the educational sector. - Identify target consumer segments and analyse their behaviours, motivations, and preferences. - Evaluate internal and external factors influencing Tannder School's visibility.
Step 3 -	Portrait of Consumer	- Conduct surveys and interviews with professors to
Development and	and Demand	understand their needs and preferences.
Implementation	Preferences	- Analyse historical enrolments data for demographic insights.
of the Research		
Plan		
	Marketing Tools for	- Develop an updated website and active social media
	Consumer Behavior	profiles.
	Influence	- Implement targeted online advertising campaigns.
	Analysis of Existing	- Evaluate faculty expertise and research capabilities.
	Resources	- Utilize current professors networks for sharing success stories.
Step 4 -	Metrics for	- Website traffic (page views, engagement metrics).
Monitoring the	Monitoring	- Social media metrics (follower growth, post engagement).
Implementation		- Enrolment and application data.
and Determining		
Effectiveness		
	Continuous	- Regularly review collected data.
	Improvement	- Adjust strategies based on data insights and feedback.
	Strategy	

Step 5 - Market	Leveraging Online	- Expand online course offerings.
Development	Education Trend	- Develop e-learning platforms for local and international professors.
Forecasts	Projected Future	- Increased demand for online courses.
	Trends	- Enhanced global reach and partnerships. - Strong alumni and student community engagement.

Source: Adapted from Peskova et al. (2021)

4.1.1 Qualitatively assessment of Tannder website

As pointed out in the previous table it is of major importance to evaluate internal factors influencing Tander’s visibility. Therefore, the website of Tannder has been selected for a visibility check. To qualitatively assess the Tannder School website, we have defined four categories: "Content Update", "Familiar Design Elements", "Responsive Design" and "User-Centric-Features". These categories encompass various factors critical for evaluating the effectiveness and user-friendliness of the website. Each category is assessed on a qualitative scale, with accompanying notes for detailed observations and recommendations. This assessment aims to provide valuable insights into areas of improvement and optimization for the Tannder School website.

Table 2 summarizes the qualitative assessment of the Tannder School website within these four categories:

Table 2
Assessment of Tannder School’s website

Category	Valuation	Notes
Content Update:		
User-Generated Content	Partially provided	Encourage educators to contribute content, reviews, or testimonials that showcase the platform's value. More reviews, would increase authenticity.

Interactive Elements	Partially provided	Lack of incorporating interactive elements like quizzes, surveys, and discussion forums to boost user engagement on the website. These can also help in collecting valuable feedback.
Content Formats	Provided	Services provided on selected platforms like youtube or within individually created educative videogames. Possibility of offering too many services.
Personalized Recommendations	Information not provided	Implement personalization features that recommend content based on users' preferences and past interactions.
Resource Curation	Provided	Educational resources are curated regularly, ensuring they are up-to-date and relevant. Outdated content to maintain quality are removed
Organized Categories	Content Partially provided	Content is organised into clearly defined categories, nevertheless the vast amount of services provided is sometimes overwhelming. The location and relevance of Witreel is inconsistent. We recommend integrating the pricing of services directly on the homepage.
Feedback Collection	Provided	Incorporate feedback forms on each resource page, encouraging educators to provide input and suggestions for improvement.
Familiar Elements:	Design	
Intuitive Navigation	Provided	website's navigation menu is placed prominently at the top and follows common conventions
Consistent Layout	Partially provided	Maintaining a consistent layout across all pages of the website. Search bar is not provided.
Readable Fonts	Provided	fonts that are easy to read and widely used in educational and professional contexts
Clean Color Palette	Provided	Consistency in color use throughout the site is contributing to a cohesive design
Clear Typography	Provided	Text is legible with sufficient line spacing and contrast against the background
User-Friendly Forms	Provided	Forms are used for sign-up or contact purposes, keep them straightforward and easy to fill out.
Structured Content	Provided	Content is organized into sections and provide clear headings and subheadings.
Use of Educational Icons	Provided	Books, graduation caps, or chalkboards, are used to visually enhance the educational theme

Consistent Branding	Partially provided	Maintain a consistent brand presence throughout the website, including the use of the Tannder logo, color scheme, nevertheless a mission statement is missing.
Educational Imagery	Provided	Incorporating high-quality imagery that resonates with education, such as classrooms, students, and teachers.
Responsive Design:		
Mobile Optimization	Provided	Seamless mobile experience is given.
User-Centric Features:		
Personalization	Partially provided	Currently the user is transferred to another platform like youtube or zoom. Offering user account profiles that allow educators to personalize their experience, could increase the platform's appeal.
Progress Tracking	Partially provided	For some services (like Tannder Explora) features that allow users to track their progress and achievements have been implemented.
Community Forums	Partially provided	A space for educators to connect, share insights, and ask questions is provided. Direct contact like a what's app chat and orchestrated by the CEO of Tannder. Nevertheless, a self-sustaining forum could be considered.

The assessment of Tannder School's website quality reveals valuable insights across the major categories. User-Generated Content is partially encouraged on the platform, aiming to enhance authenticity and community engagement. However, there's room for more user-generated content to further enrich the platform's credibility. Interactive Elements, such as quizzes and discussion forums, are partially provided. The absence of these elements limits user engagement and the collection of valuable feedback, which could greatly benefit the platform. Content Formats are available in various forms, including services on selected platforms like YouTube and within individually created educational video games. However, streamlining the offering of services might prevent users from feeling overwhelmed by too many options. Personalized Content Recommendations are not explicitly mentioned. Implementing features that recommend content based on user preferences and interactions would undoubtedly enhance the user experience and engagement.

Resource Curation practices are in place, ensuring that outdated content is removed to maintain quality and relevance. Content Categories are organized, but the multitude of services offered can be overwhelming. Integrating pricing information directly on the homepage could enhance clarity and user understanding.

The platform maintains a Consistent Layout, although the absence of a search bar could improve user navigation. Furthermore, Consistent Branding is maintained through the use of the Tannder logo and color scheme. However, the absence of a mission statement is noteworthy. Regarding User-Centric Features, while some users are redirected to external platforms like YouTube or Zoom for certain services, the implementation of user account profiles for personalization within the platform could enhance user engagement and retention. Progress Tracking is partially provided, with features that allow users to track their progress and achievements for certain services, such as Tannder Explora. Community Forums are partially provided, offering a space for educators to connect, share insights, and ask questions. However, it's noteworthy that direct contact, orchestrated by the CEO of Tannder via WhatsApp chat, is the primary mode of communication. Exploring the possibility of establishing a self-sustaining forum within the platform could be considered to further enhance community engagement.

In summary, Tannder School's website exhibits commendable strengths in content curation, readability, and adherence to design conventions. However, there are notable opportunities for improvement, including the integration of interactive elements, enhancement of personalization features, consistent branding with the inclusion of a mission statement, and the integration of pricing information. Furthermore, exploring ways to keep users within the platform for services could significantly enhance the overall user experience.

4.1.2 Experts Interviews

In order to ensure a comprehensive and broad qualitative analysis, we have reached out to a range of experts to solicit valuable insights that will inform the refinement of the Tannder platform. These experts possess diverse backgrounds, thereby enriching the breadth of perspectives we aim to consider in our approach for the analysis.

The methodology adopted in conducting the interviews consist of two distinct sections. The first section encompasses general inquiries that are posed to all interviewees, serving as a foundational basis for our analysis. The subsequent section, uniquely tailored to the specific expertise of each interviewee, delves deeper into their respective fields of knowledge.

These interviews cover a spectrum of different subjects. Addressing best practices within the educational sector, strategies for bolstering online visibility, optimal approaches for entering new South American markets, and identifying key partnerships to secure market share and recognition in the educational sector, these inquiries encompass an expansive array of crucial aspects. The structural framework we have established facilitates a comprehensive comparison of viewpoints across the same thematic domain. This approach effectively highlights contrasting perspectives, thereby yielding differences and informed comprehension of the challenges and opportunities that the project is facing.

Ultimately, this extensive and diverse analysis contributes substantively to the formulation of an enhanced solution. The amalgamation of varied viewpoints and expertise ensures a well-rounded and finely tuned solution design, one that adeptly incorporates multifaceted perspectives and divergent insights. Through this meticulous approach, we are later on in this report committed to support our solution by encapsulating the collective innovative ideas offered by our panel of experts.

Outcomes from the interview with Alberto Grados - CEO at EdTech Latam

Following an insightful interview with education specialist Alberto Grados (2023) regarding Tander School, several coherent themes have emerged, prominently centring around the strategic aspects of Brand Image and Email Strategy. Grados places a significant emphasis on comprehensive market research, with a specific focus on delineating the preferred channels through which educators acquire information – a notable one being Facebook communities. Furthermore, the overarching landscape is complicated by Tander's competition with government initiatives that currently extend free course offerings.

Distinct patterns in teacher preferences come to the discussion: educators in private institutions exhibit a strong inclination toward affiliations with prestigious establishments, while those in public institutions are primarily driven by the attainment of academic diplomas. This regional distinction is also apparent when examining schools beyond Lima, where a proclivity toward the integration of educational tools is evident. Conversely, institutions within Lima place a pronounced emphasis on pedagogical methodologies.

Grados underscores the necessity of crafting valuable content and employing effective advertising techniques. A notable departure from traditional methods is Grados' assertion that reliance on word-of-mouth recommendations may not suffice. Instead, he recommends collaborative efforts to develop products, particularly in cases such as Editorial projects. In this context, the application of commission-based incentives is favoured.

Moreover, the significance of optimizing website functionality is highlighted, encompassing narrative-driven elements, well-defined calls to action, mechanisms for data collection, and the establishment of an interactive online community. In instances where a B2B approach is chosen, Grados suggests the construction of a targeted executive database, hosting specialized events to engage teachers, and extending services beyond personalization.

Grados introduces an intriguing dimension in the form of a pilot exploration of subscription models, albeit with reservations tied to the lifestyle dynamics of public-school teachers.

To ensure strategic clarity, Grados advocates the formulation of short-term 3-month and longer-term 1-year marketing goals as a way to measure if the campaigns are being effective. He also advised that if there are diminished returns from paid advertising, Tanager School should stop with the paid advertising, involve a marketing agency for consultation on how to create the marketing strategy and then resume with the paid advertising.

Concluding the recommendations, Grados highlights the value of linking the website to Google Analytics, a tool facilitating enhanced Search Engine Optimization (SEO) strategies through the identification of relevant keywords (Alberto Grados, personal communication, August 18th, 2023).

Outcomes from the interview with Sergio Lopez - South American Business Context Expert

The interview with Sergio Lopez (2023) yielded significant insights across several critical areas. Firstly, it was emphasized that a robust local market presence is a prerequisite for successful international expansion. The recommendation was to focus on strengthening the local market before venturing abroad. Additionally, due to the nature of a B2C business, it was highlighted that in order to directly reach the final customers require substantial investments in advertising. Strategic partnerships were emphasized as a cost-effective approach, particularly with educational institutions. The suggestion was to collaborate with schools and local entities but also further explore potential partnerships with the private sector, in fact, teachers in the private sector gain higher wages which lead to a higher availability to buy and less sensitivity to the price. Moreover, enhancing website clarity and

communication to convey messages more effectively was deemed crucial for engaging customers.

In seeking a clear direction for the company's growth, several critical issues demand thorough definition. Foremost among these is understanding the landscape of competing services and products. It is imperative to discern what alternative options educators are currently utilizing. Despite Tannder's reputation as the superior and more affordable platform, comprehending the reasons behind teachers' choice of alternatives is crucial to refining strategies and enhancing value propositions. Additionally, whether there are alternative avenues for training and education that draw educators away from Tannder is essential. Equally significant is probing whether freely available options exist in the market. Recognizing the allure of no-cost alternatives is essential to crafting competitive differentiation and determining how to best position Tannder's offerings.

A comprehensive grasp of the competitive landscape is paramount. Precisely delineating the competitors—both direct and indirect—ensures that Tannder's positioning, marketing strategies, and service enhancements are responsive to the evolving market dynamics.

Looking at financing the absence of participation in an incubator raises valid questions. Exploring the benefits of joining an incubator is vital, as it could potentially facilitate access to capital and mentorship. This avenue warrants consideration in bolstering the company's financial foundation and accelerating its growth trajectory.

Addressing these issues with precision and insight will provide a solid foundation upon which Tannder can chart a clear and effective path forward. It will enable the company to refine its offerings, capitalize on competitive advantages, and capitalize on opportunities for strategic partnerships and growth.

Regarding potential target partnerships, key stakeholders were identified and suggested. These included partnering with the Ministry of Education (MinEdu) and Unidad de Gestión Educativa Local (Ugel) to enhance visibility and access to educational networks. Strategic alliances with local governments, regional authorities, and municipalities were also proposed to leverage existing infrastructure and expand reach.

In terms of markets for internationalization, as a future recommendation, a pragmatic approach was advocated. Once the product attains a high level of quality and establishes a substantial customer base in Peru, the recommendation was to target Colombia and Mexico. These markets were perceived as conducive due to their cultural affinity, expansive reach, and economic stability. Chile was regarded as complex for Peruvian companies due to cultural differences, while Brazil's marked cultural distinctions posed a challenge. Venezuela's political situation rendered it unattractive. Smaller markets were not prioritized. Ecuador, however, stood out due to its dollarized economy, higher wages, and stronger buyer power, presenting a promising opportunity for expansion. (Sergio Lopez, personal communication, August 22nd, 2023)

Outcomes from the interview with Gaby Sanchez - College Coordinator and Expert of Educational Sector

After interviewing educator Gaby Sanchez (2023), pivotal perspectives emerge, elucidating Tannder School's strategic evolution. Sanchez's exemplary case study emphasizes the strategic deployment of tutors as a catalyst for course engagement, complemented by dynamic interactions across diverse platforms such as Slack, Google Plus, and WhatsApp. To navigate the challenge of autonomous and asynchronical learning, Sanchez proposes initial guidance to kindle learner motivation, given the constraints on their time, and the creation of other communication channels like Slack, Google Plus, and WhatsApp.

Related to Tannder's content delivery, she recognizes lengthy videos as a potential engagement barrier as content should be thought for people that is in constant movement. She suggests the division of the video to get microcontent as it motivates learners to hear the video while doing their daily lives or embedding markers within videos to facilitate content retrieval. A cohesive content sequencing, especially pertinent for microcontent strategies, is accentuated. Additionally, the presenter's identity emerges as a critical determinant in motivating viewership, a perspective that fades away even when experts have lots to share.

Related to monetization strategies, she emphasizes advocating the release of select content as a teaser for paid offerings. This strategic bifurcation of content can lead viewers to pay to access the most important segments of the video. Moreover, in recognition of the predominantly rural educator demographic, the viability of YouTube videos is questioned by her and she would also add transcriptions in form of amalgamating images and text, scripts, and infographics. These transcriptions can only be possible if the video is designed as a micro learning framework.

Related to marketing, leveraging on social media platforms is a must and conducting webinars emerge as potent mechanisms to cultivate interest, subsequently leading to course enrolments. Collaborative initiatives with recognized entities and active participation within relevant social media groups resonate as proactive promotional strategies. Recognizing the uniform emphasis on content among educators, irrespective of their institutional context, Sanchez advocates a thorough assessment of state-sponsored courses like PeruEduca, which represent direct competition.

Related to education in Peru, the ongoing educational paradigm shift towards competency-based education, advocated by the Education Ministry, presents both opportunities and deficits. Sanchez identifies instructional deficiencies within certain competency domains and methodologies, offering Tannder School the potential to address

these gaps. Conclusively, her recommendation to tailor course titles around "didactic strategies for the development of competency XXXX" helps the educators know what to seek.

Related to partnerships, Sanchez emphasizes highlighting the alliance with UPAL, as a institute recognized by SUNEDU, as well as collaborative endeavors with universities. This latter approach capitalizes on the perception of educators that universities is the next step in their professional ascent. (Gaby Sanchez, personal communication, August 25th, 2023)

Outcomes from the interview with Giulio Marchena – Centrum Professor and Digital Marketing expert

The interview with Prof. Giulio Marchena (2023) has provided valuable insights related to Tannder School's marketing strategies. To begin with, it emphasizes the critical importance of developing a comprehensive buyer persona. Understanding the lifestyle and needs of Tannder School's clients is the fundamental starting point for effectively addressing their pain points. This understanding allows Tannder to focus its marketing efforts on alleviating specific concerns, such as the time required for training or cost perception.

In the context of PerúEduca, the government's platform offering free training courses, one strategic approach is to complement these free courses or emphasize the additional benefits that Tannder's training can offer, such as improved prospects for being hired by private institutions.

Identifying the preferred communication channels of Tannder School's target audience is crucial for optimizing marketing efforts. Prioritizing these channels increases the likelihood of reaching the right people at the right time.

Regarding the content strategy, the emphasis lies in inspiring rather than simply selling. The suggested balance of 80% educational content and 20% promotional content serves as a strategic guideline for building trust and authority within the market. Consistency

in creating valuable content, whether through regular posts or articles published once or twice a week, supported by a content calendar, is essential to keep the audience engaged and well-informed.

Prof. Marchena also advises investing in advertising as an effective tactic to enhance visibility. Testimonials play a pivotal role in influencing teachers' purchasing decisions, adding credibility to Tannder School's offerings.

To gain visibility, other recommended strategies include active participation in relevant virtual communities, particularly on social media platforms, and collaboration with Key Opinion Leaders (KOLs). Tannder can contribute their expertise to ongoing discussions in these communities and include links that prompt a call to action, encouraging visitors to explore their website. Hosting free webinars is another excellent method for educating the audience and providing insight into what Tannder School has to offer.

Regarding the roles of interns, Prof. Marchena suggests establishing a centralized profile for the content strategy, recognizing that none of them function as influencers. As for metrics, he proposes the use of leads generated, which measures the level of interest generated by posts, in addition to views and comments.

In the context of SEO, he recommends enlisting the assistance of a company to handle campaign tagging for traffic analysis. This approach allows Tannder School to gain insights into the origin of its viewers. Furthermore, creating frequent blog articles can contribute to an improvement in SEO rankings over time. (Giulio Marchena, personal communication, September 1st, 2023)

4.2 Quantitative Analysis

On the quantitative front, the focus has been directed towards gathering information that underscores the importance of enhancing visibility.

The analysis proposed try to support our thesis that the importance of visibility and presence is increasingly important, considering the increasing numbers of competitors, in order to secure a relevant market standing, avoiding being absorbed by competitors and alternatives present on the market.

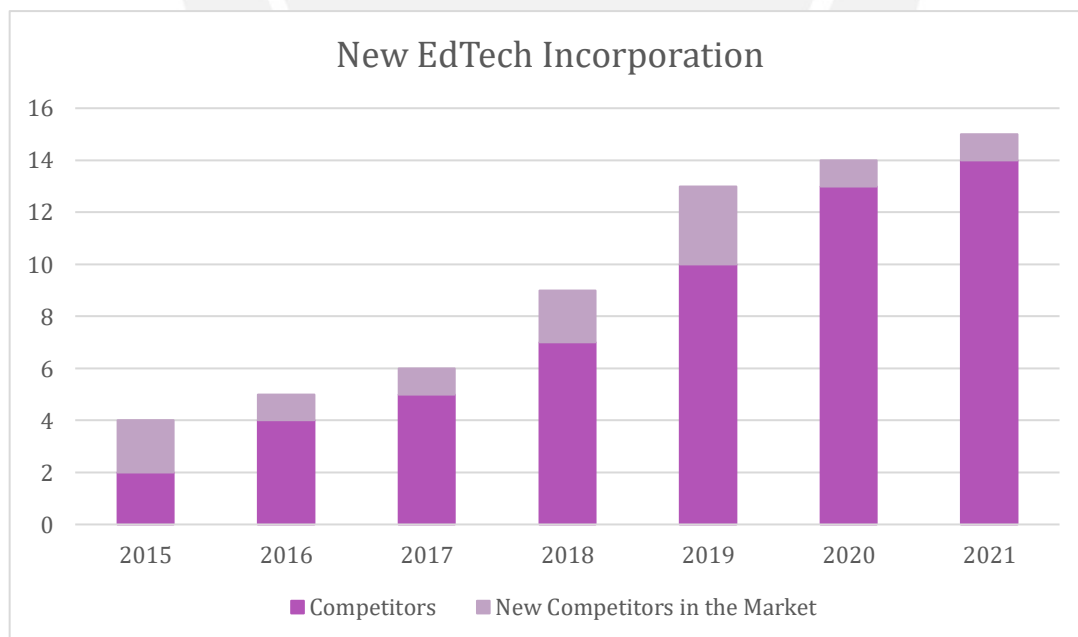
While specific data pertaining to online visibility and web analytics remains unavailable, our team conducted various analysis looking at the increasing number of competitors and to the number of projects carried out since the company foundation.

In the last part of the section, a structured survey aimed at understanding the product perception and quality, collecting insights that can in future contribute to gauge the levels of visibility within the market. This survey will encompass a representative sample of stakeholders, offering quantitative data on perceptions, preferences, and challenges related to visibility in the educational services sector.

4.2.1 Increasing Number of Competitors

Figure 7

New EdTech companies created in Latam area from 2015 to 2021



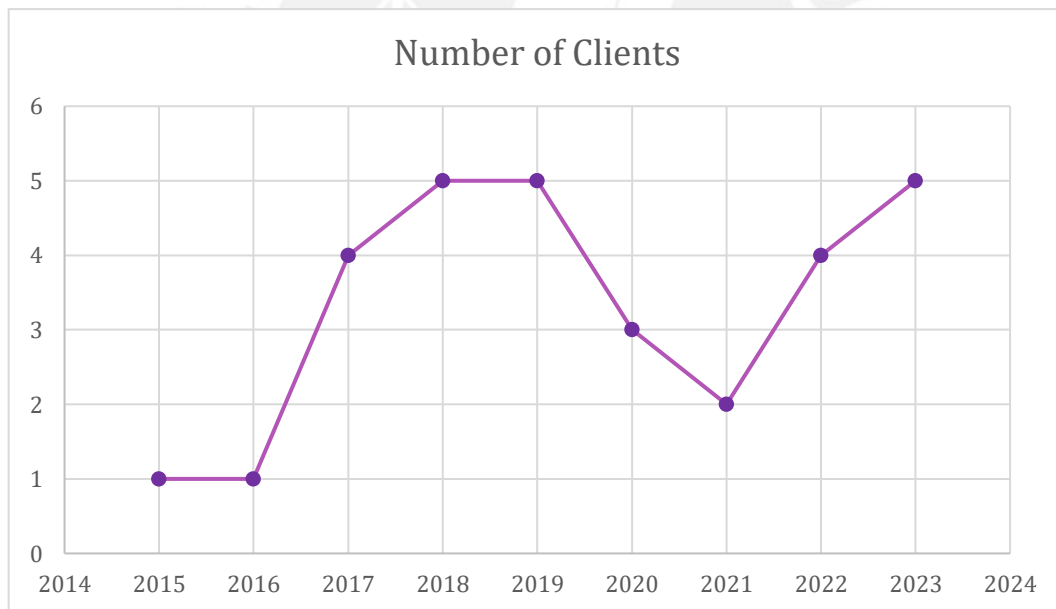
Source: Culqui (2023)

Figure 7 reveals the dynamic business landscape in which Tannder operates is marked by a high number of competitors, a development that underscores the urgency of strategic action. Since Tannder founding, new 11 players enter the online educational platform market. This data highlights the importance of a necessary marketing activity in order to keep a relevant position in the market.

This presence of rival entities poses a clear threat to Tannder's established market position and ongoing growth trajectory. In light of this evolving scenario, a decisive shift towards intensified marketing endeavours emerges as critical.

4.2.2 Historical Data on Number of Clients per Year

Figure 8
Number of clients (institutions) per year from 2015 to 2023



Source: Culqui (2023)

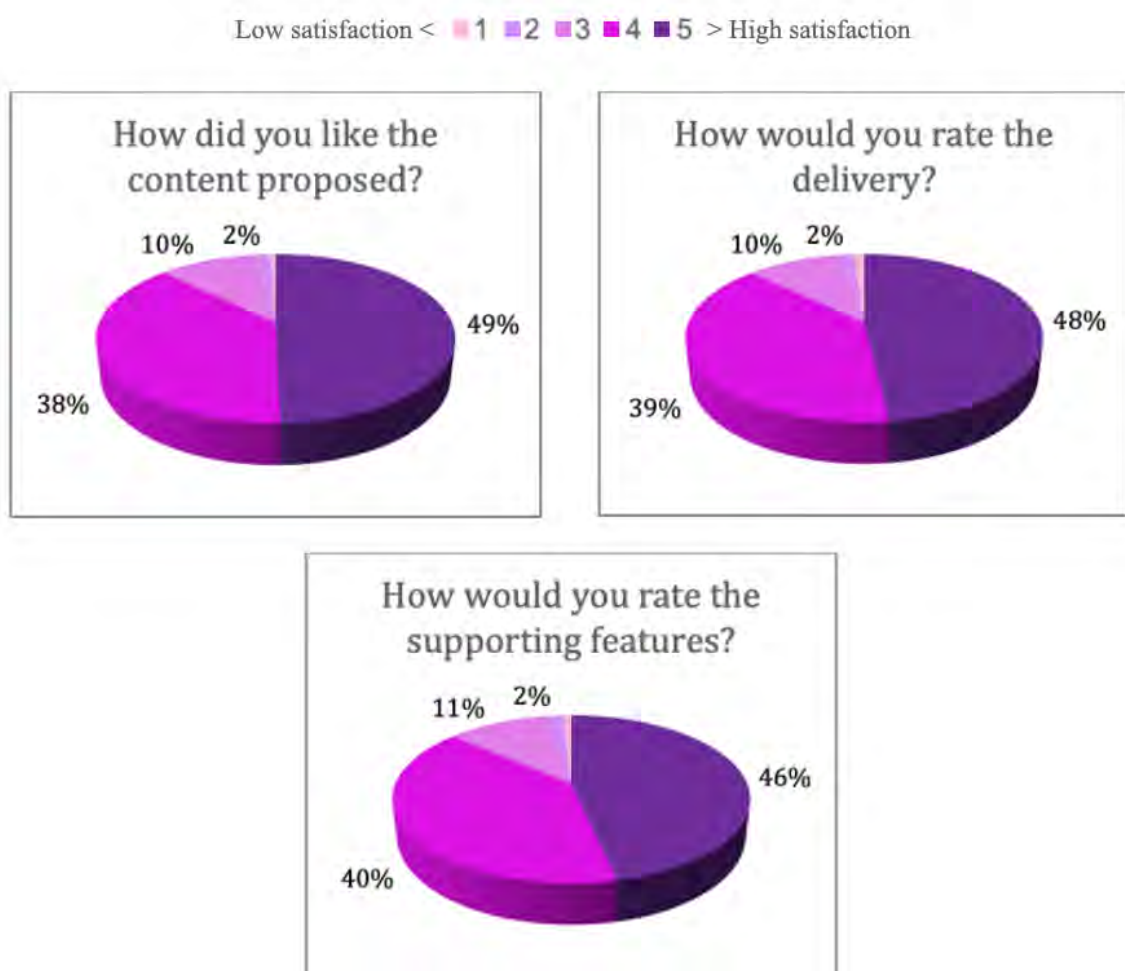
Analysing the historical data in Figure 8 provided by the company, it is possible to access to the number of yearly clients over time since funding of Tannder in 2015, we notice that an overall growth trend is missing, despite the implementation of modest marketing initiatives. Tannder, over the first years of its life, has relied more on clients that directly requested a service, rather than creating a marketing proposal that could stimulate a need for

broader and new services. The lack of visibility kept Tannder dealing with just few customers.

4.2.3 Customer Survey

Across various classes and courses offered by Tannder, a comprehensive survey was conducted to gather feedback on the quality of services provided. A total of 428 users participated in the survey, responding to three straightforward questions by assigning values ranging from 1 to 5, where 1 is the highest level of satisfaction. This initiative aimed to systematically assess and understand user perceptions, ensuring a continuous enhancement of the service delivery.

Figure 9
Survey results



Source: Culqui (2023)

The aim of the survey lies in the assumption that the prevailing sluggish growth can also be attributed to a scarce quality of service.

However, the outcomes of the customer survey have presented a compelling narrative that diverges from the initial thesis. A significant majority of the customers who participated in the survey, have pointed out their satisfaction with the product's quality. This encompasses not only the quality of the content but also the course delivery, provided by external professors chosen by Tannder, and also extends to features seamlessly integrated into Tannder's virtual environment.

The clear levels of satisfaction, even if with a room for improvement, allude to a valuable customer journey stage and highlight the efficacy of the service.

4.2.4 Decision-making Process and Customer Journey

To dive deep into the customer journey and further analyse the experience of the customers in Tannder school we drafted a matrix, aiming to evaluate the quality of the process.

The consulting team made an internal assessment and qualitative analysis of the stages at the state of the art, where different stages of the customer journey have been evaluated on a scale where 1 represent poor quality, and 5 represents high quality. The evaluation has been based on all the information collected within the company as well as the try-out of one of the courses delivered by Tannder.

The matrix is designed to consider a long-term evaluation that can be conducted by the company in order to keep track of the performance, aiming for a constant improvement of the quality of the service. Dedicate to address the just stated topic, the column named *Target Metrics to Measure* provide a proposal of measurement based on a quantitative data. Over the

time the company can collect this data in order to better evaluate the various stages of the journey, focusing efforts and resources on the stages that more need them.

Additionally, other criteria of evaluation that cannot be measured now were added to propose a future more comprehensive evaluation. As an example, we have later on added to this matrix *Alumni engagement and networking*, as a consequence of the solution proposed in the chapter 7.3 **Online Engagement Enhancement**, which proposes and implies an additional feature that would permit to professor to stay in touch and discuss about different topics on dedicated pages. This aims to increase customer satisfaction, as well as retain customers and create a sense of community.

Table 3
Customer Journey

Customer Journey Stage	Criteria for Evaluation	Evaluation method at time	Target Metrics to Measure	Rating (Scale: 1-5)
Awareness	- Clarity of platform's value proposition	- Consulting team evaluation	- Website traffic	2
	- Visibility on search engines and social media	- Consulting team evaluation	- Impressions and clicks	1
	- Quality of marketing materials and messaging	- Consulting team evaluation	- Click-through rates	2
	Quality of accounts on social networks	- Consulting team evaluation	-Team evaluation	3
Consideration	- Ease of navigation and information discovery	- Consulting team evaluation	- Time spent on site	2

	- Availability of comprehensive course details	- Consulting team evaluation	- Bounce rate	2
Enrollment	- Simplicity of registration and payment	- Customers survey	- Conversion rates (enrollments) - Customer survey	3
	- Support availability for enrollment process	- Customer inquiries and feedback	- Customer inquiries and feedback	3
Learning Experience	- Interactivity of course content	- Consulting team evaluation	- User engagement	4
	- Quality of multimedia elements	- Consulting team evaluation	-Peer-to-peer interactions	4
	- Availability of supplementary resources	- Consulting team evaluation	- Assessment completion rates	3
	- Progress tracking and personalized content	- Customer survey	- Feedback and ratings	2
Customer Support	- Responsiveness of customer service	- Customer survey	- Response time	4
	- Problem resolution efficiency		- Number of support requests	3
Post-Completion	- Opportunities for further learning or upsell	- Consulting team evaluation	- Participation in advanced courses	2
	- Alumni engagement and networking	- Consulting team evaluation	- Alumni feedback and testimonials	2

5 = highest quality

1 = lowest quality

As highlighted by the matrix, the first stage of the journey, the one related to awareness, scores low, supporting a weak visibility given by a not well targeted marketing content and the absence of SEO strategy.

The following stages, once again, despite the opportunity for improvement, present a good quality of service, as evaluated in the criteria such as interactivity of the course and quality of multimedia services.

4.3 Conclusions

The analysis of both qualitative and quantitative outcomes strongly emphasizes the need to improve Tannders marketing strategy. This is crucial to increase visibility and maintain a strong position in a competitive market.

By closely examining customer behaviour and project metrics over several years, it is visible that there hasn't been a significant improvement despite existing marketing efforts. This is happening while facing increasing competition in the market. On the other hand, when looking at how customers interact with Tannder's platform, it's clear that they appreciate its service quality, as they want to stay engaged.

However, when digging deeper into the qualitative aspects, it becomes clear that taking more complex actions to achieve more sophisticated objectives are necessary. The analysis reveals that, steps like, focussing on building strategic partnerships, improving online presence through new ways of communicating, and making Tannder website more user-friendly and visible on search engines could provide a considerable advantage for Tannder. Furthermore, discussions with experts have given us valuable insights and recommendations that will be incorporated into our upcoming solution plan. These insights will also be vital in the next steps in the process for identifying the root-cause of the problem.

5 Chapter V: Root-Cause Analysis of the Problem

Recognizing the need for targeted intervention, we have chosen to concentrate our efforts on resolving the challenges within Tannder's specific product line, particularly the educational platform tailored for teachers. The consulting team acknowledges that Tannder School's potential is stifled by a lack of market visibility, undermining its performance and growth prospects.

5.1 Identified Cause

In the context of Tannder School's mission to provide educational resources and support to teachers, four potential causes have been identified in a brainstorming process that could contribute to a lack of visibility and recognition within the education sector: Inadequate online presence, Limited marketing efforts, lack of strategic partnerships and underutilization of content marketing.

Inadequate online presence

Scholars e.g. Sharma (2021) point out that given the substantial increase in global internet users and the shift toward online marketing, maintaining an online presence has become essential. Inadequate online presence can severely hinder Tannder School's efforts to establish a strong foothold among its intended audience of educator and can be the result of the following roots:

- 1) **Lack of optimized website:** A website that lacks optimization in terms of design, usability, and responsiveness can present a barrier for educators seeking user-friendly platforms. A subpar website experience could lead educators to perceive Tannder School as outdated or unprofessional, thereby diminishing its credibility and discouraging further exploration.
- 2) **Infrequent content updates:** Without regular updates to its content and resources, Tannder School risks becoming stagnant and less engaging. Educators may perceive

the platform as stagnant and less relevant, leading to reduced user engagement and a lower likelihood of returning for valuable resources.

- 3) **Poor Search Engine Ranking:** If Tannder School's website has a poor search engine ranking due to inadequate search engine optimization (SEO), educators searching for relevant resources may not discover the platform easily. A low search ranking could relegate the platform to obscurity, limiting its visibility within search engine results.
- 4) **Insufficient Use of Keywords:** The absence of well-researched and strategically implemented keywords within website content and metadata can hinder Tannder School's discoverability on search engines. Educators searching for specific educational topics may not find Tannder School in their search results, leading to missed opportunities for engagement.
- 5) **Wrong Use of Online Channels:** Utilizing online channels that don't align with educators' preferences or behaviours can render Tannder School's efforts ineffective. If the platform fails to leverage the platforms where educators actively seek resources, it may struggle to connect with its target audience, leading to low engagement and limited visibility.

Each of these roots has the potential to hinder Tannder School's ability to establish a robust online presence, limiting its visibility and accessibility to educators seeking valuable educational resources. Addressing these issues is crucial for Tannder School to enhance its online visibility and attract a wider audience of educators.

Limited marketing efforts

Cant et al. (2016) stress that as a result of their study it becomes clear that small and medium enterprise owners lack knowledge of target marketing and should apply general marketing principles. Limited marketing efforts can significantly contribute to a lack of visibility for Tannder School, impeding its ability to effectively reach and engage its target

audience of educators. Five reasons were identified why limited marketing efforts at Tannder could exist:

- 1) **Limited Budget:** A constrained marketing budget restricts the scope of promotional activities Tannder School can undertake. As a result, essential marketing channels and initiatives may be overlooked due to financial limitations, preventing the platform from gaining the exposure it requires to resonate with educators.
- 2) **Lack of Targeted Strategy:** Without a well-defined and targeted marketing strategy, Tannder School risks creating content and messages that fail to resonate with educators' specific needs and challenges. This could result in a disconnection between the platform's offerings and what educators are seeking, ultimately leading to lower interest and engagement.
- 3) **Insufficient Use of Online Advertisements:** Neglecting online advertising opportunities can deprive Tannder School of an efficient way to increase visibility. Without leveraging online ads, the platform might miss out on reaching educators who are actively searching for educational resources and solutions, inhibiting its potential to grow its user base.
- 4) **Absence of Consistent Branding:** Inconsistent branding efforts can lead to confusion and lack of recognition among educators. Without a cohesive and recognizable brand identity, Tannder School might struggle to establish a strong presence in the minds of its target audience, resulting in reduced brand recall and engagement.
- 5) **Failure to Engage with Target Audience:** Without actively engaging with educators through various channels, Tannder School may miss opportunities to foster relationships and showcase its value. Neglecting interactions on social media, for instance, could prevent the platform from building a sense of community and connection among educators, hindering organic sharing and recommendations.

Addressing these root causes is vital for Tannder School to develop a strategic and comprehensive marketing approach that aligns with educators' preferences and needs, ultimately enhancing its visibility and impact within the educational sector.

Lack of strategic partnerships

Schroeder (2018) points out in her primary research that partnerships between language service organisations and institutions are a win for all stakeholders involved. Conversely, a lack of strategic partnerships can significantly hinder Tannder School's ability to expand its visibility and reach within the education community, affecting its engagement with educators. The following section includes five possible roots for a such a lack:

- 1) **Limited Awareness of Partners:** If Tannder School lacks awareness of potential partners within the education landscape, it could miss out on valuable collaborations that could amplify its visibility. Without actively seeking out partners aligned with its mission, the platform may fail to tap into existing networks and opportunities for joint initiatives that could boost its exposure.
- 2) **Resource Constraints:** Limited resources, whether human, financial, or technological, can impede Tannder School's ability to forge and nurture partnerships effectively. Without dedicated personnel or budget for partnership development, the platform might struggle to invest the necessary time and effort to establish meaningful collaborations, resulting in missed opportunities to increase visibility.
- 3) **Missed Opportunities of Cross Promotions:** Failing to identify and leverage cross-promotion opportunities with partners in the education sector can lead to a lack of mutual exposure. Without collaborative marketing efforts, Tannder School could miss out on tapping into the established audiences of potential partners, limiting its reach and visibility among educators.

- 4) **Absence of Formalized Partnership Strategies:** Without a clear strategy for identifying, approaching, and maintaining partnerships, Tannder School may not effectively convey its value proposition to potential collaborators. This lack of direction could result in unsuccessful attempts at forming partnerships that could enhance visibility and impact.
- 5) **Insufficient Networking Efforts:** Neglecting efforts to attend education fairs, conferences, and networking events can isolate Tannder School from valuable networking opportunities. By not engaging with educators, institutions, and stakeholders in person, the platform might miss chances to establish connections that could lead to strategic partnerships and increased visibility.

Addressing these root causes is essential for Tannder School to actively seek out strategic partnerships, tap into shared networks, and amplify its visibility in the education sector. Collaborations could serve as effective vehicles to enhance the platform's reach and reputation among educators seeking quality educational resources.

Underutilization of content marketing

The importance of content marketing is emphasised by Müller & Christandl (2019) by demonstratively pointing out that 'content is king'. Underutilizing content marketing strategies can detrimentally impact Tannder School's ability to effectively reach and engage educators, impeding its visibility and recognition within the education community. The following roots have been defined which could potentially lead to the latter:

- 1) **Lack of High-Quality Content:** Failing to provide high-quality educational content, including properly transmitted video and audio, can deter educators from engaging with Tannder School's offerings. Poor-quality content reflects negatively on the platform's credibility, potentially causing educators to dismiss it as a reputable resource, thereby hindering visibility.

- 2) **Absence of Content Repurposing:** Without repurposing existing content into various formats such as blog posts, videos, infographics, and more, Tannder School may limit its reach. Repurposing content enables wider distribution across diverse platforms and caters to different learning preferences, enhancing the platform's visibility and accessibility.
- 3) **Unresponsiveness to Customer Feedback:** Neglecting to respond to customer feedback, questions, and suggestions can erode educator trust and engagement. A lack of interaction could lead educators to perceive the platform as disinterested in their needs, diminishing its appeal and visibility within the education community.
- 4) **No Content Calendar:** Operating without a well-defined content calendar and strategy can result in inconsistent content creation and distribution. This lack of direction can lead to gaps in content delivery, diminishing audience engagement and reducing the platform's visibility.
- 5) **Insufficient Analytics of Marketing Efforts:** Without robust analytics to measure the performance of marketing efforts, Tannder School may miss opportunities for optimization. The absence of data-driven insights could result in ineffective strategies that fail to resonate with educators, limiting the platform's visibility and outreach.

Each of these root causes directly impacts Tannder School's ability to create and distribute valuable content that resonates with educators. Addressing these issues is pivotal to enhancing content marketing efforts and, subsequently, increasing visibility within the education sector.

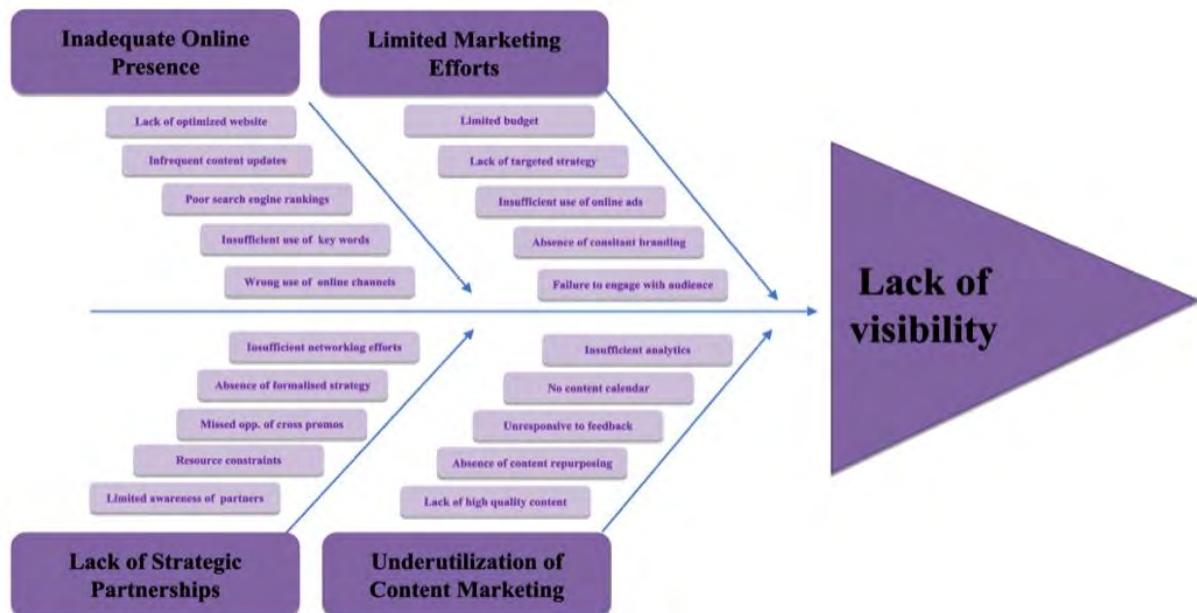
Fishbone Analysis

The fishbone analysis, also known as an Ishikawa or cause-and-effect diagram, is a visual tool used to identify and analyse the potential causes of a specific problem or effect and is presented in Figure 10 on the next page.

In this case, the identified causes for the lack of visibility for Tannder School have been organized into four main categories: ‘Inadequate Online Presence,’ ‘Limited Marketing Efforts,’ ‘Lack of Strategic Partnerships,’ and ‘Underutilization of Content Marketing’. These main categories act as the "bones" of the fishbone diagram. Under each main category, the specific causes, or "roots," are listed. These roots represent the specific factors contributing to each main cause.

By visually representing the causes and their interconnectedness, the fishbone analysis provides a comprehensive understanding of the potential sources of the problem. The goal is to address each root cause systematically to improve the overall visibility of Tannder School within the education sector.

Figure 10
Ishikawa Diagram



5.2 Main Causes of the Problem

In the analysis of the main roots and causes of the problem surrounding Tannder School's visibility issues, a comprehensive evaluation was conducted to determine the weight and value of importance for each identified cause. This analysis was further refined in a

meeting with CEO Antonio Culqui, where the factors' scores were calculated based on their respective weights and importance levels. Table 4 summarizes these results.

Table 4
Cause weighting matrix

Root and Causes	Weighting	Value	Score
Inadequate Online Presence	0.4	11	4.4
Lack of Optimized Website		2	
Infrequent Content Updates		2	
Poor Search Engine Ranking		3	
Insufficient Use of Keywords		3	
Wrong Use of Online Channels		1	
Limited Marketing Efforts	0.3	9	2.7
Limited Budget		2	
Lack of Targeted Strategy		1	
Insufficient Use of Online Advertisements		2	
Absence of Consistent Branding		2	
Failure to Engage with Target Audience		2	
Lack of Strategic Partnerships	0.1	9	0.9
Limited Awareness of Partners		2	
Resource Constraints		2	
Missed Opportunities of Cross Promotions		2	
Absence of Formalized Partnership Strategies		1	
Insufficient Networking Efforts		2	
Underutilization of Content Marketing	0.2	11	2.2
Lack of High-Quality Content*		3	
Absence of Content Repurposing		3	
Unresponsiveness to Customer Feedback		1	
No Content Calendar		2	
Insufficient Analytics of Marketing Efforts		2	

3 = very important

100%

2 = important

1 = slightly important

0 = not important

Inadequate Online Presence

This root cause received a high weighting of 0.4, indicating its significance in impacting Tannder School's visibility. The combined score of 4.4 points underscores the problem's substantial influence on the platform's ability to establish a strong foothold among educators. Factors such as "Lack of Optimized Website," "Infrequent Content Updates," "Poor Search Engine Ranking," "Insufficient Use of Keywords," and "Wrong Use of Online Channels" contribute to this root cause. The fact that "Poor Search Engine Ranking" and "Insufficient Use of Keywords" were rated as "Very Important" further underscores their critical role in impeding the platform's visibility.

Limited Marketing Efforts

With a weight of 0.3, this root cause is of notable significance. The total score of 2.7 indicates that addressing the challenges within this category can contribute to enhancing Tannder School's visibility. The "Limited Budget" and "Insufficient Use of Online Advertisements" factors were rated as "Important," further highlighting their potential impact on marketing efforts and, subsequently, visibility.

Lack of Strategic Partnerships

Although assigned a lower weight of 0.1, the total score of 0.9 illustrates the influence of this root cause on Tannder School's visibility. The factors within this category, such as "Limited Awareness of Partners," "Resource Constraints," "Missed Opportunities of Cross Promotions," "Absence of Formalized Partnership Strategies," and "Insufficient Networking Efforts," were rated with varying importance levels. However, it's important to note that

"Limited Awareness of Partners" and "Resource Constraints" received a rating of "Important," emphasizing their potential impact on strategic partnerships.

Underutilization of Content Marketing

With a weight of 0.2, this root cause holds a moderate level of importance. The total score of 2.2 indicates that improving content marketing strategies can contribute to enhancing visibility. "Lack of High-Quality Content" and "Absence of Content Repurposing" were rated as "Very Important," emphasizing their crucial role in this category.

In the meeting with CEO Antonio Culqui, it became evident that the root cause with the highest overall score and importance is the "Inadequate Online Presence" category. The factors within this category, collectively contribute to the platform's limited visibility. Addressing these factors should be a priority in Tannder School's efforts to enhance its online presence and engage educators effectively. This analytical approach allows Tannder School to prioritize its efforts and resources to tackle the most impactful root causes, ultimately leading to improved visibility and engagement within the education community.

In summary, Tannder School's visibility challenges were examined, revealing key root causes. The most critical issue is the "Inadequate Online Presence" category, with factors like website optimization, content updates, and search engine ranking playing pivotal roles. Additionally, the "Limited Marketing Efforts" category, encompassing budget constraints and online advertising utilization, is of notable significance. While "Lack of Strategic Partnerships" and "Underutilization of Content Marketing" have lower weights, they shouldn't be overlooked. Collaborative analysis, including a fishbone diagram and discussions with CEO Antonio Culqui, aided in identifying these root causes, enabling Tannder School to prioritize efforts effectively. Addressing these challenges will enhance visibility and engagement within the education community.

6 Chapter VI: Assessed Solution Alternatives

6.1 Alternatives to Solve the Problem

The following section comprises solutions for each of the cause: Inadequate Online Presence, Limited Marketing Efforts, Lack of Strategic Partnerships and Underutilization of Content Marketing. After suggesting actionable steps for each root, the next sub-chapter will consolidate those suggestions into a pool of six weighted solution alternatives.

6.1.1 Solutions for Inadequate Online Presence

Tannder School's mission to provide valuable educational resources to educators can only be successful if it effectively establishes its presence within the education community. Inadequate online presence has been identified as a primary cause of a lack of visibility, hindering Tannder School's ability to connect with its intended audience. In this section, we outline actionable solutions to address each root cause under the umbrella of inadequate online presence, aiming to propel Tannder School toward enhanced visibility and engagement.

Actionable steps for “Lack of Optimized Website”

Tannder School should invest in optimizing its website by adopting a modern and user-friendly design. Ensuring responsive design for mobile devices is crucial. Streamlining the website's navigation and enhancing the user experience will create a positive impression on educators visiting the platform.

Actionable steps for “Infrequent Content Updates”

Establishing a regular content update schedule is essential. Tannder School should assign dedicated resources to consistently create and upload valuable content, including articles, videos, webinars, and downloadable resources. This dynamic approach will keep educators engaged and returning for fresh insights.

Actionable steps for “Poor Search Engine Ranking”

Implementing effective SEO strategies can elevate Tannder School's search engine ranking. Conduct thorough keyword research to understand what educators are searching for. Integrate relevant keywords into website content, meta descriptions, and titles to improve search visibility.

Actionable steps for “Insufficient Use of Keywords”

Developing a keyword strategy is paramount. Tannder School should identify and prioritize keywords that resonate with educators' needs. Implement these keywords naturally within website content, ensuring they align with the educational resources offered.

Actionable steps for “Wrong Use of Online Channels”

Tannder School should conduct audience research to identify the online platforms educators prefer for resource discovery. Engaging on platforms such as education-related forums, social media groups, and industry websites can effectively connect the platform with its target audience.

By meticulously addressing each root cause under the umbrella of inadequate online presence, Tannder School can take concrete steps to enhance its visibility among educators. A well-optimized website, coupled with regular content updates, improved search engine ranking, strategic keyword usage, and a targeted online channel strategy, will enable Tannder School to establish a strong online presence that resonates with educators seeking valuable educational resources. Through these solutions, Tannder School can overcome the challenges of limited visibility and successfully connect with its intended audience, furthering its mission within the education sector.

6.1.2 Solutions for Limited Marketing Efforts

Furthermore, limited marketing efforts have emerged as a key challenge, potentially hindering Tannder School's visibility and impact within the education sector. In this section, we outline actionable solutions for each root cause under limited marketing efforts, aiming to

propel Tannder School toward enhanced visibility, engagement, and recognition among educators.

Actionable steps for “Limited Budget”

Tannder School should prioritize and allocate its marketing budget strategically. Focusing on high-impact activities, such as targeted online advertising and partnerships, can make the most of the available resources. Exploring cost-effective digital marketing methods, like social media advertising and content marketing, can stretch the budget further.

Actionable steps for “Lack of Targeted Strategy”

Developing a well-defined marketing strategy tailored to educators' preferences is crucial. Tannder School should conduct market research to understand educators' pain points, needs, and behaviors. Crafting messaging and content that directly addresses these aspects will resonate better and foster a stronger connection.

Actionable steps for “Insufficient Use of Online Advertisements”

Tannder School should embrace online advertisements to reach educators actively seeking educational resources. Utilizing platforms like Google Ads and social media advertising can target educators based on their interests, demographics, and online behavior. This approach can significantly expand the platform's visibility within its core audience.

Actionable steps for “Absence of Consistent Branding”

Establishing consistent branding across all marketing materials and platforms is essential. Tannder School should develop brand guidelines, including logo usage, color schemes, and tone of voice. Creating a cohesive brand identity will enhance recognition and resonate better with educators.

Actionable steps for “Failure to Engage with Target Audience”

Developing an engagement strategy is vital for building relationships with educators. Tannder School should actively participate in relevant online communities, respond to

comments and inquiries on social media, and initiate conversations that align with educators' interests. Building a sense of community can foster organic sharing and recommendations.

By concentrating on the root causes of limited marketing efforts and implementing actionable solutions, Tannder School can establish a robust and strategic marketing approach that resonates with educators seeking valuable resources. Prioritizing budget allocation, tailoring strategies to educators' needs, utilizing online advertisements, maintaining consistent branding, and fostering engagement will collectively contribute to increased visibility and impact within the education sector. Through these efforts, Tannder School can overcome the challenges of limited marketing and effectively connect with its target audience, furthering its mission of providing valuable resources to educators.

6.1.3 Solutions for Lack of Strategic Partnerships

Thirdly strategic partnerships play a pivotal role in establishing Tannder School's presence and visibility within the education community. However, the lack of such partnerships poses a challenge that must be addressed to maximize the platform's reach and impact among educators. In this section, we outline actionable solutions for each root cause under the lack of strategic partnerships, aiming to elevate Tannder School's visibility, engagement, and collaborative efforts within the education sector.

Actionable steps for “Limited Awareness of Partners”

Tannder School should initiate comprehensive research to identify potential partners within the education landscape. Actively seeking out organizations, institutions, and individuals aligned with its mission and values will facilitate meaningful collaborations. Establishing partnerships through mutual interests can significantly amplify Tannder School's visibility among educators.

Actionable steps for “Resource Constraints”

While resource constraints may exist, Tannder School can optimize its available resources for partnership development. The platform should allocate personnel and budget specifically for partnership initiatives. By designating dedicated individuals to forge and nurture partnerships, Tannder School can invest the necessary effort to establish mutually beneficial collaborations that enhance visibility.

Actionable steps for “Missed Opportunities of Cross Promotions”

Tannder School should proactively explore cross-promotion opportunities with potential partners. The platform should identify partners whose audiences align with its target educators. Through collaborative marketing efforts, Tannder School can tap into existing networks and introduce its resources to wider audiences, thus increasing visibility and recognition.

Actionable steps for “Absence of Formalized Partnership Strategies”

Developing a clear and structured partnership strategy is vital for conveying Tannder School's value proposition to potential collaborators. The platform should define the goals, benefits, and expectations of partnerships. By aligning interests and outlining the roles of each partner, Tannder School can establish more successful and impactful collaborations that boost visibility.

Actionable steps for “Insufficient Networking Efforts”

Tannder School should actively participate in education fairs, conferences, and networking events. By attending these gatherings, the platform can connect with educators, institutions, and stakeholders face-to-face. These interactions provide opportunities to showcase its offerings, build relationships, and establish partnerships that contribute to enhanced visibility and engagement.

Overcoming the root causes of a lack of strategic partnerships is pivotal for Tannder School's growth and visibility within the education sector. By increasing awareness of

potential partners, optimizing resources, embracing cross-promotion opportunities, formalizing partnership strategies, and engaging in networking efforts, the platform can foster collaborations that amplify its reach and impact. These solutions collectively work towards elevating Tannder School's visibility and recognition among educators, ultimately facilitating its mission of providing quality educational resources. Collaborative partnerships stand as a powerful tool to enhance visibility, expand networks, and contribute to the platform's prominence within the education community.

6.1.4 Solutions for Underutilization of Content Marketing

Lastly, effective content marketing is essential for Tannder School's visibility and engagement within the education community. However, the underutilization of content marketing strategies poses a challenge that requires proactive solutions to maximize the platform's reach and impact among educators. In this section, we outline actionable steps for each root cause under the underutilization of content marketing, aiming to enhance Tannder School's content delivery, responsiveness, and overall visibility within the education sector.

Actionable steps for “Lack of High-Quality Content”

Tannder School should prioritize the creation of high-quality educational content that meets educators' needs and expectations. Collaborating with subject matter experts and educators can ensure that the content is accurate, relevant, and engaging. By improving the quality of its content, Tannder School can enhance its credibility, encouraging educators to actively engage with the platform and share its resources.

Actionable steps for “Absence of Content Repurposing”

Tannder School should implement a content repurposing strategy to maximize the reach of its resources. Existing content can be transformed into various formats such as blog posts, videos, podcasts, and infographics. By repurposing content, Tannder School can cater

to different learning preferences and distribute its resources across diverse platforms, thereby increasing visibility and accessibility.

Actionable steps for “Unresponsiveness to Customer Feedback”

Tannder School should prioritize responsiveness to customer feedback and inquiries. By actively engaging with educators and addressing their questions and suggestions, the platform can build trust and enhance user satisfaction. Engaged and satisfied educators are more likely to share their positive experiences, thereby increasing Tannder School's visibility and reputation within the education community.

Actionable steps for “No Content Calendar”

Tannder School should develop a content calendar that outlines a clear plan for content creation and distribution. By maintaining a consistent schedule of content updates, the platform can avoid gaps in content delivery that may lead to reduced engagement. A well-defined content calendar ensures that educators have a reason to return regularly for fresh resources, thus enhancing visibility.

Actionable steps for “Insufficient Analytics of Marketing Efforts”

Tannder School should implement robust analytics tools to measure the performance of its content marketing efforts. By analysing key metrics such as engagement rates, page views, and user interactions, the platform can gain valuable insights into what resonates with educators. This data-driven approach allows Tannder School to refine its content strategy and optimize its marketing efforts for better visibility and impact.

Addressing the root causes of underutilization of content marketing is crucial for Tannder School to establish a strong content presence and visibility within the education sector. By prioritizing high-quality content creation, embracing content repurposing, actively engaging with educator feedback, implementing a content calendar, and leveraging analytics for optimization, Tannder School can elevate its content marketing efforts. These solutions

collectively contribute to enhancing the platform's visibility, credibility, and engagement among educators seeking valuable educational resources. Content marketing serves as a potent tool to amplify Tannder School's impact and presence within the education community.

6.1.5 Consolidated Solutions for Enhanced Visibility

Establishing a robust online presence and maximizing visibility is crucial for Tannder School to achieve its mission of providing valuable educational resources to educators. Inadequate online presence, limited marketing efforts, lack of strategic partnerships, and underutilization of content marketing have been identified as key challenges that hinder Tannder School's visibility within the education community. In this section, we consolidate the actionable steps from the previous sections to address each of these challenges comprehensively. Therefore, we recommend the following alternative solutions.

Optimized Website and Content Updates

Tannder School should revamp its website with a modern design and user-friendly interface. Implementing responsive design is crucial for mobile users. Regularly updating the content with valuable resources, such as articles, videos, webinars, and downloadable materials, will keep educators engaged and encourage their return visits. The following initiative was also highlighted by Sergio Lopez, Giulio Marchena and Gaby Sanchez, in the above section 4.1.2.

Online Visibility Boost

Tannder School should aim to increase its web presence and visibility by conducting in-depth keyword research to identify educators' search preferences. Strategically integrate these keywords into website content, meta descriptions, and titles to enhance search engine ranking. Implementing effective SEO techniques will improve discoverability and increase

visibility. Highlighted by Sergio Lopez, Alberto Grados and Giulio Marchena, in the above section 4.1.2

Strategic Online Channel Engagement

Conduct audience research to identify the preferred online platforms of educators. Active engagement on relevant platforms, such as education-related forums, social media groups, and industry websites, will connect Tannder School with its target audience effectively. Also highlighted by Giulio Marchena and Gaby Sanchez in the above section 4.1.2.

Targeted Marketing Strategy

Develop a targeted marketing strategy that addresses educators' specific needs and challenges. Allocate the marketing budget strategically, prioritizing high-impact activities such as targeted online advertisements and partnerships. Craft messaging that directly resonates with educators' pain points to foster a stronger connection. Highlighted by Alberto Grados, Giulio Marchena and Gaby Sanchez, in the above section 4.1.2 .

Collaborative Partnerships

Identify potential partners within the education landscape and establish meaningful collaborations. Develop formalized partnership strategies that outline goals, benefits, and responsibilities. Attend education fairs and conferences to network and build relationships, creating opportunities for cross-promotions and joint initiatives. Highlighted by Sergio Lopez, Alberto Grados and Gaby Sanchez, in the above section 4.1.2.

Content Excellence and Interaction

Prioritize high-quality educational content that is accurate, relevant, and engaging. Repurpose content into various formats to cater to different learning preferences and distribute across platforms. Respond promptly to customer feedback, inquiries, and

suggestions to build trust and enhance engagement. Additionally, highlighted by Alberto Grados, Giulio Marchena and Gaby Sanchez, in the above section 4.1.2

Conclusion

By addressing the root causes under each challenge and implementing these consolidated solutions, Tannder School can overcome the hurdles that limit its visibility. Through an optimized website, regular content updates, effective SEO, targeted online engagement, strategic marketing, collaborative partnerships, and content excellence, Tannder School can establish a prominent presence within the education sector. These efforts collectively contribute to achieving Tannder School's mission of providing valuable educational resources to educators while resonating with their needs and preferences. By enhancing its visibility, Tannder School can make a significant impact and successfully connect with its intended audience.

6.2 Assessment of Alternatives

In the process of analysing alternative solutions to address the visibility issues faced by Tannder School, a comprehensive evaluation was meticulously carried out. This evaluation was further refined during a meeting with CEO Antonio Culqui, during which the alternative solutions were scored based on various factors such as ease of implementation, cost-effectiveness, time requirement, and ease of maintenance. The respective weights assigned to these factors were as follows: 0.3 for ease of implementation, 0.2 for feasibility, 0.3 for cost-effectiveness, and 0.2 for ease of maintenance.

Table 5
Solutions assessment matrix

Weight	0.3	0.2	0.3	0.2	100%
Proposed Solutions	Easy to implement	Cost effective	Time	Easy to maintain	Total

Optimised Website and Content Update	6	6	6	6	6
Effective SEO and Keyword Integration	5	4	5	5	4.8
Strategic Online Channel Engagement	3	2	4	3	3.1
Target Marketing Strategy (increasing marketing budget)	2	5	3	4	3.3
Collaborative Partnerships	1	1	1	1	1
Content Excellence and Interaction	4	3	2	2	2.8
6 highest ranking					
1 lowest ranking					

The proposed solutions were subjected to this evaluation and assigned scores accordingly:

1- Optimized Website and Content Update:

This solution received the highest score of 6 in all evaluated aspects, making it the best ranking solution. It was deemed easy to implement, cost-effective, required a reasonable amount of time, and was expected to be easy to maintain.

2- Effective SEO and Keyword Integration:

This solution garnered a total score of 4.8, indicating its strong potential. While it was rated as feasible and cost-effective, it fell slightly short in terms of being as easy to maintain as the top-ranking solution. The meeting with Antonio Culqui revealed that there will be a specialised online-marketing company advising Tannder School on how to implement effective SEO and keyword implementation. (Antonio Culqui, personal communication, August 16th, 2023)

3- Strategic Online Channel Engagement:

With a total score of 3.1, this solution was considered practical for implementation. It received lower scores in feasibility, cost-effectiveness, and time requirement, which contributed to its placement in the middle range, nevertheless it was pointed out as a major point of focus for the long run. (Antonio Culqui, personal communication, August 16th, 2023)

4- Targeted Marketing Strategy (increasing marketing budget):

This solution, aimed at increasing the marketing budget, secured a total score of 3.3. It was perceived as feasible and enforceable, although its feasibility and cost-effectiveness were affected by the proposed budget increase.

5- Collaborative Partnerships:

Scoring a total of 1, this solution was identified as the lowest ranking. While it was rated as enforceable, it required collaboration with external partners, possibly affecting its practicality. Furthermore, Calqui pointed out that for the short run already a satisfying partnership bases exists and further measure do not have to be taken (Antonio Culqui, personal communication, August 16th, 2023).

6- Content Excellence and Interaction:

With a total score of 2.8, this solution was seen as practical for implementation. However, it scored lower in terms of feasibility, cost-effectiveness, and time requirement compared to the top-ranking solution. Given the fact that the company soon will be welcoming several interns which will focus on content excellence and interaction implementing this solution can be leveraged by additional human capital (Antonio Culqui, personal communication, August 16th, 2023).

In this refined analysis, the solutions were quantitatively compared based on their scores. The optimized website and content update emerged as the best-ranking solution, presenting a comprehensive and promising approach. The analysis assists in guiding decision-making processes by offering a clear understanding of the strengths and weaknesses of each alternative solution.



7 Chapter VII: Proposed Solution

A smooth transition into foreign markets is usually paired with an already strong presence in the local market. Starting point for a definition of a detailed plan for the next step. A weak presence in the local market cannot ensure the stability that might be needed if the internalization encounters complications and challenges. To ensure a smooth transition into foreign markets, it is essential to implement a step-by-step plan that begins with a focus on increasing visibility and partnerships in Peru. By doing so, Tannder can gain valuable insights, adapt its offerings to meet diverse customer needs, and build a strong brand presence. During the meetings, while addressing alternative solutions, Culqui (2023) stressed the importance of not only proposing a solution directed towards one cause but implement a more holistic strategy. Therefore, the proposed solution composes a comprehensive marketing strategy that will aim to address the main identified issue of visibility through different dimensions, as visible in Figure 11. Under every dimension different step will be implemented in order to reach the goal.

Figure 11
Visual display of the comprehensive marketing strategy



7.1 Website Performance Optimization

Web analytics implementation

Implementing web analytics is paramount in the pursuit of enhancing web visibility and engagement. By analysing user behaviour, traffic patterns, and interactions on a website, organizations gain invaluable insights into what works and what needs improvement. These insights enable data-driven decision-making, guiding the optimization of content, design, and user experience to align with audience preferences. Understanding key metrics like page views, bounce rates, click-through rates, and conversion rates equips businesses with the knowledge needed to tailor strategies that resonate with their target audience, ultimately leading to improved visibility and sustained engagement.

Steps to implement analytics:

1. Set up a Google Analytics account and give it a name (name of the business)
2. Name the website we want to track and connect it to an URL
3. Choose category of your business
4. Set up time zone
5. Choose data you are willingness to share with Google (the more is shared, the most complete reports Google can share)
6. Add tracking code to your website: match the tracking code with the page you want to track and analyse (for every page there will be a code, for that reason use clear heading)
7. Start getting info and analysing traffic data

Source: Analytics Help

Table 6

Main web analytics features that can benefit Tannder

-
1. **Pageviews:** The total number of times a specific page was viewed. Useful for understanding which pages are popular and attracting user attention
-
-

2. Sessions: The total number of interactions a user has on your site within a given time period. Useful for measuring overall site engagement.

3. Bounce Rate: The percentage of users who leave your site after viewing only one page. Useful for assessing the effectiveness of landing pages and content engagement.

4. Average Session Duration: The average amount of time users spend on your site during a session. Useful for evaluating content quality and engagement.

5. Traffic Sources: it collects data that provides information on how people find the website. Gives the possibility to understand how much traffic comes from social media.

Information about where your visitors are coming from, such as search engines, referral websites, or direct traffic. Useful for understanding the effectiveness of different marketing channels.

6. Content Tracking: how well different parts of content perform, evaluating it analysing by tracking open behaviour

7. Exit Rate: The percentage of users who leave your site from a specific page. Useful for identifying potential issues on exit pages.

8. Page Load Time: The time it takes for a page to fully load. Useful for assessing user experience and site performance.

9. Conversion Rate: The percentage of visitors who complete a specific goal, such as signing up for a newsletter or making a purchase. Useful for measuring the success of your website's objectives. In the case of Tannder would mean the number of visitors who enter the website and finish buying a course or subscribe a plan.

10. Geographic Location: The geographical location of your website visitors. Useful for targeting specific regions with tailored content or ads.

11. Device Category: Breakdown of users based on their device type (desktop, mobile, tablet). Useful for optimizing your site's responsiveness for different devices. It grant the possibility to tailor features based on the devices your website is visited on.

Source: Google Analytics (2023)

7.2 Online Visibility Boost

As Tannder is planning to engage with a SEO advisory expert, this checklist serves as a practical guide for Tannder for controlling the advisory process to eventually enhance its online reach and search engine visibility in the highly competitive educational platform sector. By integrating effective SEO strategies and leveraging carefully chosen keywords, Tannder can improve its chances of being discovered by educators and learners actively seeking educational resources. As a result, a list of 20 recommendations has been implemented:

Table 7

List of 20 recommendations for SEO marketing

-
- 1. Keyword Research:** Begin by conducting comprehensive keyword research. Identify a range of keywords and phrases that educators frequently use when searching for educational resources. Tools like Google Keyword Planner, SEMrush, or Ahrefs can be valuable for this research. A list of possible key words has been added to the end of this chapter.

 - 2. Competitor Analysis:** Analyze competitors in the education platform space to identify keywords that are driving traffic to their websites. This can provide insights into what keywords are relevant to your target audience.

 - 3. Long-Tail Keywords:** In addition to primary keywords, focus on long-tail keywords – specific, longer phrases that educators might use. These can often have lower competition and higher conversion rates.

 - 4. Keyword Mapping:** Create a keyword map or spreadsheet that organizes keywords into categories or themes. This helps in planning content around specific topics.

 - 5. Content Optimization:** Review existing website content and identify opportunities to naturally incorporate chosen keywords. Ensure that content remains high-quality and valuable to educators.

 - 6. Meta Descriptions and Titles:** Craft compelling meta descriptions and titles for each webpage, incorporating relevant keywords. These elements not only improve SEO but also encourage click-through rates from search engine results.

 - 7. Header Tags:** Implement header tags (H1, H2, H3, etc.) to structure content. Use keywords in headers where appropriate to make content more reader-friendly and SEO-friendly.
-
-

8. Optimize Images: Ensure that images used on the website have descriptive filenames and alt text that includes relevant keywords. This can improve image search rankings.

9. Internal Linking: Strategically link to other relevant pages within your website. This helps search engines understand the structure of your site and can improve user navigation.

10. Mobile Optimization: Given the importance of mobile devices, ensure that your website is mobile-friendly. Google gives preference to mobile-optimized websites in mobile search results.

11. Page Loading Speed: Improve page loading speed, as it's a factor that affects SEO rankings. Compress images, leverage browser caching, and minimize unnecessary scripts.

12. Content Calendar: Develop a content calendar that outlines when and how you'll publish new content. This ensures a consistent flow of fresh, keyword-optimized content.

13. User Experience (UX): Prioritize user experience. A well-designed, user-friendly website encourages longer visits and can indirectly boost SEO.

14. Local SEO: If Tannder School caters to specific geographic regions, consider local SEO strategies. This includes optimizing for local keywords and ensuring your business is listed accurately on Google My Business.

15. Monitoring and Analytics: Continuously monitor your SEO efforts using tools like Google Analytics and Google Search Console. Track keyword rankings, organic traffic, and user behavior to refine your strategy over time.

16. Voice Search Optimization: As voice search becomes more prevalent, adapt your SEO strategy to include natural language queries and conversational keywords.

17. User-Generated Content: Encourage educators to contribute content, reviews, or testimonials. User-generated content can enhance SEO and build trust.

18. Schema Markup: Implement schema markup to provide search engines with structured data about your content. This can lead to rich snippets in search results.

19. Content Diversification: Consider various content types, including blog posts, videos, infographics, podcasts, and webinars. Each content type can target different keywords and audience preferences.

20. Feedback Loop: Continuously gather feedback from educators and adjust your SEO strategy accordingly. Their input can help you refine your keyword choices and content topics.

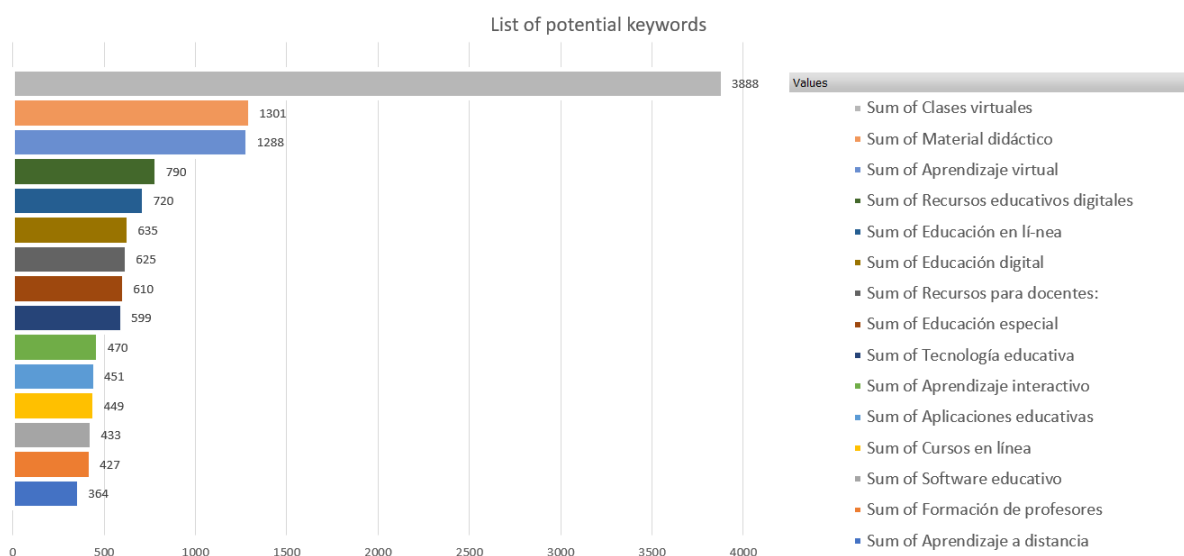
Furthermore, we provide Tannder with a carefully curated list of potential keywords to boost its online visibility and reach within the Peruvian educational market. These keywords have undergone thorough analysis using Google Trends, focusing on recent search trends in Peru over a 90-day period, from May 22nd to August 18th.

The significance of this analysis lies in its ability to pinpoint keywords that are currently trending and highly sought after by the target audience. This data reveals valuable insights into the preferences and interests of educators and learners in Peru, providing Tannder with a unique advantage.

Among the keywords identified, 'Clases virtuales' (Virtual classes) emerged as the most frequently searched term, garnering 3,888 searches during the specified timeframe. Following closely are 'Material didáctico' (Teaching materials) with 1,301 searches and 'Aprendizaje virtual' (Virtual learning) at 1,288 searches.

These keywords offer an exceptional opportunity for Tannder to enhance its online content strategy by strategically integrating them into its platform. Doing so not only aligns Tannder's content with the real-time interests of its audience but also significantly improves its search engine ranking, making it more discoverable to educators and learners actively seeking educational resources. Figure 12 shows a graph by count and Table 8 shows the total count.

Figure 12
List of potential keywords



Source: Google Trends (2023)

Table 8
Count of potential keywords

Clases virtuales	3888	Educación digital	635	Aplicaciones educativas	451
Material didáctico	1301	Recursos para docentes:	625	Cursos en línea	449
Aprendizaje virtual	1288	Educación especial	610	Software educativo	433
Recursos educativos digitales	790	Tecnología educativa	599	Formación de profesores	427
Educación en línea	720	Aprendizaje interactivo	470	Aprendizaje a distancia	364

Source: Google Trends (2023)

7.3 Online Engagement Enhancement

Enhancing online engagement in education involves two key strategies: a suggested campaign called "Destacados Docentes" following a recommendation made by Prof. Giulio

Marchena that testimonials play a pivotal role in influencing teachers' purchasing decisions, and active participation in educational forums and groups.

The "Destacados Docentes" campaign by Tannder School encompasses several critical objectives. Firstly, it seeks to celebrate and showcase the exceptional educators who have effectively utilized the Tannder School platform in their teaching endeavors. Secondly, the campaign serves as a strategic initiative to promote the Tannder School platform to a broader educational audience, thereby expanding its reach and impact within the educational community.

Identifying outstanding educators forms the foundation of this campaign. To ensure its success, a comprehensive research process is undertaken to identify educators who have demonstrated exceptional teaching practices while actively utilizing the Tannder School platform. Content development plays a pivotal role in the campaign's execution. It primarily focuses on presenting the stories of the featured educators, highlighting their journey, and emphasizing the positive influence they have had. Furthermore, the content sheds light on the pivotal role played by Tannder School in facilitating their success stories. The content takes various forms, including captivating photos, engaging videos, and in-depth written interviews, ensuring a diverse and appealing presentation.

The "Destacados Docentes" campaign actively leverages the immense power of social media to promote the featured educators. Each educator selected for the campaign is prominently featured on Tannder School's various social media platforms – primarily on youtube, but engagement on platforms like Instagram and TikTok should be considered. Central to the success of the "Destacados Docentes" campaign is audience engagement. The campaign actively encourages audience participation. Thought-provoking questions are posed to the audience, inviting them to share their own educational experiences and engage in meaningful conversations with the featured educators. Relevant hashtags are employed to

enhance campaign visibility, foster engagement, and create a sense of community among educators.

Interactive elements play a vital role in the campaign's success. These elements include engaging polls, stimulating quizzes, and exclusive Q&A sessions with the featured educators. These interactive components serve a dual purpose: enhancing audience engagement and fostering a sense of community, wherein educators actively participate in discussions and share their insights. The "Destacados Docentes" campaign extends an invitation to all Tannder School users to contribute actively. Users are encouraged to share their own success stories and create videos detailing how the platform has positively impacted their educational experiences. Selected user-generated content is incorporated into the campaign, thereby ensuring inclusivity and authenticity in the narratives presented. To incentivize active participation in the campaign, a system of giveaways and contests should be considered. Prizes such as Tannder School subscriptions, educational resources, or other relevant rewards are offered to participants. These incentives not only boost participation but also enhance the overall engagement and appeal of the campaign.

Throughout the campaign, rigorous monitoring and performance evaluation are essential. Key performance metrics, including engagement, reach, and conversion rates, are meticulously tracked through analytics. These metrics serve as critical indicators of the campaign's effectiveness and enable data-driven decision-making. By following these academic guidelines and implementing the "Destacados Docentes" campaign effectively, Tannder School aims to achieve its objectives of celebrating exceptional educators while simultaneously expanding its reach and impact within the educational landscape. As Tannder already requires educators to provide feedback videos after the completion of a course and publishes them on their YouTube channel, the existing material can be leveraged.

Testimonials for a more structured, focused and sophisticated campaign can be selected by reviewing the existing content.

7.4 Content Update and Optimization

Effective communication lies at the heart of Tannder's objective to provide valuable educational resources. Optimizing communication channels and content is essential to resonate with educators and stakeholders in the education sector to increase visibility. We are suggesting nine key aspects of communication enhancement within the company's practices:

1. **Provide a Crystal-Clear Website Description:** Clarity is key. The website's description should leave no room for ambiguity about what Tannder offers. Ensuring that visitors instantly grasp the platform's unique value proposition encourages exploration and deeper engagement, benefiting both educators and Tannder School itself. Based on the evidence collected from the implementation of Web analytics, previously mentioned in this chapter at 7.1 **Website Performance Optimization**, the content of the website needs to be tailored and modified in order to generate more clicks and actions.
2. **Simplify and Organize Content Presentation:** Streamline the presentation of services and resources to prevent users from feeling overwhelmed. Create clear, intuitive categories and subcategories that help users easily navigate to the content they need. Additionally, integrate pricing information directly on the homepage to enhance clarity.
3. **Include a Search Bar and Maintain Uniformity:** Enhance user navigation by incorporating a search bar, making it easier for users to find specific content or resources. Ensure uniformity in the layout across all pages, providing a consistent and predictable user experience.
4. **Stress the Mission and Vision Statement:** Tannder's mission and vision are the cornerstones of its identity. By refining these statements to align more closely with the

educational community's values, Tannder can create a compelling first impression on its website, fostering trust and connection with educators.

5. Put an Emphasis on Social Responsibility and ESG Principles: Tannder's commitment to social responsibility and ethical governance is a valuable asset. By showcasing specific initiatives and practices that embody these principles, the website can resonate with educators who prioritize sustainability and ethical considerations in their choices.
6. Implement Interactive Elements: Integrate interactive elements like quizzes, surveys, and discussion forums to boost user engagement on the website. Consider gamification strategies to make learning more enjoyable and interactive. Collect valuable feedback through these elements to inform future content and platform improvements.
7. Keep Users Within the Platform: For services that currently redirect users to external platforms like YouTube or Zoom, consider integrating these services directly within the Tannder platform. This not only keeps users engaged but also enhances the sense of cohesion and familiarity.
8. Establish a Self-Sustaining Forum: While direct CEO-led contact through WhatsApp chat is valuable, consider establishing a self-sustaining forum within the platform. This forum can facilitate peer-to-peer interactions, knowledge sharing, and discussions among educators, fostering a sense of community and collaboration. Moreover, the forum can provide a tool for professors to stay in contact and create a sense of community, besides being a perfect place to start useful discussions and collect feedback.
9. Include a customer survey before the certificate delivery: including a customer survey related to the quality of the service, as a mandatory step before the issuance of the certificate aims to create a tool for the company that helps to monitor performance and

evaluate satisfaction in regards of the product, generating important data that can be used as marketing material.

10. As a last step develop Personalization Algorithms: Implement personalization features that leverage user data to suggest content based on users' preferences, past interactions, and behaviours. Utilize machine learning algorithms to continuously refine recommendations for each user, enhancing the overall user experience.

By optimizing website performance, boosting online visibility, enhancing online engagement and augmenting content presentation, a comprehensive marketing strategy can be reached. The next chapter discovers a suggestion on how those initiatives will be implemented.

In conclusion, to ensure a seamless transition into foreign markets, Tannder School's initial focus should center on increasing visibility in its local market of Peru. During discussions with CEO Antonio Culqui, it was emphasized that a holistic strategy should be implemented, leading to the proposal of a comprehensive marketing strategy. This strategy addresses the primary issue of visibility through various dimensions. These dimensions include website performance optimization, online visibility boost through SEO strategies, online engagement enhancement through the "Destacados Docentes" campaign and active participation in educational forums, and content update and optimization. These initiatives, when executed effectively, will not only enhance Tannder School's presence in Peru but also lay a strong foundation for successful international expansion.

8 Chapter VIII: Implementation Plan and Key Success Factors

This section delves into the actionable steps that Tannder will undertake to bring its comprehensive marketing strategy to life. This chapter outlines the specific activities, the calculated budget, timelines, and key success factors crucial for the successful execution of the strategy. It presents an Implementation Gantt Chart adaptable to alternative timelines. Moreover, it highlights the key factors that will play a pivotal role in ensuring the strategy's effectiveness, while also addressing potential risks that may need mitigation throughout the implementation process. This chapter serves as a practical guide for Tannder as it embarks on its journey to enhance visibility and engagement in the education community.

8.1 Activities

The Gantt chart presented in the next chapter outlines a structured plan for the Tannder School project, which kicks off in Month 1 and spans several months, encompassing various critical aspects of Tannder School's digital strategy.

In the short term, Tannder School focuses on refining its website's performance. This includes setting up a Google Analytics account in Week 3 to monitor site metrics closely. Following this, they explore Google Analytics data, which begins in Week 4. A recurring monthly task commences on Week 7, where the team diligently reviews, monitors, and analyzes key metrics for continuous improvement. After reviewing, first conclusions from the insights can be taken, marking the first milestone for this initiative.

Tannder School collaborates with an advisory firm for its short-term online visibility boost. The recommendation is to start in Week 5 to evaluate a checklist, ensuring they are on the right track. Concurrently, they assess a provided keyword list. Over the next two weeks, from Week 7, they delve into comprehensive keyword research. Moving into Week 9, a two-week period is dedicated to analyzing competitors, gaining insights into effective strategies in the educational platform sector. Furthermore, Tannder School maintains bi-monthly feedback

collection from educators, starting on Week 12, allowing them to adapt promptly to user needs and preferences and reaching a major milestone for boosting online visibility.

To boost online engagement, Tannder School begins by identifying outstanding educators, a selection procedure that commences on Week 1 and spans seven weeks, scheduled to be completed by the end of Week 7. Starting on Week 8, they develop engaging content and shoot videos, a two-week endeavour. Following this, they embark on posting content on social media three times, starting on Week 10 (which marks the first milestone), and maintaining this frequency throughout. After posting, there is an extensive four-week management phase, which involves encouraging audience participation, incorporating interactive elements, incentivizing user participation, and actively monitoring key performance metrics. This comprehensive approach ensures a robust and engaging online presence. The final objective is met after reviewing all three posts and the respective reactions at the end of the campaign.

The content update and optimization section begins with immediate actions such as revising the website description, simplifying content presentation, including a search bar, and refining the mission and vision statement. These tasks, all starting on Week 1, focus on providing a clear and engaging online experience. Simultaneously, the team highlights social responsibility on the website. Having completed these tasks, one milestone is reached after 3 weeks. By week 16, a more sophisticated medium-term goals will be aspired. We suggest Tannder School to keep users within the platform and establish a self-sustaining forum. After completing those steps, a second milestone is reached. Finally, their long-term objective involves developing personalization algorithms, a task commencing on Week 24, spanning eight weeks, to enhance user experiences and content delivery over time.

As an additional step, we suggest in the implementation plan to reevaluate after six months existing partnerships and aspire for new cooperations.

Budgeting

All of these implementation steps require a significant amount of time, and as a result, a budget is essential to inform Tander about the necessary resources required to execute this plan. Initially, Table 9 will present the estimated hours needed for each task. Subsequently, the hourly rate will be calculated, taking into account the monthly salary of the responsible person divided by the number of hours worked per month. Table 10 will display these calculated rates. Finally, Table 11 will provide a summary of the cash required on a monthly basis, while Table 12 will provide detailed information on how these calculations were derived. The calculates illustrates the assumed hourly rates for responsible individuals involved in the project, along with their respective monthly salaries and working hours. Antonio, who holds a salary of 2000 S/ and works 192 hours per month, has an hourly rate of 10.42 S/. On the other hand, the intern, with a monthly salary of 1025 S/ and 120 working hours, commands an hourly rate of 8.54 S/. The total cost, considering both Antonio and the interns, amounts to 145.83 S/ in September, 197.92 S/ in October, 421.88 S/ in November, 531.25 S/ in December, and 686.67 S/ in January, February, and March.

Table 9

Expected hours needed for implementation of the proposed solutions

Responsible	Expected hours needed						
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
Antonio	14.00	19.00	40.50	51.00	20.00	20.00	20.00
Interns					56.00	56.00	56.00

Table 10

Hour rate by responsible person

Responsible	Salary (S/)	Working hours per month	Hour rate (S//hour)
Antonio	2000	192	10.42
Intern	1025	120	8.54

Table 11
Expected cash requirements (S/)

Responsible	Expected cash requirements						
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
Antonio	145.83	197.92	421.88	531.25	208.33	208.33	208.33
Interns					478.33	478.33	478.33
Total cost	145.83	197.92	421.88	531.25	686.67	686.67	686.67

Table 12
Expected detailed cash requirements (S/)

Activity	Hours per month	Persons involved	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
Set Up Google Analytics Account	0	SEO company							
Explore Google Analytics Data	3	Antonio		31.25					
Review, Monitor, and Analyze Monthly Metrics	4	Interns					34.17	34.17	34.17
	8	Antonio			125.00	125.00	83.33	83.33	83.33
Evaluate Checklist	2	Antonio		20.83					
Evaluate Provided Keyword List	2	Antonio		20.83					

Conduct Comprehensive Keyword Research	4	Antonio	20.83	20.83				
Analyze Competitors	6	Antonio		62.50				
Gather Feedback from Educators	3	Antonio / Interns			31.25		25.63	
Identify Outstanding Educators	8	Antonio	41.67	83.33	20.83			
Develop Engaging Content and Shoot Videos	8	Antonio		83.33				
Post Content on Social Media (3x)	2	Antonio / Interns		20.83	20.83	17.08	17.08	17.08
After Post Management	8	Antonio / Interns		20.83	83.33	68.33	68.33	68.33
Encourage Audience Participation	8	Antonio / Interns		20.83	83.33	68.33	68.33	68.33
Incorporate Interactive Elements	8	Antonio / Interns		20.83	83.33	68.33	68.33	68.33
Incentivize User Participation	8	Antonio / Interns		20.83	83.33	68.33	68.33	68.33
Monitor Key	2	Antonio / Interns		5.21	20.83	17.08	17.08	17.08

Performance Metrics						
Revise Website Description	2	Antonio	20.83			
Simplify and Organize Content Presentation	2	Antonio	20.83			
Include a Search Bar	2	Antonio	20.83			
Review and Refine Mission and Vision Statement	2	Antonio	20.83			
Highlight Social Responsibility on Website	2	Antonio	20.83			
Integrate Interactive Elements	2	Antonio	20.83			
Keep Users Within the Platform (Medium-Term)	8	Interns		68.33	68.33	68.33
Establish a Self-Sustaining Forum (Medium-Term)	8	Interns		68.33	68.33	68.33

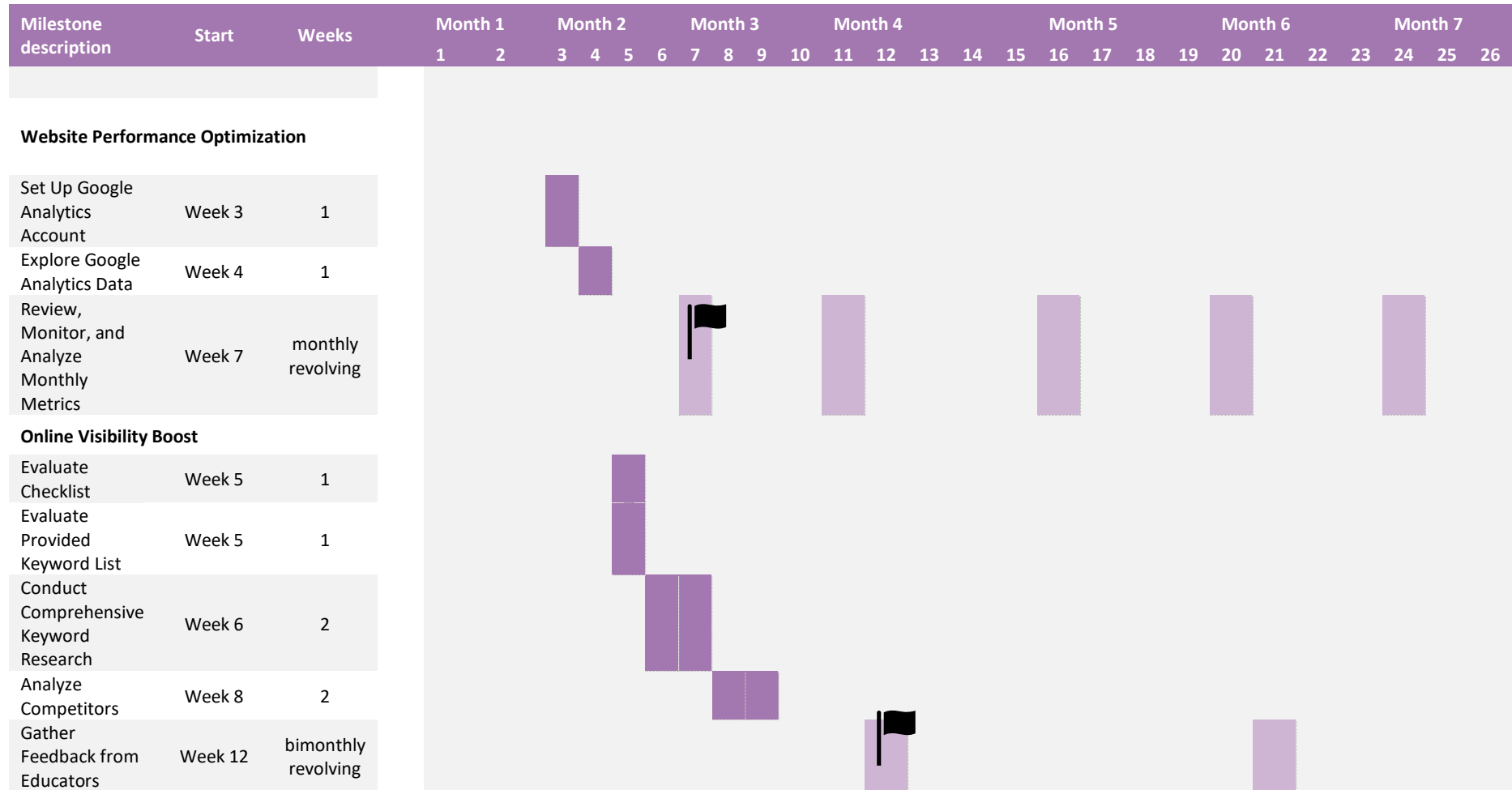
Develop Personaliz ation Algorithms (Long- Term)	12	Antonio				125.00	125.00	125.00	
Total cost			145.83	197.92	421.88	531.25	686.67	712.29	686.67



8.2 Implementation Gantt Chart

Table 13

Gantt Chart with implementation plan for Tannder

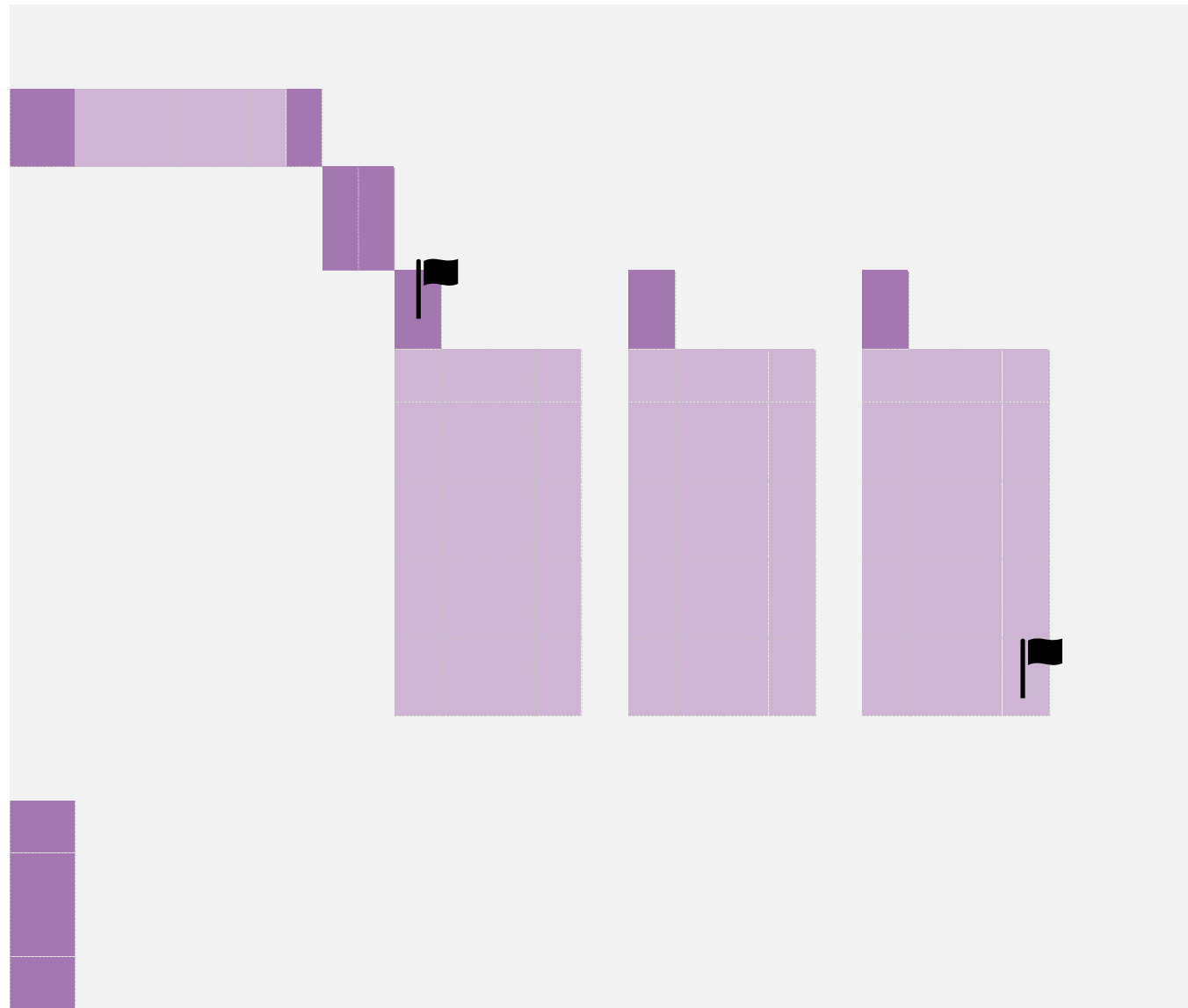


Online Engagement Enhancement

Identify Outstanding Educators	Week 1	7
Develop Engaging Content and Shoot Videos	Week 8	2
Post Content on Social Media (3x)	Week 10	1 (3x)
After Post Management	Week 10	4 (3x)
Encourage Audience Participation	Week 10	4 (3x)
Incorporate Interactive Elements	Week 10	4 (3x)
Incentivize User Participation	Week 10	4 (3x)
Monitor Key Performance Metrics	Week 10	4 (3x)

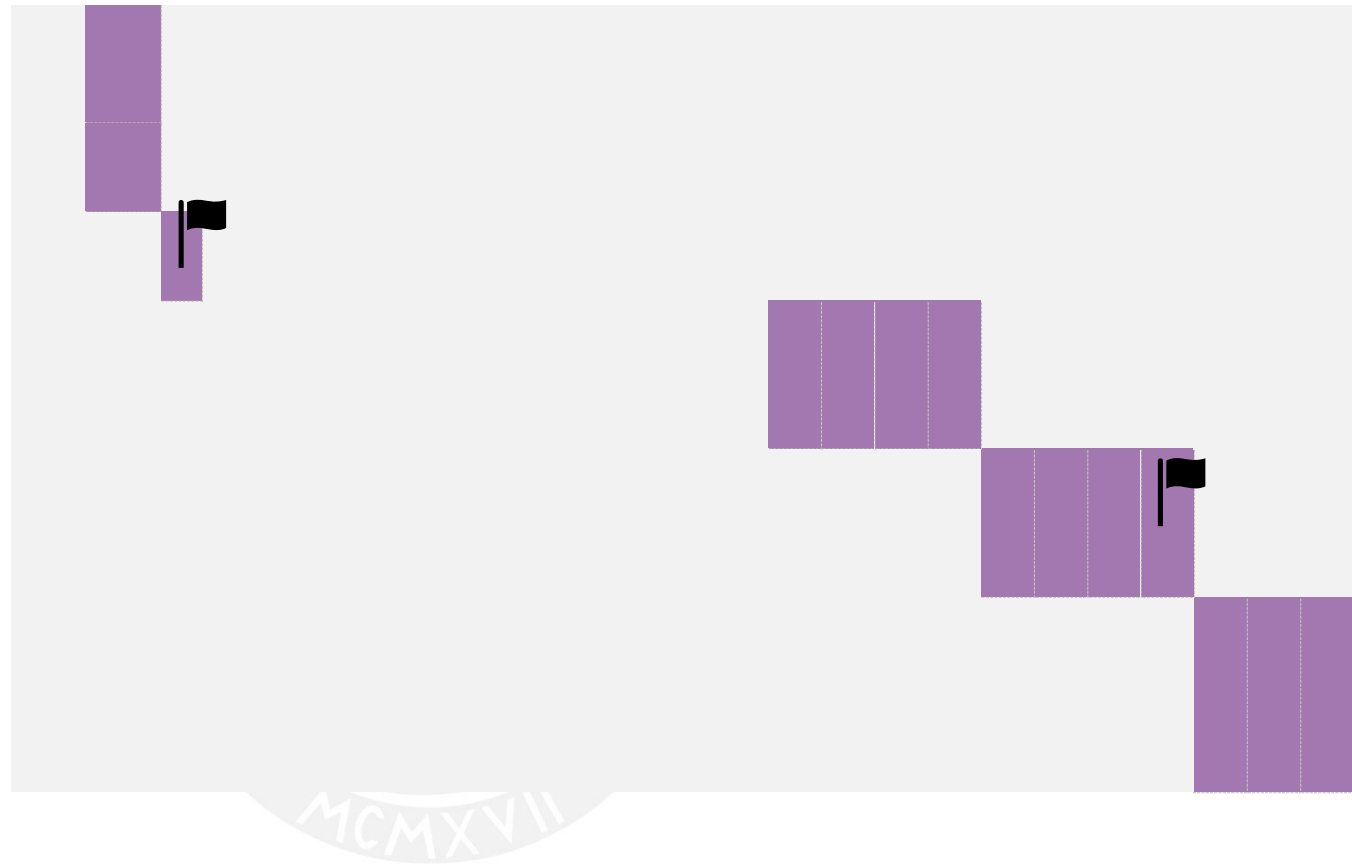
Content Update and Optimization

Revise Website Description	Week 1	1
Simplify and Organize Content Presentation	Week 1	1
Include a Search Bar	Week 1	1



Review and Refine Mission and Vision Statement	Week 2	1
Highlight Social Responsibility on Website	Week 2	1
Integrate Interactive Elements	Week 3	1
Keep Users Within the Platform (Medium-Term)	Week 16	4
Establish a Self-Sustaining Forum (Medium-Term)	Week 20	4
Develop Personalization Algorithms (Long-Term)	Week 24	8

Fostering Strategic Partnerships



 Implementation

 Continuous action

 Milestone

8.3 Key Success Factors

Enabler 1: Utilizing Existing Knowledge on Web Analytics and Leveraging

Partnerships

An individual with expertise in web analytics and data analysis is essential. This person should understand how to collect, analyse, and interpret data from web analytics tools.

Additionally, someone with strong networking and partnership-building skills is required to establish partnerships effectively. Leveraging existing knowledge on web analytics allows Tannder to make informed decisions based on data insights. By partnering with organizations or platforms, Tannder can access additional resources, data sources, or distribution channels, enhancing its visibility and reach in foreign markets.

- Concrete Measures:
 - Identify team members or hire professionals skilled in web analytics and data analysis.
 - Develop a strategy for collecting and analyzing web data to inform marketing decisions.
 - Actively seek and establish partnerships with relevant educational organizations or platforms in the target market.

Enabler 2: Integrating a Professional Partnership for Outsourcing SEO Competencies

A person with knowledge of SEO and digital marketing is required. This individual should have experience in identifying and collaborating with professional SEO agencies or experts.

Outsourcing SEO expertise ensures that Tannder's online content is optimized for search engines, increasing its visibility among educators and learners. This partnership allows Tannder to tap into the skills of SEO professionals, potentially resulting in higher search engine rankings and greater organic traffic.

- Concrete Measures:

- Conduct thorough research to identify reputable SEO agencies or experts.
- Define clear objectives and key performance indicators (KPIs) for the SEO partnership.
- Establish a contract or agreement that outlines expectations and deliverables.

Enabler 3: Selection of the Right Personnel for Online Channel Engagement and Content Update and Optimization

Tannder should recruit individuals with strong communication, content creation, and digital marketing skills. They should be well-versed in the target market's culture and preferences.

The right personnel can engage with the online audience effectively, ensuring that content is tailored to their needs. They can also optimize content for search engines and user engagement, contributing to increased visibility and relevance.

- Concrete Measures:
 - Clearly define job roles and responsibilities for online engagement and content optimization.
 - Hire or train individuals who understand the local culture and language of the target market.
 - Provide continuous training on digital marketing and content optimization techniques.

Enabler 4: Willingness of Testimonials to Commit

This enabler relies on the willingness and cooperation of satisfied Tannder users or educators who are willing to provide testimonials. No specific individual skills are required, but effective communication and relationship-building abilities are essential. Testimonials from satisfied users add credibility to Tannder's platform. They serve as social proof, reassuring potential users about the platform's effectiveness and quality. This can positively influence their decision to engage with Tannder.

- Concrete Measures:
 - Identify satisfied users or educators who are willing to provide testimonials.
 - Develop a strategy for collecting and showcasing these testimonials on Tannder's platform.
 - Establish clear communication channels with testimonial providers to ensure their commitment.

Enabler 5: Adding Focus to One Product Line (e.g., Tannder School)

Strategic planning and product management skills are required to determine which product line to focus on. Leadership and decision-making skills are also necessary to execute this strategy effectively. Focusing on a single product line allows Tannder to allocate its resources, marketing efforts, and partnerships more effectively. This concentration can result in a stronger brand presence and a more targeted approach to international expansion.

- Concrete Measures:
 - Conduct a thorough analysis of Tannder's product lines to identify the most promising and market-ready option.
 - Develop a marketing and expansion strategy that centers around this chosen product line.
 - Communicate this strategic shift internally to align the team's efforts.

These enablers collectively contribute to Tannder's international expansion plan by providing the necessary expertise, partnerships, and strategic focus to enhance online visibility and engagement in foreign markets. They can be ensured through careful recruitment, strategic planning, and effective communication within the organization.

Moreover, clear information delivery, a shared common goal, and a steadfast long-term mission serve as crucial enablers for Tannder School. These elements ensure effective communication, alignment of efforts, and a unified purpose driving the organization's actions.

By fostering clarity and coherence, they enhance decision-making and resource allocation, guarding against the inefficient dispersion of resources across multiple simultaneous projects. This strategic focus and unified direction not only optimize operations but also propel Tannder School towards its overarching objectives with precision and purpose.

8.4 Key Risks

In a brainstorming process some risks associated with the implementation of Tannder's proposed plan have been defined and assessed as well as mitigation created. In terms of materialisation the following five risks have been rated from low to high:

1) Inadequate Implementation of Web Analytics

- Risk Description: One of the primary risks facing Tannder's plan is the potential for inadequate implementation of web analytics. If web analytics tools are not set up correctly or if data collection is inconsistent, the insights gained may be inaccurate or incomplete. This could lead to poor decision-making and misallocation of resources.
- Risk Assessment: High, because of a lack of existing know-how within the company. (Antonio Culqui, personal communication, 11th September 2023).
- Mitigation Strategy: To mitigate this risk, Tannder must ensure that the team responsible for web analytics is not only equipped with the necessary tools but also possesses the required skills and expertise. Training programs or workshops can be organized to enhance the team's proficiency in using analytics tools effectively. Furthermore, regular audits of the analytics data can help identify and rectify any issues promptly.

2) Ineffective SEO Implementation

- Risk Description: SEO plays a crucial role in increasing online visibility. However, if SEO strategies are not implemented effectively, Tannder's website

may struggle to rank well in search engine results, resulting in limited organic traffic.

- Risk Assessment: High, because of a lack of existing know-how within the company (Antonio Culqui, personal communication, 11th September 2023).
- Mitigation Strategy: Collaborating with an experienced SEO advisory expert is essential. The 20 recommended steps provide a structured approach, but they must be executed diligently. Continuous monitoring of keyword rankings, website traffic, and user behavior should guide ongoing SEO adjustments to stay competitive in the educational platform sector.

3) Low Engagement in "Destacados Docentes" Campaign

- Risk Description: The success of the "Destacados Docentes" campaign relies heavily on active engagement from educators and users. If the campaign fails to capture their interest or participation, its objectives may not be met.
- Risk Assessment: Low, because educators are already required to publish a feedback which will be used on the YouTube channel (Antonio Culqui, personal communication, 11th September 2023).
- Mitigation Strategy: To mitigate this risk, Tannder should adopt a multifaceted approach to promoting the campaign. Beyond featuring educators on social media, exploring platforms like Instagram and TikTok can expand reach. Engagement tactics, such as thought-provoking questions and relevant hashtags, should be employed. Additionally, incentives like giveaways and contests can encourage participation and foster a sense of community among educators.

4) Ineffective Content Updates

- Risk Description: If communication channels and content optimization are not executed effectively, Tannder may struggle to connect with educators and

stakeholders in the education sector, resulting in low user engagement and visibility.

- Risk Assessment: Low, because steps provided are easy to implement and the website is already in a good shape (Antonio Culqui, personal communication, 11th September 2023).
- Mitigation Strategy: Enhancing user engagement can be achieved through interactive elements like quizzes, surveys, and discussion forums, which not only keep users engaged but also provide valuable feedback. Implementing personalization algorithms can create a tailored user experience, while maintaining a clear website description ensures visitors understand the platform's value proposition. Regularly collecting feedback from users and educators is vital to improve content and platform performance continually.

5) Legal Changes Affecting Professors

- Risk Description: External factors, such as changes in the law requiring professors to update their knowledge regularly in a different format, can have a significant impact on Tannder's offerings. Adapting to such changes can be challenging.
- Risk Assessment: Medium, because of different voices demanding that mandatory exams be abolished. With the redistribution of political weights, these voices could be heard (Antonio Culqui, personal communication, 11th September 2023).
- Mitigation Strategy: To mitigate this risk, Tannder must stay vigilant and informed about potential changes in education-related laws and regulations. Establishing a legal counsel or compliance team can help assess the impact of new regulations and develop strategies to ensure compliance while minimizing disruption to services. Being prepared to adapt content and services swiftly in response to legal changes is essential.

By addressing these risks and implementing the corresponding mitigation strategies, Tander can enhance the chances of success for its comprehensive marketing plan and maintain its competitive edge in the educational platform sector. Regular monitoring and adjustment will be key to navigating the dynamic landscape of online education effectively.



9 Chapter IX: Expected Outcomes

In the following section, we outline the expected outcomes for each component of our comprehensive marketing strategy for Tannder.

9.1 Expected Outcomes

. Throughout this subchapter, we provide descriptions of the primary benefits that each implementation will bring to Tannder in terms of enhancing visibility. Additionally, we offer a summary of our short-term and long-term goals to provide a comprehensive overview of our solution and the concrete expectations. Short-term goals are defined as accomplishments within a 3-month period, while long-term goals reflect our expectations after 1 year of implementation.

In the KPIs (Key Performance Indicators) section, we present a table with measurements and targets. This table is designed to serve as a means to validate and measure the performance of our strategy over time. As a result the consulting team has suggested the following SMART targets, which in a further brainstorming activity, will be aligned with the ideas of the CEO. These targets are aligned with the concept of SMART goals, ensuring they are Specific, Measurable, Achievable, Relevant, and Time-bound.

9.1.1 Expectation on Website Performance Optimization

The integration of Website Performance Optimization and web analytics in the case of Tannder is expected to bring about substantial outcomes and benefits. In terms of outcomes, the platform can expect an elevated user experience due to improved loading times and navigation, resulting in higher user satisfaction and reduced bounce rates. Moreover, accessibility across various devices and internet connections will also expand the platform's reach and enable better learning experiences.

This optimized experience is likely to lead to heightened user engagement, as users interact more frequently with content, contributing to increased participation and better

understating the services proposed and its usage. These actions aim to lower abandonment rates, as the enhanced performance reduces user frustration and encourages longer stays.

The benefits arising from these optimizations are extensive. User retention is poised to increase as the improved experience encourages users to return regularly, fostering loyalty.

Furthermore, the platform's conversion rates are expected to rise, translating into heightened revenue generation and growth opportunities. Web analytics, a pivotal component of this strategy, offer invaluable insights into user behaviour, preferences, and performance metrics. This data-driven approach facilitates informed decision-making, enabling the tailoring of content, features, and marketing strategies to meet user needs effectively. With analytics-driven insights, the platform can also implement personalized user experiences in future, leading to more relevant content suggestions and bring the possibility of creating customized learning paths. The integration of web analytics allows for optimized marketing efforts, aiming to enhance return on investment and establishes a framework for continuous improvement, where ongoing analysis of performance metrics and user behaviour ensures that the platform remains current, user-focused, being on path for market growth.

Expected outcomes:

- Elevated user experience
- Higher users' satisfaction
- Reduced bounce rates
- Higher quality learning experiences
- Rise of platform's conversion rates
- Improved ROI by proving effectiveness of marketing strategies
- Market growth

9.1.2 Expectations on Online Visibility Boost

The implementation of an Online Visibility Boost strategy in an online educational platform is poised to yield different outcomes and benefits. A primary outcome is the expansion of the platform's audience reach, thanks to the usage of SEO techniques, effectively attracting a broader spectrum of potential users, learners, and educators.

The recommendations provided, will supply a controlling tool to for the company, given the fact that the SEO service has been outsourced while the consulting project was in development phase. Tannder can benefit from an additional perspective that can ensure high performance and quality of the service.

Overall, this extended reach will further contribute to heightened brand awareness, as the platform gains visibility among a larger pool of individuals in the educational sector, consequently increasing the website traffic.

Moreover, in light of a broader offer of services, an important goal the Online Visibility Boost strategy aim for is the potential to attract different users, using different key-words, that can contribute to the development of the others lines of products as well. The strategy can serve as a steppingstone for geographic expansion. At a certain point in time, the company can specifically target the strategy at a national level, aiming to boost visibility in a specific region and enabling the platform to establish a presence in new markets or regions that were previously untapped.

The benefits arising from this strategy are manifold. Firstly, the increased reach contributes to higher user acquisition, resulting in more registrations, course enrolments, and subscriptions. This, in turn, directly influences enhanced revenue generation. The Online Reach Boosting strategy aims to strengthen the position of Tannder in the educational service market, setting it apart from competitors.

Furthermore, a broader reach enhances the platform's attractiveness for partnership opportunities. As a platform with a wider reach, it becomes an appealing collaborator for educational institutions, industry organizations, and other stakeholders looking to forge meaningful partnerships in the sector. Lastly, the strategy contributes to data enrichment, with the larger user base providing a wealth of data points and insights. This data can be harnessed for better data analysis, leading to informed decision-making, more effective content optimization and better targeted future marketing decisions.

Expected outcomes:

- Traffic growth
- Increased visibility
- Customer base growth
- Increased visibility towards new partnerships
- Enhanced trust and reputation
- Market growth

9.1.3 Expectation on Online Engagement Enhancement

The introduction of Online Engagement Enhancement within an online educational platform is projected to yield substantial outcomes and benefits. One of the core outcomes is an anticipated rise in user engagement. The incorporation of interactive elements, personalized content, and engaging features is likely to encourage active and meaningful participation. This heightened engagement is expected to correlate with improved learning outcomes, as users who are more engaged tend to have a deeper understanding and retention of the educational content. A direct consequence of increased engagement is the potential for users to spend extended periods on the platform, exploring resources more comprehensively and engaging in a more immersive learning experience. The “Destacados Docentes” strategy

aims to rise awareness in regards of the product by directly leaving the word to teachers who benefit from the service, letting them share their success stories.

Another notable outcome is the fostering of enhanced collaboration among users. By integrating features like the discussion forums and opportunities for peer interactions, the platform creates a sense of community and encourages knowledge sharing, contributing to a collaborative learning environment. The strategy is set to result in higher completion rates for courses and modules, as engaged users are more likely to actively progress through the learning journey.

In terms of benefits, the enhanced engagement contributes directly to improved user satisfaction. Users are likely to appreciate the interactive and tailored experiences, translating into positive feedback and potential recommendations to others. This satisfaction, coupled with increased engagement, is anticipated to enhance retention rates as users find value in returning to the platform for subsequent learning sessions.

Moreover, the positive experiences of engaged users can lead to organic growth through word-of-mouth marketing. Satisfied users are more inclined to share their positive experiences with peers, expanding the platform's reach through personal recommendations. Data-driven insights are also a key benefit of engagement metrics. By understanding user behaviour and preferences, platform administrators can make informed decisions about content improvements and strategic enhancements.

Additionally, the enriched engagement strategy contributes to the creation of a dynamic and effective learning environment aims to provide a competitive advantage, as the platform's emphasis on engagement sets it apart in a competitive market, attracting more users and establishing a positive reputation.

Expected outcomes:

- Customer base growth

- User engagement increase
- User satisfaction boost
- Increased social media presence

9.1.4 Expectation on Content Update and Optimization

The implementation of a comprehensive content update and optimization strategy is anticipated to yield several impactful outcomes for Tannder School. By refining communication channels and enhancing content presentation, Tannder aims to establish a clearer communication towards potential customers and users and stakeholders. By delivering clearer explanations on benefits and functioning of Tannder services, the platform can more effectively attract customers. This strategic approach is also expected to lead to increased website traffic, longer user engagement durations, and a higher conversion rate of website visitors to active users.

The stress on Tannder's mission, vision and social purpose, coupled with a clear website description, is projected to improve user comprehension, and foster a sense of trust. The inclusion of interactive elements, personalization algorithms, and simplified content presentation is expected to result in elevated user interaction, improved satisfaction, and higher retention rates. Moreover, the integration of external services within the platform, coupled with the creation of a self-sustaining forum, is anticipated to contribute to prolonged user sessions, more frequent platform usage, and the cultivation of a vibrant online community.

Expected outcomes:

- Website quality boost
- Increased social media presence
- Improved customer satisfaction
- Enhanced reputation and awareness

- Market growth

9.2 Key Performance Indicators

Table 14

Matrix with target – KPI – how to measure it

Solution	KPIs	Short-term Goal
Website Performance Optimization	<ul style="list-style-type: none"> - Average session duration (bounce rate) - Conversion rate - Customer’s feedback 	<ul style="list-style-type: none"> - Have an average session higher than 1 minute - 20% visitors reaching the “purchase product page” - 80% satisfaction on user experience
Online Visibility Boost	<ul style="list-style-type: none"> - Traffic growth - Number of pages in the search engine - Traffic generated 	<ul style="list-style-type: none"> - 20% average growth in traffic - Be in page 1 of the search engine - Have a traffic of at least 15 persons daily
Online Engagement Enhancement	<ul style="list-style-type: none"> -Participation in forums -Q&A interaction in forums - Online interaction - Leads generated 	<ul style="list-style-type: none"> - 5 weekly new threads started by users in the forum - Average of 3 comments for every post - Publish 2 contents of Tannder School in the forums per week - Generate at least 30 leads weekly
Content Update and Optimization	<ul style="list-style-type: none"> - Videos uploaded - Social media growth - Webinars produced - Feedback collection 	<ul style="list-style-type: none"> - 2 videos weekly - 10% increase in followers - Minimum 3 webinars weekly - 80% level of satisfaction on content and clarity

10 Chapter X: Conclusions and Recommendations

In conclusion, Tannder School is confronted with a critical challenge in the form of limited visibility, which has been a significant hindrance to its internationalization efforts and engagement within the education sector. This problem has prompted a comprehensive and systematic approach to finding a solution. An extensive review illuminated the vital role that visibility plays in the success of educational platforms. Furthermore, a root cause analysis was undertaken, pinpointing key areas within Tannder's operations that were contributing to its limited visibility. Subsequently, potential solutions were assessed. The culmination of this analytical process has resulted in the proposal of a comprehensive marketing strategy. By aligning its operations with the insights derived from extensive research and analysis, the consultants believe that Tannder should be able to not only overcome its current challenges but also to thrive as a prominent player in the education sector, both domestically and on the international stage. The following two subchapters provide personal conclusions and recommendations on the consulting process with Tannder.

10.1 Conclusions

In line with our consulting endeavor, Tannder' overarching ambition revolves around internationalization, which must be undertaken not before having gained a relevant position in the domestic market, targeted through the comprehensive marketing strategy proposed as a final solution.

Within the scope of Tannder's distinctive strengths lies its profound impact on education, an extensive reservoir of product expertise, and the potential to access a broader local customer base. These attributes provide the institution with a competitive edge, positioning it favourably in the pursuit of its objectives.

Conversely, several challenges surround Tannder, including the fragmentation of efforts across various product lines, the uncertain political landscape, and heightened

competition, particularly from PerúEduca, the government-backed platform for teacher training.

The pivotal challenge of increasing visibility needs to be addressed in order to achieve the goal of local recognition. Four primary causative factors contributing to the current lack of visibility have been identified: inadequate online presence, limited marketing endeavours, absence of strategic partnerships, and the underutilization of content marketing strategies.

Of these factors, inadequate online presence emerges as the most significant contributor to the visibility challenge. The final solution designed to tackle this problem encompass the following four pillars: website performance optimization, online visibility boost, online engagement enhancement, and content updates and optimization.

Lastly, our implementation plan, projecting activities over the next six months, includes five key success factors and five key risks, each accompanied by a mitigation plan. This meticulous approach ensures a structured and resilient framework for Tanager's School journey towards increased visibility and, subsequently, local recognition.

Considering the consulting process we made the following observations: Effective communication with the company emerged as a critical component of our consulting approach. This aspect ensured the continuous exchange of information, essential for the delivery of this report. Through effective communication, not only data was shared efficiently, but agendas were also synchronized, enhancing overall coordination within the consulting framework.

Given the diverse array of opinions often encountered in pursuit of overarching objectives, possessing the ability to navigate these differences and reach agreements became essential. These skills enabled us to find common ground amid varying perspectives, facilitating a harmonious alignment of efforts towards shared goals.

Being a good listener was a paramount attribute, as it empowered us to attune our consulting approach precisely to the objectives and needs of the company. Attentiveness enabled us to tailor our strategies and recommendations in a manner that we believe resonates with the unique aspirations and requirements of our clients.

10.2 Recommendations

Tannder School's strategic focus should pivot towards content update and creation, particularly given the management of SEO processes by an external consulting firm. This shift in emphasis acknowledges the critical role of fresh, engaging content in optimizing the website's visibility and, consequently, its positioning within search engine rankings. A clear marketing strategy, with clear priorities is necessary to support the development and growth of the business.

In the pursuit of performance metrics, Tannder School is advised to home in on a key indicator: Monthly Recurring Revenue (MRR). This metric serves as a litmus test for the institution's financial health and sustainability, aligning seamlessly with its overarching objectives and internationalization endeavours.

Furthermore, in evaluating the performance of interns, a refined metric of success comes to the forefront: leads generated, as opposed to a mere focus on views generated. This nuanced approach, as endorsed by Marchena (2023) underscores the importance of quality over quantity in driving tangible outcomes for Tannder School's growth and expansion efforts.

Marchena's recommendations extend to engaging the SEO consulting company to assist with campaign tagging, enhancing the institution's digital marketing capabilities. This collaborative effort ensures that Tannder School's online presence is more effectively tracked and optimized, ultimately contributing to increased visibility and lead generation.

A critical facet of the proposed content strategy involves forging collaborations with Key Opinion Leaders (KOLs) to facilitate the production of webinars, strategically positioned to attract educators and learners. Moreover, within these webinars, Tannder School should allocate a segment to promote its courses and articulate the distinct advantages they offer, thereby maximizing the potential for conversion and engagement.

Taking a user-centric approach, Tannder School is encouraged to incorporate video marks within long videos, simplifying viewer navigation and enhancing the overall learning experience. This aligns with Sanchez's (2023) recommendations emphasizing the importance of user-friendliness and accessibility.

In a monetization endeavor, Tannder School can consider applying the microlearning framework to its YouTube videos, particularly by restricting access to vital segments. This approach entices viewers to subscribe to premium channels, unlocking exclusive content and fostering revenue generation, as proposed by Sanchez.

Furthermore, it is imperative for Tannder School to underscore the recognition of training hours by the Colegio de Profesores del Perú, substantiating the institution's commitment to professional development and accreditation.

Lastly, catering to the needs of a diverse audience, Tannder School can enhance accessibility by providing video transcripts, especially for those facing internet connectivity challenges. This inclusive approach extends a lifeline to a broader audience, accommodating various learning preferences and needs.

To harness the power of social proof and bolster trust among prospective users, featuring concise transcripts of teacher testimonials on the website serves as a persuasive tool to pique the interest of educators and motivate their enrolment in Tannder courses.

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12 Appendices

12.1 Interview Outline

Interview 1: Alberto Grados - CEO at EdTech Latam

Interview 2: Sergio Lopez - South American Business Context expert

Interview 3: Gaby Sanchez - College Coordinator and Expert of Educational Sector

Interview 4: Giulio Marchena – Centrum Professor and Digital Marketing expert

12.2 Interview Scheme

Esquema de Entrevista: Mejorar Visibilidad, Alianzas, Financiamiento e Internacionalización para Tannder

1. Introducción

- Breve explicación sobre Tannder School: "Tannder School es una plataforma de aprendizaje en línea que ofrece recursos y herramientas para mejorar la calidad educativa en entornos virtuales, centrada en apoyar a profesores y educadores."

2. Mejora de la Visibilidad

Estrategias actual Youtube marketing, email marketing, whats app marketing, flyers, mensajes personales

- Pregunta 1: ¿Cuáles considera que son las estrategias más efectivas para aumentar la visibilidad de Tannder School entre profesores y la comunidad educativa?

- Pregunta 2: ¿Qué canales de comunicación o enfoques de marketing podría sugerir para llegar a un público más amplio y generar interés en los servicios de Tannder School?

----- pregunta de experto-----

¿Cuáles son las áreas clave dentro de la plataforma de Tannder School que podrían mejorar la experiencia del usuario y aumentar la visibilidad de los recursos y servicios?

¿Qué estrategias o cambios en la interfaz de usuario podría sugerir para hacer que la plataforma sea más atractiva y fácil de usar para los profesores?

¿Qué canales de marketing en línea considera más efectivos para llegar a docentes y profesionales del sector educativo?

¿Cómo podría Tannder School utilizar las redes sociales, blogs, o publicidad en línea para expandir su presencia y aumentar su visibilidad en el mercado?

3. Desarrollo de Alianzas

- Pregunta 3: ¿Cómo podría Tannder School establecer colaboraciones estratégicas con otras organizaciones educativas o empresas para fortalecer su presencia en el mercado?

- Pregunta 4: ¿Qué criterios o tipos de asociaciones considera más beneficiosos para Tannder School en términos de su enfoque y objetivos?

----- pregunta de experto-----

¿Qué tipos de organizaciones o instituciones podrían ser socios estratégicos valiosos para Tannder School en su objetivo de mejorar la calidad educativa?

¿Cómo podría Tannder School identificar y atraer a posibles colaboradores que compartan objetivos similares en el campo educativo?

¿Qué criterios sugiere para evaluar la viabilidad y el potencial de una asociación con otras organizaciones en términos de beneficio mutuo y alcance de objetivos?

¿Cuáles son las mejores prácticas para establecer relaciones sólidas y duraderas con colaboradores que aporten valor a Tannder School?

4. Estrategias de Financiamiento

- Pregunta 5: ¿Cuál sería su enfoque recomendado para abordar las necesidades de financiamiento de Tannder School y apoyar su crecimiento sostenible?

- Pregunta 6: ¿Qué oportunidades de inversión, fuentes de financiamiento o modelos de negocio innovadores podrían ser adecuados para respaldar las iniciativas de Tannder School?

----- pregunta de experto-----

¿Qué modelos de ingresos sostenibles podrían ser aplicables a Tannder School para asegurar un flujo constante de financiamiento a largo plazo?

¿Cuáles son las métricas clave que Tannder School debe monitorear para evaluar la efectividad de su estrategia de financiamiento?

5. Internacionalización

- Pregunta 7: Considerando el objetivo de internacionalización, ¿qué aspectos críticos debería considerar Tannder School para expandir su presencia más allá de las fronteras actuales?

- Pregunta 8: ¿Qué estrategias de adaptación cultural y de mercado podrían ser relevantes para Tannder School en su proceso de internacionalización?

----- pregunta de experto-----

¿Cuáles considera que son los mercados geográficos más prometedores y adecuados para la expansión internacional de Tannder School, considerando sus servicios y objetivos?

¿Cómo podría Tannder School analizar y priorizar los mercados objetivo para maximizar su impacto en la internacionalización?

¿Qué estrategias recomienda para abordar las diferencias culturales y lingüísticas al expandirse a nuevos mercados internacionales y garantizar una experiencia relevante y efectiva para los usuarios?

¿Cuáles son los desafíos comunes que enfrentan las empresas al internacionalizarse, y cómo podría Tannder School superarlos en su camino hacia la internacionalización?

6. Cierre y Futuras Colaboraciones

- Pregunta 9: ¿Tiene alguna sugerencia adicional o recomendaciones específicas para Tannder School en su búsqueda de mejorar visibilidad, establecer alianzas, abordar el financiamiento y promover la internacionalización?

- Pregunta 10: ¿Estaría dispuesto(a) a colaborar en futuras discusiones o aportar su experiencia en proyectos similares?

12.3 Survey Structure

- Marca temporal
- ¿A qué Unidad de Gestión Educativa Local pertenece?
- En una escala del 1 a 5 ¿qué le pareció el tema propuesto?
- En una escala del 1 a 5 ¿qué le pareció la didáctica del docente a cargo de la ponencia?
- En una escala del 1 a 5 ¿qué le pareció el apoyo de tutor virtual de Tannder Studio?
- ¿Tiene alguna pregunta o sugerencia como oportunidad de mejora para próximas capacitaciones de la UGEL?
- ¿Tiene alguna pregunta o sugerencia como oportunidad de mejora para tutor virtual de Tannder Studio?



12.4 Comprehensive industry analysis

Análisis del Sector Industrial

1.- Fuerza a evaluar: amenaza de ingreso por parte de competidores potenciales

Un sector industrial será más vulnerable al ingreso de competidores potenciales si las barreras de ingreso son bajas

Un sector industrial que posee una alta amenaza de ingreso de competidores potenciales será muy poco atractivo

	Sector muy poco atractivo	X					Sector muy atractivo
	Alta amenaza de ingreso	X					Baja amenaza de ingreso
	Barreras bajas	↓					Barreras altas
Barreras	Dimensión	1	2	3	4	5	Dimensión
Economías de escala	Pequeñas		X				Grandes
Diferenciación del producto	Baja			X			Alta
Identificación de marca	Baja		X				Alta
Costos de cambio	Bajo		X				Alto
Requisito de capital	Bajo			X			Alto
Acceso a canales de distribución	Amplio			X			Restringido
Imitación del proceso	Fácil			X			Difícil
Regulación gubernamental restrictiva	Baja		X				Alta
Efecto de experiencia	No importante				X		Muy importante
Expectativas de reacción	Bajas			X			Altas
Tecnología de fabricación	Simple y artesanal					X	Compleja y alta

Sumatoria total por columna		8	15	4	5	Suma Total	32
	Grado de atractividad (GA) = Suma total / (numero de barreras x 5)						53%
	Poder de la fuerza (PF) = (1 - GA)						47%

2.- Fuerza a evaluar: Intensidad de la rivalidad existente en el sector

En un sector industrial existirá mayor rivalidad, cuando el mismo se encuentre fragmentado, este en proceso de reducción y exista sobreoferta, Si en un sector industrial existe alta rivalidad, el sector será muy poco atractivo

	Sector muy poco atractivo						Sector muy atractivo
	Alta Rivalidad						Baja rivalidad
Características existentes	Dimensión	1	2	3	4	5	Dimensión
Crecimiento del sector	Bajo					X	Alto
Sobre oferta existente	Alta			X			No existe
Diferenciación del producto	Baja				X		Alta
Costo de cambio	Bajo			X			Alto
Numero de competidores	Alto		X				Bajo
Barreras de salida	Altas		X				Bajas
Costos fijos	Altos			X			Bajos
Estacionalidad	Alta				X		Baja

Sumatoria total por columna		4	9	8	5	Suma Total	26
	Grado de atractividad (GA) = Suma total / (numero de características x 5)						65%
	Poder de la fuerza (PF) = (1 - GA)						35%

3.- Fuerza a evaluar: Intensidad de la amenaza de productos sustitutos

En un sector industrial existirá mayor Intensidad de amenaza de productos sustitutos, cuando existan en otros sectores productos que satisfagan muy cercanamente las necesidades que el producto del sector en cuestión lo haga.

Si en un sector industrial, existe alta Intensidad de la amenaza de productos, el sector será muy poco atractivo

	Sector muy poco atractivo						Sector muy atractivo
	Alta amenaza de sustitución						Baja amenaza de sustitución
Características existentes	Dimensión	1	2	3	4	5	Dimensión
Posibilidad de sustitutos cercanos	Alta			X			Baja
Costo de cambio del usuario	Bajos		X				Altos
Agresividad del producto sustituto	Alta				X		Baja
Propensión de los consumidores a cambiar de productos	Alta			X			Baja
Relación valor del producto sustituto / precio del producto sustituto	Alto			X			Bajo

Sumatoria total por columna		2	9	4		Suma Total	15
	Grado de atraktividad (GA) = Suma total / (numero de características x 5)						60%
	Poder de la fuerza (PF) = (1 - GA)						40%

4.- Fuerza a evaluar: Poder de negociación de los compradores

Los clientes de un sector industrial tendrán poder de negociación sobre el sector (poseerán capacidad de erosionarle utilidad al mismo) si están concentrados, compran grandes volúmenes y el producto del sector es poco diferenciado

Si los clientes de un sector industrial poseen alto poder de negociación sobre el sector, el mismo será muy poco atractivo

	Sector muy poco atractivo						Sector muy atractivo
	Alta poder de negociación						Bajo poder de negociación
Características existentes	Dimensión	1	2	3	4	5	Dimensión
Numero de grandes compradores	Pocos		X				Muchos
Concentración de compradores	Alta			X			Baja
Volumen de compras de los clientes respecto a las ventas del sector	Alto		X				Bajo
Diferenciación del producto	Bajo			X			Alto
Identificación de marca	Baja			X			Alta
Información de los compradores respecto del sector	Alta		X				Baja
Costo de cambio de los compradores	Bajo		X				Alto
Amenaza de integración hacia atrás	Alta			X			Baja

Sumatoria total por columna		8	12			Suma Total	20
	Grado de atraktividad (GA) = Suma total / (numero de características x 5)						50%
	Poder de la fuerza (PF) = (1 - GA)						50%

5.- Fuerza a evaluar: Poder de negociación de los proveedores

Los proveedores de un sector industrial tendrán poder de negociación sobre el sector (poseerán capacidad de erosionarle utilidad al mismo) si están concentrados, venden grandes volúmenes y el producto que venden al sector es difícil de sustituirlo.

Si los proveedores de un sector industrial poseen alto poder de negociación sobre el sector, el mismo será muy poco atractivo

	Sector muy poco atractivo						Sector muy atractivo
	Alta poder de negociación						Bajo poder de negociación
Características existentes	Dimensión	1	2	3	4	5	Dimensión
Numero de grandes proveedores	Pocos		X				Muchos
Concentración de proveedores	Alta				X		Baja
Volumen de ventas de los proveedores respecto a las compras del sector	Alto			X			Bajo
Sustitubilidad del producto proveído	Bajo				X		Alto
Información de los proveedores respecto del sector	Alta			X			Baja
Costo de cambio de cambiarse de proveedor	Alto		X				Bajo

Amenaza de integración hacia delante por parte de los proveedores	Alta		X				Baja	
Sumatoria total por columna			6	6	8		Suma Total	20
		Grado de atractividad (GA) = Suma total / (numero de características x 5)					57%	
		Poder de la fuerza (PF) = (1 - GA)					43%	

6.- Resultado del análisis estructural del sector industrial

1.- Ordenar las fuerzas existentes en el sector, de acuerdo a su poder estableciendo, cuál de ellas gobierna el sector, para así poder mejorar la posición competitiva

Fuerzas existentes en el sector en orden de su poder de afectación al sector		Valor obtenido en el análisis previo		Orden de prioridad para mejorar la posición con el fin de obtener V.C.	
		PF	GA		
1	Intensidad de la rivalidad existente en el sector	65	35	5	Quinta
2	Intensidad de la amenaza de productos sustitutos	60	40	4	Cuarta
3	Poder de negociación de los proveedores	57	43	3	Tercera
4	Amenaza de ingreso por parte de competidores potenciales	53	47	2	Segunda
5	Poder de negociación de los compradores	50	50	1	Primera

0 - 20% Muy Bajo
 21 - 40% Bajo
 41 - 60% Medio
 65 - 80% Alto
 81 - 100% Muy Alto

12.5 National Competitor analysis

	INSTITUCIÓN	AULA	FOLLOW	WEB	FACE.	INST.	TWI.	LIN.	YOU.	AULA	PUNTOS
1	Competitor 1	-	630,000	0	0	0	0	0	0	0	630,000
2	Competitor 2	MOODLE	345,000	2	2	2	0	0	2	1	345,009
3	Competitor 3	-	280,000	0	0	0	0	0	0	0	280,000
4	Competitor 4	-	254,000	0	0	0	0	0	0	0	254,000
5	Competitor 5	-	56,000	0	0	0	0	0	0	0	56,000
6	Competitor 6	MOODLE	42,000	0	2	2	0	0	1	1	42,006
7	Competitor 7	-	32,000	0	0	0	0	0	0	0	32,000
8	Competitor 8	-	30,000	3	3	0	0	3	1	1	30,011
9	Competitor 9	MOODLE	29,000	3	2	2	0	0	0	1	29,008
10	Competitor 10	-	28,000	1	2	2	0	1	0	0	28,006

Puntos: 3 Destacado, 2 Destacado, 1 Muy Bien, 0 Regula