

Project of Digital Marketing Strategy for ACLEDA Bank Plc in Cambodia

Bc. Sienghour Seng

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Degree, First Name and Surname: **Bc. Sienghour Seng**
Personal Code: **M140240**
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Thesis Guidelines:

Introduction

Define the objectives and the application methods used in the Master thesis.

I. Theoretical part

- **Compile the literature review focusing on e-marketing in service sector.**

II. Practical part

- **Analyze and evaluate the recent trends of e-marketing in Cambodia and current e-marketing strategy of ACLEDA Bank.**
- **Develop the comprehensive project to embark on the digital marketing strategies for ACLEDA Bank.**
- **Elaborate on cost, risk and time analysis of the project.**

Conclusion

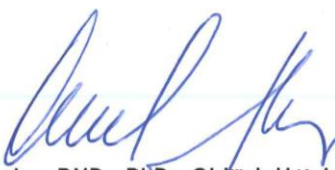
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Thesis Supervisor: **doc. Ing. Michal Pilík, Ph.D.**
Department of Management and Marketing
Date Assigned: **15 February 2016**
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Zlín, 15 February 2016


doc. RNDr. PhDr. Oldřich Hájek, Ph.D.
Dean




doc. Ing. Vratislav Kozák, Ph.D.
Head of Department

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ABSTRAKT

Czech abstract

Kambodža je jedním z potenciálních trhů zemí ASEAN, který přitahuje jak lokální, tak zahraniční přímé investice. Tato přitažlivost je výsledkem hojnosti přírodních zdrojů, nízkých nákladů na pracovní sílu a politické stability. To přispívá k ekonomickému rozvoji, zlepšování životní úrovně a modernizaci městských a venkovských oblastí.

Posílení hospodářského rozvoje obecně vyžaduje velmi silný finanční systém zahrnující silné finanční instituce. Co se týče poskytování finančních služeb, v Kambodži hraje velmi důležitou roli ACLEDA Bank Plc., která dominuje kambodžskému finančnímu trhu již přes 10 let. Cílem této diplomové práce je vytvořit nový projekt digitálně marketingové kampaně pro zvýšení povědomí o jejích produktech a službách a vztahů se zákazníky. Tato diplomová práce zahrne současnou marketingovou situaci ACLEDA Bank Plc. a navrhne projekt, který významně pomůže ACLEDA Bank Plc. udržet si současné zákazníky a oslovit i své potenciální zákazníky prostřednictvím digitálních kanálů, zejména sociálních sítí jako jsou Facebook a YouTube.

Klíčová slova: bankovníctví, digitální marketing, marketing sociálních médií, strategie, povědomí o produktech a službách, vztahy se zákazníky, fanoušci a stoupenci

ABSTRACT

English Abstract

Cambodia is one of the potential markets in ASEAN countries that attracts for both local and foreign direct investment. This attraction is resulted from its natural resource abundance, low labor cost and political stability. As consequent, it contributes to economic development, improvement of living standard and modernizes its urban and rural area.

Generally, to strengthen the economic development, it requires a very strong financial system that involve by strong financial institutions. In Cambodia, ACLEDA Bank Plc. has played a very important role for serving the financial services, whereas it has dominated Cambodian financial market over 10 years. The aim of this thesis is to address a new digital marketing campaign project for booting up its products and services awareness and customer engagement. This thesis will figure out ACLEDA Bank Plc's current marketing situation and propose a significant project that helps ACLEDA Bank Plc. to retain and stay

close with their potential and existing customer via digital channel particularly social network like Facebook and YouTube.

Keyword: banking industry, digital marketing, social media marketing, strategy, products and services awareness, customer engagement, fans and followers.

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INTRODUCTION

The Internet has intensely changed the way that a company may carry out their particular marketing strategy. In the past, firms advertised their products and services by using traditional marketing strategies which could reach only a specific geographical area. But now, as the technology has been rapidly changed, the world becomes more and more connected. The target demographic is no longer geographically limited and can be expanded greatly across countries and continent. Therefore, marketing through digital world or internet is now become the most exciting and fastest growing strategy for company to keep up with trends and development for reaching new audience and existing customers.

Online marketing is not the option anymore, but it is a necessity for most of the firms. *“Without a digital marketing strategy, you will miss opportunities and lose business”* (Ryan, 2014). This means that without a proper strategy of engagement and retention via digital channels, the business will be missing a golden chance; it is one of the worst weaknesses of the business owners to be left behind and could only watch their rival competitors pull away across a widening digital divide.

Ryan (2014) claim that formulating a digital marketing strategy will assist business owners to make informed decisions about their foray into the digital marketing area and assure that elements of digital marketing, which are the most relevant to their business, are taken into account. They also add that it is a pivotal initial step forward understanding how the continuously evolving digital marketplace relates to business owners and entrepreneurs, and how it influences the relationship between business, customers and prospects.

From my viewpoint, digital channels constantly broaden the scope available to all marketers; as a result, they will influence to complexity of any digital marketing campaign. In a nutshell, it is a pivotal choice for the business owners to clearly define a digital marketing strategy so that they can keep focus on improving the strategy and assure that the marketing activities are always ordained with business goals and also meet the right target customers.

Cambodia, as being a developing country, has just started developing its economic during this last two decades. In this regard, banking and financial industry has been remarkably increasing since 2008 and involved in an important role in developing Cambodian economic. Although the rate of development is not much like other developed countries, the number of Internet usage has been remarkably increasing because of the political stability and

advance change of technology. ACLEDA Bank Plc., one of the leading bank in Cambodia, will be selected as the case analyzing to fulfill this master thesis project. The focus of this master thesis is to review on the current marketing activities of ACLEDA Bank in Cambodia and address the improvement of new digital marketing strategy. This approach is proposed respond to the growing needs of using marketing strategy through digital channel such as social media like Facebook and YouTube, search engine optimization, and content marketing etc. In this regards, it is strongly believe that the possible improvement of new digital marketing strategy will enhance ACLEDA corporate image as well as its customer retention to continue outcompeting with their competitor within and beyond Cambodia.

OBJECTIVES AND METHODS OF MASTER THESIS PROCESSING

Objective:

The main objective of this thesis is focusing on two parts. The first goal is to access and analyze current marketing activities of ACLEDA Bank Plc. to identify the strengths and weakness in its current marketing processes in Cambodia. Secondly, the thesis aims to develop the comprehensive project to embark on their digital marketing strategy to absorb the target customer and maintain good relationship with it existing clients.

Research Questions:

1. What are the current marketing strategies of ACLEDA Bank Plc. in Cambodia?
2. Why digital tools or techniques are necessary for conducting marketing?
3. What are the new digital marketing approaches can be develop to enhance the feasibility of digital marketing strategy for ACLEDA Bank Plc.?

Methodological Approach

The methods used for collecting data, information and knowledge for this thesis are mainly from secondary sources such as books, reports, research paper, journal, articles, internet pages, and so on. The study is a descriptive, analytical, and reviewing of existing literature and knowledge in the field of digital marketing to develop a comprehensive project for putting into real practices.

Dispositions:

The thesis on project of digital marketing strategy for ACLEDA Bank Plc. in Cambodia consists of two main parts as following:

Theoretical Framework: This part covers the introduction about digital marketing- what the current market trend that support the development of digital marketing and concept of digital marketing strategy in general. The main point covered in this theoretical part is to address the essential type of digital channels that used for conducting marketing. These channel technique serve as the basic tool for future strategic planning discussed in the practical part for the projects.

Practical Framework: This analysis part will provide the overview of banking sector in Cambodia as well as explain the understanding about the company in general. This part will analyze the marketing situation of the company which focuses more on its current

marketing activities. This analysis can help to identify what digital marketing approach should be improved on its current marketing situation. Through analyzing it will come to the crucial points in proposing the comprehensive project that should be executed by the company. This part also elaborates on cost, time and risk analysis of the project.

I. THEORY

1 INTRODUCTION TO DIGITAL MARKETING

1.1 Definition of Digital Marketing

Flores (2014) defines digital marketing as the promotion of products and brands among consumers, through the use of all digital media and contact points. The term “digital marketing” appeared only recently in the world of professional marketing and communication.

Although digital marketing has many similarities with internet marketing, it goes beyond it, since it frees itself from the Internet’s single point of contact and accesses all so-called “digital media,” including, for example, mobile telephony (SMS or applications) and interactive television, as the communication channel. The term “digital marketing” therefore seeks to bring together all the interactive digital tools at the service of marketer for promoting products and services, while seeking to develop more direct and personalized relationships with consumers.

Caffey, et al. (2006) mentions that the meaning of digital marketing is similar to ‘electronic marketing.’ It describes about the management and execution of marketing which use electronic media such as the web, wireless media, interactive TV, and e-mail, in attach with digital data about characteristics and behavior of customers. Furthermore, the Institute of Direct Marketing (IDM) has adopted the term of specialist professional qualifications in order to explain the approaches and scope used for digital marketing. The IDM has developed detailed explanation of digital marketing as following:

Digital marketing involves:

Applying these technologies that form online channels to market: Web, e-mail, databases, plus mobile/wireless and digital TV.

To achieve these objectives: Support marketing activities aimed at achieving profitable acquisition and retention of customers within a multi-channel buying process and customer lifecycle.

Through using these marketing tactics: Recognising the strategic importance of digital technologies and developing a planned approach to reach and migrate customers to online services through e-communications and traditional communications. Retention is achieved through improving our customer knowledge (of their profiles, behav-

our, value and loyalty drivers), then delivering integrated, targeted communications and online services that match their individual needs (Chaffey et al., 2006, p.10).

Stokes (2008) pointed out that while the marketing helps to create and satisfy demand, the digital marketing is the main power to drive the creation of this demand through the internet, and innovate a new convenience ways that can reach customers' satisfaction. Marketing via Internet does not mean the business principles and the rule book on marketing are not important at all, but Internet also help the business to create a new environment to build on these. The Internet does not change the concept of profit that is still revenue less expense.

Base on the above mentioned definition, digital marketing can be defined as the process of maintaining and building relationships of customers through digital activities to satisfy the goals of both parties by facilitating the exchange of ideas, services, and products.

1.2 Trend Support Digital Marketing

1.2.1 Global Trend

Advanced technology has accelerated the evolution of advertising throughout history. Surprisingly, none of these groundbreaking developments, i.e. from newspaper advertising, radio marketing to Internet marketing superseded those, which came before. Yet, they served to augment them, providing marketers more diversity, letting them connect with a broader cross-section of customers. In the present time, it is the age of paid search placement, keyword-targeted pay per-click advertising and social networking; people will remain find the earliest forms of advertising alive and well (Ryan and Jones, 2012).

The development of information technology supports the profound change in marketing. Hence, certain important effects new technology has brought in and transform the basic of marketing will be taken into account. The traditional market places where sellers and buyers physically meet currently gradually migrate into the electronic marketplace. These trends occur as the natural forces that activate the marketers in order to develop and apply new model and techniques for digital marketing to retain their business competitive (Chaffey and Smith, 2013).

Certain of the current trends in the digital marketing field are described in the following:

➤ **Social media marketing**

Social media has made an indelible mark not only the web landscape but also on marketing tactics. Furthermore, it encourages using peer recommendation, sharing building brand personality and dealing with the market as a heterogeneous group of individuals. Moreover, it uniquely motivates the customers to make content and buzz around a product themselves (Jones, et al., 2011).

➤ **Viral marketing**

It is related to the exponential spread of a marketing message via online word of mouth. A significant component of viral communication is the meme, which defines as a message that spreads virally and embeds itself in the collective consciousness. In addition, the viral marketing is closely connected with social media as social media platforms and their sharing functionality are the major way, which a message enables to 'go viral', online. Nevertheless, the viral marketing does not make a fully online marketing campaign and ought to be just one of many tools used to make awareness and motivate interaction (Jones, et al., 2011).

➤ **Brand as product**

Generally, brands are making personas and identities around themselves rather than the products. The online space lets customers interact and have a conversation with the brand directly and personally (Jones, et al., 2011).

➤ **Ad fatigue**

Recently, web users have been extremely similar with online advertising and have learned to tune it out or have installed programs such as AdBlock Plus to block it altogether. In the present time, marketers need consider very innovative and eye-catching strategies to attract the wary viewers (Jones, et al., 2011).

➤ **Targeting**

Almost all online advertising is targeted to reach particular readers. Moreover, web targeting may be completely precise. As a result, the immensity of amount of personal and usage data is now available; therefore, targeting can be done automatically and very successfully (Jones, et al., 2011).

➤ **Golden oldies**

Although there are new fascinating strategies, website and email marketing are still among the most useful and effective techniques. These strategies are applies new tools and tactics such as advanced tracking, integration with social networks and customer-generated content; yet their essence remains the same (Jones, et al., 2011).

1.2.2 Cambodian Context

The Internet is considered as the advanced technology for sharing the source of news and information more effectively and faster than other media like print and radio. And currently, Internet has surpassed radio and if the trend still continues like this, in the short future; the Internet will be most interesting and crucial source of news in Cambodia, surpassing television.

Since 2014, the amount of Internet users in Cambodia has increased significantly. The number of Cambodian people who use and access the Internet is about 5 million as of December 31, 2014; 31.8% of the population (Miniwatts, 2016).

Among this 5 million of the users, there are 89.2 % used mobile phone to access the internet as compared to user of desktop that was about 18.6%, 15.2% used laptop, 7.6% used tablet, and 3.2% use other device to access the internet (Broadcasting Board of Governors, 2014).

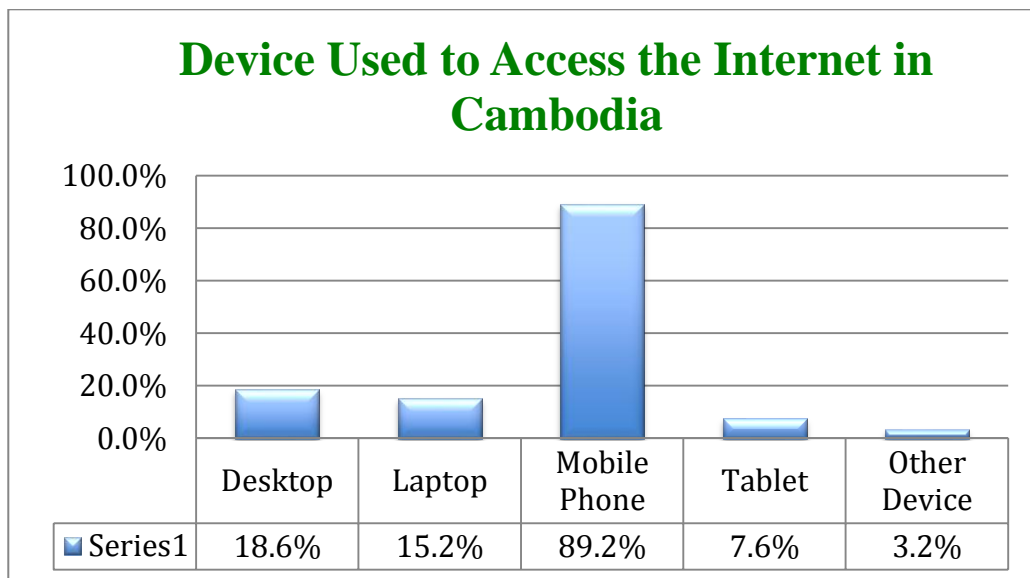


Figure 1: Device Used to Access the Internet in Cambodia

(Source: Broadcasting Board of Governors Website)

The number of Cambodian people accessed the Internet from mobile phone devices increased by 1.3 million during a 10-month in 2015, and still dramatically increased up to 5,074,000 users as February 2015 (My, 2015). Moreover, in the end of December 2015, there are more than 6.3 million people accessed the Internet by using smartphone. With this amount, the users of social media increased from 2.4 million to 3.4 million; and the active users of mobile social increased from 2.2 million to 2.9 million (Digital Yearbook, 2016).

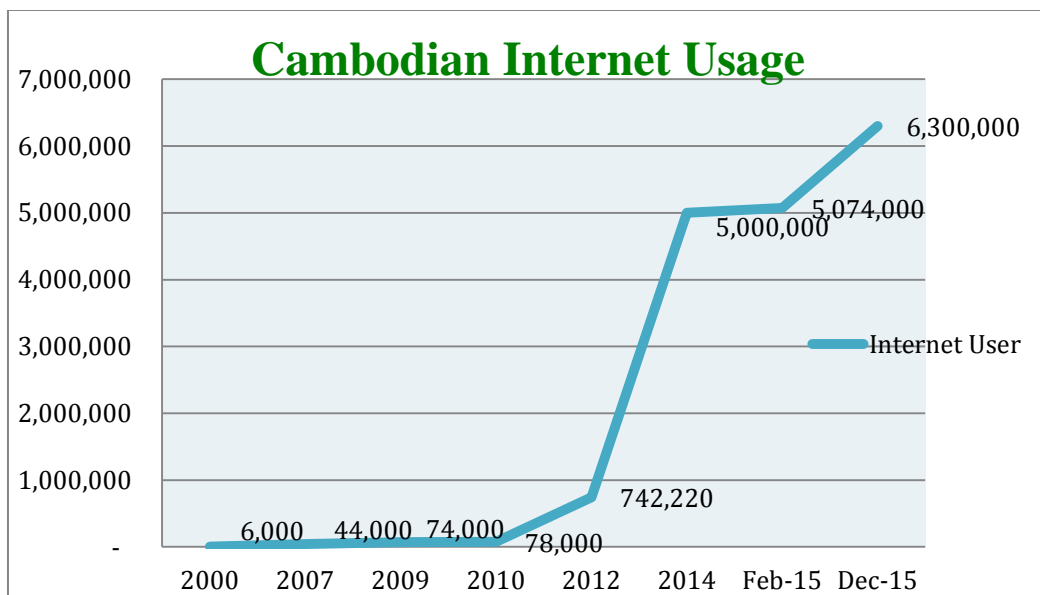


Figure 2: Cambodian Internet Usage

(Source: Own Research)

With this rapidly increasing amount of Internet usage in Cambodia, Internet will become effective marketing medium to communicate directly with a large amount of consumers. Company should take consideration of putting their marketing strategy through digital channel to keep their presence online and interact with huge consumer, which result from this new trend.

2 CONCEPT OF DIGITAL MARKETING STRATEGY

In the present time, most of business owners and entrepreneurs are undertaking to admit the importance and the value of an online presence. Even though the entire society considers the digital marketing as an extreme step forward for the marketing industry, certain business owners fail to develop a proper and vivid strategy for the move into the digital space because of a rush to get online. Therefore, it is very important for all business owners and other firms to use the business goals in order to develop a dedicated strategy.

2.1 The Influences of Digital Marketing on Other Related Activities

Planning digital marketing strategy is similar with the basic principles of marketing itself. Therefore, what is marketing? McPheat (2011) gives a good definition of marketing as ‘full range of activities that you undertake-both on and off the web- in order to make certain that you are meeting your customers’ needs and that you are receiving enough value in return for doing so.’ Furthermore, marketing is engaged in advertising, promotion, public relations and sales. The business owners or entrepreneurs can think of those four activities as being influenced by digital marketing strategy such as in figure 1: (McPheat, 2011)

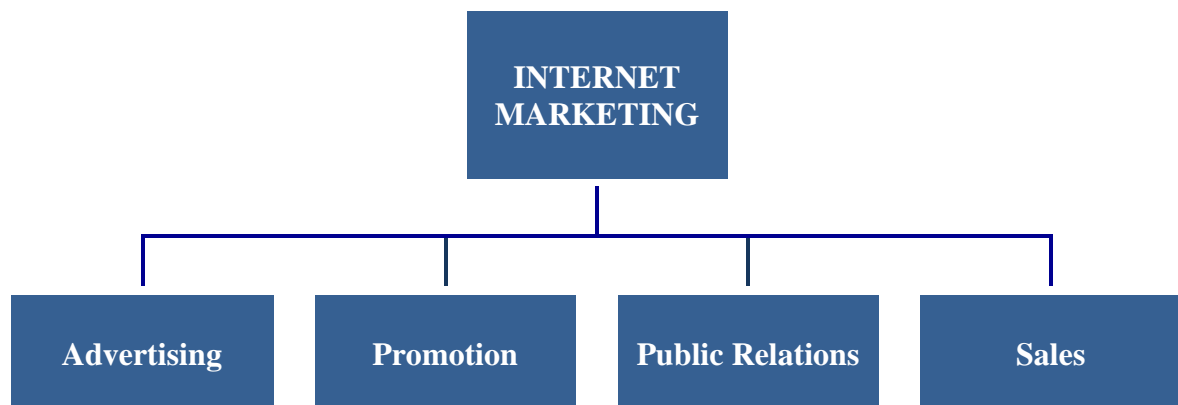


Figure 3: Internet Marketing Influences Other Related Activities

(Source: McPheat, 2011)

Consequently, four different activities are briefly described how digital marketing is relevant to each activity by giving definition each one and how they are performed in the online environment as follow:

➤ **ADVERTISING**

Advertising is the process of bringing the products and/or services and attracting the customers’ attention. With this regards, digital marketing is used to find the new ways to

arouse the customers to visit the website. Generally, advertising is focused on one product or the target market at a time. As a result, digital marketing plan probably requires certain various advertising campaigns to assist in generating the number of the customers and sales. Advertising ought to happen off-line via direct email, commercials personal representation and so forth especially the website address of the business should be included; therefore, it is easier for the customers to learn about the products or services online. Furthermore, the customers can know when there are special offers or the prices of the products or services in any special occasions through the advertising (McPheat, 2011).

➤ **PROMOTIONS**

Promotion is defined as the way to keep the firm, product or service in front of the customers. While advertising is a part of promotion strategy, it includes publicity, public relations and sales. Certain of this promotion is able to do online via sales effort, free information of the product, press release, or writing targeted email campaigns whilst other promotion will do off-line. In addition, the effort of improving the image of the firm, increasing the products, and the effort of having the potential customers' attention to the products are also called a part of promotion (McPheat, 2011).

➤ **PUBLIC RELATIONS**

Public relations (PR) are relevant to the development of the organization's image and brand, which is perceived by the public. Moreover, PR involves representing the organization to the media. Firstly, the organization needs to take into consideration what the website's design and how it operates if there is online form of public relations. Therefore, PR department needs to adopt some form of technology on the website so that the press and the customers can communicate with the organization (McPheat, 2011).

➤ **SALES**

Sales refer to the act of locating, forming, and agreeing in terms of the purchase with the customers. Before the born of internet, the customers need to go to the store to buy the products whereas, in the modern time, they can look at the products online first before making up their own mind to purchase the products or not. Hence, it is important for the organization to make the strategy how to help the customers find their product or services (McPheat, 2011).

2.2 How Digital Marketing Communication differ from Traditional Marketing Communication

Digital marketing varies from traditional marketing due to the digital medium used for communications such as digital television and mobile phones that can make new forms of interaction and new models for information exchange. McDonald and Wilson (1999) developed a useful summary of the varieties between these new media and conventional media in the following:

➤ Interactivity

John Deighton was one of the first authors who summarized the main characteristic of the Internet. He mentioned the characteristic inherent in a digital medium (Deighton, 1996) that is true for much online marketing activity (but not all) in the following:

- The customer initiate contact
- The customer is seeking information
- It is a high-intensity medium- the marketer will have 100% of the individual's attention when he or she is viewing a website
- A company can gather and store the response of the individual
- Individual needs of the customer can be addressed and taken into consideration in the future dialogue

(Pilik, 2007)

Hoffman and Novak (1997) trust that digital media is a representative of such a shift in the model of communication which is a new model or paradigm for marketing communications. They also suggest that the facilities of internet represent a computer-mediated environment in which the interactions are not between the send and receiver of information; however, with the medium itself, they say: "*Consumer can interact with the medium, firms can provide content to the medium, and in the most radical departure from traditional marketing environment, consumers can provide commercially-oriented content to the media.*" (Pilik, 2007)

➤ Intelligence

The Internet might be used as relatively low-cost method of collecting marketing research, especially about customers' belief of the products or services. Furthermore, a wealth of marketing research information is available from the website itself. Marketers apply the

approaches in order to develop the knowledge of the customers' preferences and behaviors base on the kinds of sites and content that they use when online. Every time a website visitor downloads content, it will be recorded and analyzed as 'site statistics' in order to build up a picture of how users interact with the site (Pilik, 2007).

➤ **Individualization**

Individual at closely low-costs is another important feature of the interactive marketing communications. It is totally different from traditional media where the same message tends to be broadcast to everybody. Significantly, the individualization may be depended on the intelligence collected about site visitors and then stored in a database and subsequently used to target and personalize communication to customers to reach the relevance in all media (Pilik, 2007).

➤ **Integration**

The Internet provides farther scope for integrated marketing communications. When assessing the marketing effectiveness of a website, the role of the Internet in communicating with customers or audiences may be best considered from two perspectives. Firstly, there is outbound internet-based communications from the company to the customers. Hence, it is a requirement to ask how the Internet complements other channels in communicating the proposition for the company's products and services to existing and new customers with a view to creating new leads and keeping existing customers. Second, another perspective is inbound internet-based communications from the customers to the company. This means how the Internet complements other channels to deliver customer service (Pilik, 2007).

➤ **Industry Restructuring**

Disintermediation and reinter mediation are the major concepts of industry restructuring, which should be taken into account via any company developing an e-marketing strategy. It is pivotal to take the company's representation on these intermediary sites by answering questions into consideration (Pilik, 2007).

➤ **Independence of Location**

Electronic media introduces the possibility of raising the reach of company communications to the global market. This gives a good chance to sell into international markets which might impossible previously. The Internet makes it possible to sell to a country

without a local sales or customer service force. Hence, the strategists need to be careful to consider channel conflicts which can arise (Pilik, 2007).

2.3 Advantages and Disadvantages of Digital Marketing Strategy

Digital marketing strategy can provide certain benefits for business owners. Firstly, digital channels can be transcended traditional constraints such as geography and time zones to connect with wider audience. Meanwhile, digital technology enables to complete the marketing message with laser-like precision in order to target very specific segments within that wider market (Ryan, 2014). Second, digital marketing can control the customers (Ryan, 2014). This means that digital marketing is designed to target specific sets of customers, and its form can attract the targeted customers who are looking for the brands, products and services.

Moreover, Digital marketing enables to deliver better results. For instance, the traditional marketing which is also called the outbound marketing focuses on TV, radio, newspapers, magazines are out of date and they are designed for everyone whereas digital marketing or inbound marketing focuses on mobile media, social media, search engines and social networks. In my opinion, all the tools in inbound marketing can bring more benefits for business owners. It can be regarded as a real-time marketing tool which is used to interact instantly and constantly with the targeted customers after they visit the website to look for the products or services. As a result, it can build up a strong and good relationship between the business owners and customers.

Third, since digital marketing focuses on the Internet tools, it could help the business owners to save the cost of the marketing and also bring out the unlimited of the audiences or customers. Furthermore, digital marketing is relevant to empowering the effects especially on small businesses. Dholekia and Kshetri (2004) also claim: “Internet can extend market reach and operational efficiency of small and medium enterprises (SMEs)”. With this regards, all kind of businesses are able to grab the golden opportunities to promote their products and services and also get involved in both national and international marketing campaigns in order to reach their goal. In addition, since digital marketing can sustain a physical 24-hour per day and 7 days per week, the business owners can use little sources to compete in the digital marketplace with other competitors.

Despite the advantages, business owners as well as other entrepreneurs should be aware of some challenges that digital marketing strategy can bring about. First, digital marketing depends only on technology, which it can be inclined to error. In certain cases, technology can break down and make erroneous outcomes that can impact the digital marketing campaign. Hence, it can make the target customers or audiences lack of trust because of the problem of privacy and security. Bart et al. (2005) defines trust in virtual environment as “online trust includes consumer perceptions of how the site would deliver on expectations, how believable the site’s information is, and how confidence the site commands.” In the present time, even though the internet is growing rapidly, certain customers do not feel comfortable and trust the electronic methods of payment and they are not sure if the products they buy online will be delivered as what they have expected or not. Consequently, it is not really for business owners to take advantages from digital marketing unless the trust has been built.

Moreover, digital marketing can provide a wider competition since each competitor can counterfeit the particular campaign. For example, trademark, logos and so forth may be used to defraud the customers, and it might be also used to give the negative and erroneous information about the company’s brand, products and/or services. As a result, it will ruin the business’ online reputation as well as losing the valuable target audiences or customers. In addition, digital marketing may counter with a high challenge of too much completion, which will be hard for marketers to put double efforts and expenses in order to attract the target customers.

3 ESSENTIAL TYPE OF DIGITAL MARKETING TOOL

The most important aspect to consider in digital era is that the Internet is an entirely different medium. The Internet is not the location where prints documents are simply placed onto a web page for other to view. It is a conglomerate of traditional media and takes various forms of those media (Mcpheat, 2011). Digital marketing is an important part of marketing strategy. More traditional forms of marketing such as print and TV ads are providing less effective as users are choosing web content over newspapers and magazines. Meanwhile, consumers are increasingly expecting companies to have an online presence.

With this rapid change of advance technology, company has to understand the key tools to create an online marketing strategy that works. Those digital tools beyond simply traditional allow company to get the message to their consumers and build lasting customer relationship. Understanding those tools provides unique opportunities for the savvy Internet marketer to aware what should be exploited to offer the consumer and potential prospects with richer experiences. These effective digital tools also allow customer to take the action that the company want them to take.

However, the concept of Digital Marketing is very broad. It brings together all forms of marketing, operating through electronic devices (i.e. online, on mobile and on-screen). We are going to discuss some of the most common digital marketing tool used these days in order to develop a digital marketing plan, whether it's for a short-term promotional campaign, or a long-term strategy to increase the audience and traffic.

3.1 Social Media and Content Marketing

3.1.1 What is Social Media and Why?

Ryan (2014) describes social media as:

Social media is the umbrella term for web-based software and services that allow users to come together online and exchange, discuss, communicate and participate in any form of social interaction. That interaction can encompass text, audio, images, video and other media, individually or in any combination.

This definition means that social media involve the creation of new content; the sharing of and recommendation of existing content; rating and reviewing product, services and brands; pursuing hobbies, interests and passions; discussing the hot topics of the day; shar-

ing experience and expertise... in fact, almost everything which can be shared and distributed via digital channels. To simplify it to the essence of why social is social, (Chaffey, et al., 2013) state that social media are digital media that encourage audience participation, interaction and sharing. The most important feature of these social media channels for the company is that they encourage their prospects and customers to interact and create user-generated content (UGC).

Social media sites are amongst the most well-known sites on the Internet. To help with developing a strategy for social media, we have figured out key types of social media platforms, each of which needs managing in social media marketing radar. The social media radar by Dave Chaffey (2013) showed in Figure 3.1 can be used by businesses to understand how to have a digital marketing structure with the company website as the pinnacle of the structure.

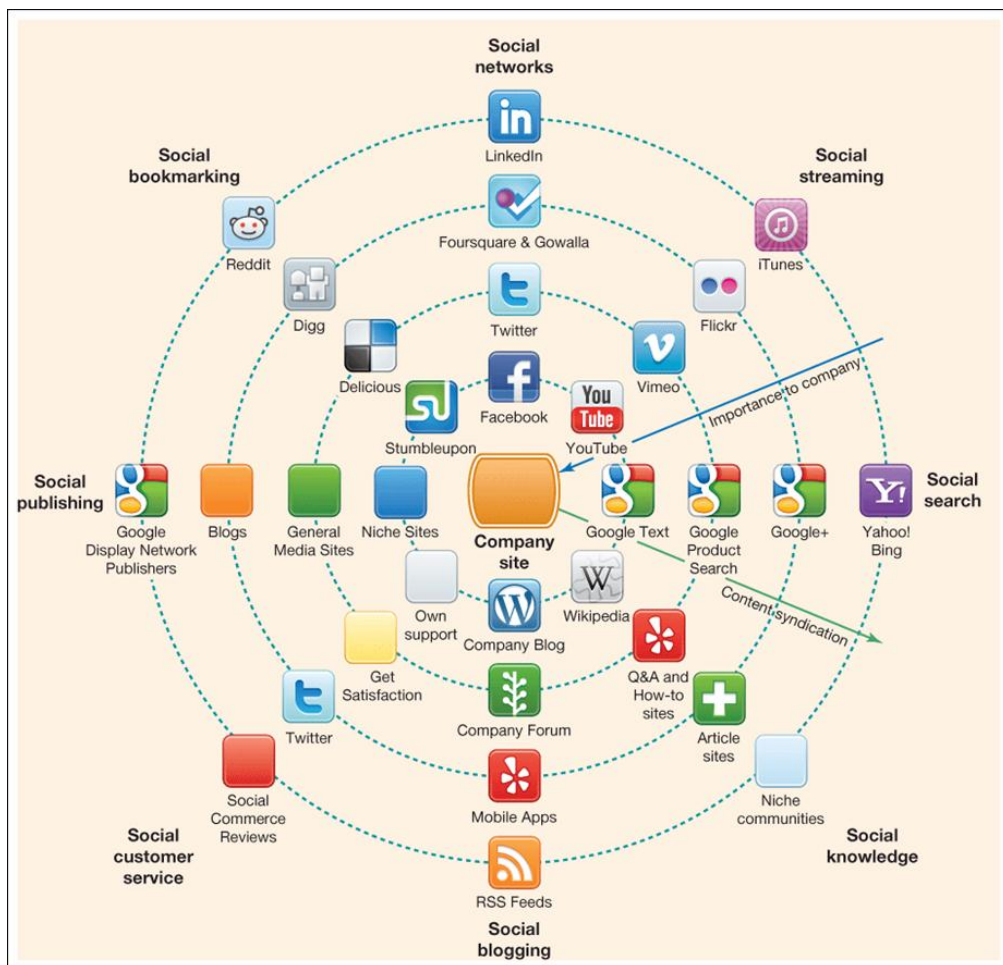


Figure 4: Social media marketing radar

(Source: Chaffey, Smartinsight.com, 2012)

Here are the main types of social platforms available to you:

1. *Social network*: in almost countries, the main social platforms where people interact via social networks are Facebook for consumer audiences, LinkedIn for business audiences, and Google+ and Twitter for both.
2. *Social publishing and news*: almost all newspapers and magazine, whether broad or niche, now have an online presence with the option to involve via comments on article, blog or communities.
3. *Social commenting in blogs*: a company blog can form the core of your social media strategy and of course you can look at tapping into others' blogs, whether company or personal or through blog outreach.
4. *Social niche communities*: these are communities and forums independent of the main networks. You can create your own community this way although these do support sub-groups.
5. *Social customer service*: the companies' own customer-support forums are increasing vital for responding to customer complaints, for example, site like Get Satisfaction (www.getsatisfaction.com)
6. *Social knowledge*: these are reference social networks such as Yahoo! Answers, Quora and similar, plus Wikipedia. They illustrate how the business can engage its audience by solving their matters and subtly showing how products have helped others.
7. *Social bookmarking*: the bookmarking sites like Delicious (www.delicious.com) are relatively not important in the United Kingdom except if you are engaging technical audiences.
8. *Social streaming*: streaming and rich media sites including photos (e.g. Pinterest), video and podcasting.
9. *Social search*: search engines are being more social with the ability to tag, comment on the results, and most currently, and vote for them through Google+.

Social commerce: significantly regarding to retail sector, social commerce include reviews and ratings on products and sharing of coupons on deals, and can be facilitated by social log-in as use, for example, by Sears Social.

3.1.2 Marketing with Social Media

When you spend any amount of your time on Internet, there will be chances that you are part of social media network. Although you don't have Facebook or Twitter account, the content you view on the web is likely spread via social media. Social media is simply broad. No matter where your searches and interest take you, you will likely end up on sites with link to "like" on article, or "share" a web page. Social media is not just one entity, but it is an integrated of difference networks that allow people to connect to other people and web content (Mcpheat, 2011). Beside just a way of sharing entertainment with the world, social media is valuable marketing tool that, when done properly, can increase the brand you want to sell as well as your own company's presence. Social media marketing is depending on how we can use consumer-to-consumer interactions to raise up awareness of our brand while minimizing negative effect (Chaffey, et al., 2013). Through social media marketing, business is potentially transformed to be more customer-centric. However, it requires senior manager to lead, through defining the vision and supporting it through enough resources and the need of organizational changes.

It is very beneficial to utilize social media as a marketing tool in digital marketing. There are several reasons to use social media as a marketing tool but in common, it can be described in these following four points: communication, education, collaboration, and entertainment (Mcpheat, 2011).

- **Communication:** by using social media, company can communication with customer and establishes the relationship with them. Social network sites enable company to be a proactive communicator, and communicate directly with many customers. Customers can find the company and/or aware of their product easily through social network sites.
- **Education:** through social media, company can inform the customer who they are, and what they are doing. Company want user to know what they are selling and why exactly the customer need to buy. Therefore, company can educate users about all of this through social media sites and tool. Because social media allow audiences to communicate directly, company should create effective content to educate them. Make sure what they are saying is worth customer' time and that the format is appropriate.

- **Collaboration:** there is a unique thing about Internet and social media that it has ability to collaborate to each other for multiple sites and tools. Internet, as the marketing medium, makes the social media differ from other media like print or television. It has ability to use different format to collaborate with one another. You can embed the video on the page or blog that you maintain to complement your written material. Sometime if you have a popular article, it could be shared on the social media network with the click of a link button. Social media is the collaboration that makes this connection work.
- **Entertainment:** Company image that is wanted to promote or the product that are trying to sell can be the secondary item of customer interest. Something that is created for entertainment such as video or blog can have its benefits. Entertainment can make the customer have interest in the company or product that you are trying to sell. However, entertainment does not give the same value to every organization; thus, you have to think what kind of company you are? For example, the website dedicate to the newest trends in music usually have more value in entertainment than the website running for hospital. Therefore, company has to keep these things in mind whether entertainment is an option for their internet or digital marketing strategy.

3.1.3 Content Marketing

Content Marketing is a kind of marketing that has been use since before the Internet. The definition can be described by many different terms, but it has the same meaning.

The Content Marketing Institute (Institute, 2016) gives the following definition:

Content marketing is a marketing technique of creating and distributing relevant and valuable content to attract, acquire, and engage a clearly defined and understood target audience – with the objective of driving profitable customer action.

This definition applies to all the aspects in which content is shared – website, campaigns and competitions, a company blog or the social media page – as well as the way in which the information is shared. According to Mcpheat (2011), Content Marketing is the marketing involving the creation of content to increase your influence of the consumer's opinion on your product. The essential of this marketing is to improve the quality and develop the message through different media. The different kinds of media can be counted form Internet to radio. However, in this context, we will stick to digital medium particularly Internet.

3.1.4 How to use Content Marketing in Social Media

Content, through Internet, is more important to take consideration than just creating something such as elegantly writing or making video. To make the content marketing on the web, you have to use different outlets and different means in order to get message across. Content must be suitable to the message and the reputation of the company. McPheat states that content must conform to the social media platform or tool that used to get message across. There are three steps to carry out content marketing into social media. They are creation, distribution, and engagement (Mcpheat, 2011).



Figure 5: Step to implement content marketing in Social media

(Source: own processing)

➤ CREATION

This is the most important step in creating content marketing in social media. This step involves both company and users. Company is the most involvement in this step, but for all proceeding step including this step can be classify into two categories: company and users.

Company: First to get it, you must create your image and content. After you have already established a website and social network profile, content should be appropriated base on social network site as well as website that you use. The content may contain things like photos, videos, and comments to show what the company is selling or articles talking about how to use product or discussing topics regarding to users who will use your product or service. The content you use in other types of social media tools is also base on the product you are selling as well as company.

Users: users are also important factor in this step to create content. You will not worry too much about this if you have a superior product in the first place. However, you still should provide superior customer service to reply to negative feedback if there is something bad occur on your product. The image you show to customer is reflected in the content they generate. Therefore, serving the customer's need, initiating good product and content in the

first place is very crucial. Customer can review about your product, and these can be read by millions of other people. What is shown on the internet can stay on the internet indefinitely.

➤ DISTRIBUTION

While you are doing works including creating advertising, making a video, or writing up blogs, users also at work distributing your content and their own.

Company: base on the kind of social media tool you use, you will distribute your content in a unique way, which differs from users. For videos, you may create an advertisement, or video tutorial to place on your blog or website. A weekly podcast can be introduced to the user via a site or program that allows them to purchase or download that podcast. Users may see photo of new product posted to a Facebook wall, or presentation send out over email. The majority of content can be distributed through social network.

Users: users also distribute content as much like company does. The different is that it is not necessary to be user own content but company's. As company distributes their own content, users will distribute the content that give extra to company's content. Those additional contents will be used through social media site to share links, photo and videos. They might also distribute their content for others to see on review website, which may also be shared in return. Users distribute any type of content through many ways such as Sharing, bookmarking, tagging, liking, and tweeting (Mcpheat, 2011).

➤ ENGAGEMENT

In this step, users take majority of control on content marketing. Company in this part will respond to the feedback and improve product and company's image base on the need of consumers. Company has to participate in this process because it will reflect to their image and reputation.

Company: Even though company will not involve much in this step, they will still want to participate in the conversation and keep it going on. This can be done in the form of Facebook comments or posts on forums. Other form can be done through creating videos by addressing the issue or any concerns regarding to the existing product or future plans that company want to implement. Whatever the case, make sure that the content of these social media tool is related to users, and that is the important point that users want to hear.

Users: When you create and distribute your content and users distribute content has generated conversation in you company or product; this means it likely to create interest in both of them. User will also engage in the conversation through other from such as comment, wall post and forum post. Moreover, if your product is interesting enough, it will spread beyond Internet and your product will be started to talk with other people (Mcpheat, 2011).

Remember the content must be relevant and valuable for the users when going through these steps of implementing content marketing. Both company and users are important for the whole concept of content marketing in social media. Your Internet marketing strategy will be successful as long as both parties continue in this process. However, it is company itself who will need to keep the marketing strategy going. If they don't engage in conversation, correctly distribute content, or make anything new to keep customer's interest on their product or company, they will lose them as clients. In short, audience or users are the one who keep the business stay alive, and they are the one company want to establish a relationship with. Conducting to the standard of social media and maintaining the conversation going will ensure the relationship long lasting and maximizing (Mcpheat, 2011).

3.2 Search Engine Marketing

Previously, we have discussed how to make company more visible in online through social media, content marketing. Now we will go to different form of digital marketing strategy. Mcpheat (2011) has defined Search Engine Marketing (SEM) as the increasing your web presence through the use of keywords and searching ability. There are various ways that company could advertise by using SEM and when starting this type of marketing, there are some crucial elements to keep in mind.

3.2.1 Types of Search Engine Marketing Technique

There are several kinds of Search Engine Marketing technique, which can be used in digital marketing tools. Those several kinds Search Engine Marketing techniques are categorized as below:

- **Search Engine Optimization (SEO):** this search engine is the process of getting traffic from the free, organic, editorial or natural listings on search engines. It particularly focuses on planning and designing a website whereby customers can find the sites without necessarily paying to do so.

- **Advertising on other Website:** this method is required to invest some capital for advertising online. This is one way of bringing in traffic to your own company’ website by link to the other websites that put “Advertise with Us” or “About Us”.
- **Pay-Per-Click Advertising:** This is a type of paid online advertising that is used on a wide range of websites, including search engines, where the advertiser only pays if a visitor clicks on their ad in the website; that’s pay per click. This differs from purchasing ad space directly from the websites because instead you allow the advertiser to choose which sites your ad should be shown on.
- **Affiliate Marketing:** in this method, you get other people to drive traffic to your website in return for a percentage of any sales that is made as a result of that visitors go to visit your site. In short, it means you allow other to do part of your marketing instead of you (Mcpheat, 2011).

3.2.2 Advantage and disadvantage of Search Engine Marketing

Among the four types of search engine marketing, SEO is the most important element, while following by Pay-Per-Click for forming the digital marketing strategy. In this section, I will figure out the advantage and disadvantage of these two kinds of Search Engine Marketing.

Search Engine Optimization

Advantage	Disadvantage
<ul style="list-style-type: none"> - Easy to find the website - Enhance competitive edge - Increase customer base and target audience - All the results can be measured - Better conversion (sales) - Cost effective - Global reach - Pull marketing - Increased visibility - Long term standings - Free traffic 	<ul style="list-style-type: none"> - Fresh content is very important, but hard to keep up with - Often, websites are never “indexed” by the search engines - After websites are indexed, often they are not indexed for specific keyword(s). - Website owners cannot know which search terms would really be best to drive traffic - Domain age plays a role - Difficult to work and time consuming - No one really understands how Google

<ul style="list-style-type: none"> – Targeted traffic – Higher sales (ROI) – 24 hour marketing team and shop front 	<ul style="list-style-type: none"> works – Gestation period is long – Ongoing process – In case competition is high, it will get more difficult – Takes a long time to see the best results
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Pay-Per-Click

Advantage	Disadvantage
<ul style="list-style-type: none"> – Super rapid – Reach targeted visitors within hours (sometimes minutes) – Offer a path for search engine optimization – Can yield highly profitable results – Great testing platform and can be highly targeted <ul style="list-style-type: none"> • Time of day • Geographic area • Keywords and phrases • Content network (Google) • Immediate feedback • No estimation – Easy implementation – Flexible 	<ul style="list-style-type: none"> – Restricted to text and image ads – Traffic stops when you stop paying – Missing bulk of the traffic (focusing only on selected keywords) – No guarantees – High competition – Less trusted – High cost – Complicated to use – Click fraud – You pay regardless to any sales – Bidding war – Competitive keywords demand higher bids

3.3 Email Marketing

3.3.1 What is Email Marketing?

Email marketing is defined as a kind of direct marketing that uses electronic mail as means of communication to dispatch commercial or fundraising messages to audiences. In its

widest sense, every email that was sent to a potential or existing customer could be considered email marketing (Hollier, 2016). Hollier (2016) also mention more about the term email marketing refer to:

- *Sending emails with the purpose of enhancing the relationship of a merchant with its current or previous customers and to encourage customer loyalty and repeat business.*
- *Sending emails with the purpose of acquiring new customers or convincing current customers to purchase something immediately.*
- *Adding advertisements to emails sent by other companies to their customers*

3.3.2 Benefit and Challenge of Email Marketing

Email is most widely used as a tool for conversation and customer retention. Chaffey and Smith (2013) illustrate the benefit of Email marketing as following:

- *Relatively low cost of fulfillment:* Physical costs of email are usually less than those of direct mail.
- *Direct response medium encourages immediate action:* email marketing encourages clickthrough to a web site where the offer can be redeemed immediately. This improves the immediate, impulsive response.
- *Faster campaign development:* lead-time for creating campaign tends to be shorter than traditional media.
- *Ease of personalization:* it is easier and cheaper to personalize email than for physical media or web site.
- *Option for testing:* it is easy and less cost to test various email creative and messaging.
- *Integration:* Campaign response can be increased through combining email marketing with other direct media can be personalized such as direct mail, mobile messaging or web personalization.

However, email marketing has some challenges that need to be managed as described below:

- **Deliverability:** difficult of deliver message through different internet service providers (ISPs)

- **Renderability:** difficulty of displaying the creative as intended within the in-box of different email reading system.
- **Email response decay:** difficult to keep the recipients engage as they are most responsive only when they first subscribe to an email.
- **Communication preferences:** Recipients may have different preferences for email, content and frequency, and these affect response and engagement.
- **Resource-intensive:** resources are required to cover issues such as testing, deliverability and renderability.

3.4 Online Advertising

3.4.1 Online Advertising

Rowles (2014) mentions that Online advertising is basically about different forms of banner advertising that include video ads, paid search. According to (Techopedia, 2016), Online advertising is a marketing strategy that uses the Internet as a medium to get website traffic and target, and delivers marketing messages to the right customers. The term online advertising can also called as online marketing or Internet advertising or web advertising (Wikipedia, 2016). Online advertising is geared toward defining markets through useful and unique applications. The various forms of online advertising include banner ads, search engine results pages, social networking ads, email spam, online classified ads, pop-ups, contextual ads and spyware. All sizes of business cans use online advertising as one of the most effective ways to expand their growth, find new customers, and diversify their revenue streams.

Online advertisements can be purchased through one of the following common vehicles:

- **Cost per Thousand (CPM):** Advertisers pay when their messages are published to specific audiences.
- **Cost per Click (CPC):** Advertisers pay every time when a user clicks on their ads.
- **Cost per Action (CPA):** Advertisers pay only for a specific action (generally a purchase) is performed.

A major advantage of online advertising is that it can promote or inform the product and service quickly without beerier geographical boundary. However, the major challenge is

that the evolving field of interactive advertising poses new challenges for online advertisers (Techopedia, 2016).

3.4.2 Video Marketing Strategy

Videos can come from anyone, and from anywhere. Small home videos can experience massive global reach. Unlike text and even images, video provides an extremely rich, engaging and stimulating experience for viewers. Impact of video towards communication in these recent times cannot be over consideration. Customers are enlightened, entertained and informed on what they see; therefore, it is important and need for marketers to deploy effective videos to catch the attention of their target customers. Video marketing now has become a crucial part of digital marketing strategy for B2B, B2C as well as non-profit marketers.

According to Stokes and Quirk (2013) Video marketing covers two approaches:

1. Video Content: These are videos are made to entertain, inform, share updates or otherwise enlighten or delight the viewer. These are usually not directly promotion, but instead provide shareable content that gives value to the viewer for example, like articles or blog post.
2. Video Ads: These are simply adverts that are formatted and filmed for online usage. Example for this type can exist TV commercials that are shared online, or custom ads made specifically for the web.

The video marketing strategy that is utilized to achieve the brand goals included:

- Producing great video content: make sure that the video content followed best-practice principles and provide lots of value to viewers in the form of great quality and entertainment.
- Effective targeting to drive traffic: to ensure the campaign is success, a series of channels are used to drive traffic to the videos. Google search and display advertising, YouTube ads and Facebook advertising are example of usage to drive paid traffic directly to the videos.
- Engaging user directly: Engaging with users directly will drive better involvement. Example of this strategy includes asking viewers about their video experience and requesting suggestions to be incorporated for future improvements (Stokes, et al., 2013).

3.5 Mobile and Video Marketing

3.5.1 Understanding mobile marketing

The Mobile Marketing Association (MMA) gives definition of mobile marketing as “*a set of practices that enables organizations to communicate and engage with their audience in an interactive and relevant manner through any mobile device or network*” (Mobile Marketing Association, 2016). Mobile devices are important to take into account in any marketing strategy because mobile can be used as part of an engagement strategy (Stokes, et al., 2013). Ryan (2014) states that mobile marketing is a form of advertising that reach out to connect and interact with consumers through mobile electronic device of choice. Mobile marketing has evolved rapidly in a relatively short space of time. According to a Gartner study published in January 21, 2014, mobile ad spend worldwide was set to reach US\$ 18 billion in 2014, jumping to a massive \$41.9 billion by 2017. The rapidly rise of mobile usage has become the significant event in digital marketing arena.

As with everything in digital, mobile make the human element so powerful that helps human connection happen in new and more interesting ways. Basically, people use mobile devices to communicate – by voice, text or web access (Stokes, et al., 2013). Understanding people- particularly your customer- and how they integrate their mobile devices into their lives will allow you to make your business reach them out across the mobile Internet. Understanding on this mobile target market also will enable you to communicate with them more effectively by using the correct mobile channel and approaches.

3.5.2 What Can Mobile Marketing Be Used For?

Mobile is an excellent marketing, advertising and distribution channel because of its always-on, always nearby nature. Mobile is essentially new, exciting, and convenient way for people to get access online information and services. Like any other form of digital marketing, element of mobile marketing can be employed to achieve many business goals. According to Ryan (2014), mobile can be used to:

- Build brand awareness, product or services
- Foster and nurture communication with your online community
- Gather valuable situation into consumer behavior
- Take iterative customer involvement to the next level

- Control the wisdom of the crowd
- Drive new business and lead generation
- Generate competitions, reward and loyalty programmes
- Build a deeper and more personal brand experiences
- Target market more effectively base on geography, demographic and behavior
- Retain more customer

With huge uptake of internet-connected mobile devices moving so fast all the time, marketers need to take mobile seriously as a fundamental component of their digital marketing strategy. The potential of mobile is wider and the impact of mobile marketing is only going to grow.

II. ANALYSIS

4 OVERVIEW OF BANKING SECTOR IN CAMBODIA

4.1 The Banking History in Cambodia

Cambodia initiated printing its own national currency, which was so-called “Riel” to absolutely terminate the monetary alliance with the Vietnamese and Laos’s currency after following independence from France and its establishment of National Bank in 1954. After that, local banking system was established while the state and the private banks were able to cooperate in Cambodia. Although in 1963, the economy in Cambodia began stagnating when the policy was designed to connect the economic neutrality policy to the country’s territorial integrity and border security. One year after, the Cambodia banking system had been gradually reformed to meet the national economy’s requirement through the transformation of the National Bank of Cambodia from the semi-autonomous institution to the state-owned bank. Due to the political change, in the late 1970, the government has tried to liberalize its banking system again. It means private banks operated along with the state banks under one special authority, the National Bank of Cambodia.

During the Khmer Rouge period, the National Bank of Cambodia was destroyed; however, in 1979, the Bank of Cambodia was reestablished as a central bank of the country by sub-decree No 1211 dated in October 10, 1979 of the council of the Revolution People of Cambodia. As a result, the banking system had been gradually reformed again through transforming the 20 provincial and municipal banks into specialized provincial and municipal banks since 1989. In 1991, Cambodia Commercial Bank (CCB) was established as the first commercial bank under the form of state joint venture bank in order to attract the investors and serve the activity of the United Nations Transitional Authorities in Cambodia (UNTAC).

In October 23, 1991, the Paris Peace Accord, which was a political detour of the transformation of the economic regime from planning economy to free market economy made the Cambodia’s banking system transformed from the mono banking to the 2-tier banking system. Moreover, the banking activities were authorized by the state via developing the commercial banks under the local laws or the form of foreign banks’ branches. Nevertheless, in November 2000, the National Bank’s restructure has led to the delicensing and liquidation of 12 banks that failed to increase their paid-up capital from KHR 20 billion to a new minimum of KHR 50 billion. Moreover, in September 2008, since the government

thought the banks enabled to lead to a systemic financial crisis and economic collapse as in the Asian financial crises in 1997-1998, a new Prakas increased the minimum capital requirement to KHR 150 billion for commercial bank and KHR 30 billion for rural credit specialized bank.

4.2 The current Banking Environment in Cambodia

The public confidence in the banking system has recovered as the closure of banks, which failed to increase the minimum Capital. The bank sector played an important role in national economic development activities. Furthermore, commercial banks are the main source of funding. The banking system in Cambodia is a two-tier system comprising the Central Bank and private sectors including commercial banks, specialized banks, microfinance institutions and other non-governmental organizations engaged in rural credit activities.

From December 2014, there has been 36 commercial banks (13 local incorporated bank, 12 subsidiary banks and 11 foreign branch banks), 11 specialized banks including one state bank, 7 representative offices of foreign commercial banks, 40 microfinance institutions where 7 are eligible to collect customer deposits, and 38 non-governmental organizations involved in rural credit activities. (Annual Supervision Report 2014 of National Bank of Cambodia) (See appendix A). Moreover, the banks operated the total amount of loan reaching US\$ 9.53 billion and deposit US\$ 9.74 billion. Also, MFIs loaned US\$ 2.01 billion with deposit collections of US\$ 888 million.

As the period of the liberal investment and open market trade policies have gathered momentum for the economic prospects in Cambodia, the banks are able to take many advantages from such as strong growth opportunities. Nevertheless, the banking sector remains lack financial depth and is being shred. Consequently, the noticeable progresses are necessitated to deal with the structural distortions including inadequate legal framework for secured transactions and information asymmetry arising from poor disclosure standards in order to acquire more international confidence. For instance, the amended law on Banking and Financial Institutions made it important for all of Cambodia's commercial banks to reapply for licenses and the NBC has increase the minimum capital requirement for commercial banks to US\$ 37.5 million, specialized banks to US\$ 7.5 million, microfinance deposit-taking institutions (MDI) to US\$ 2.5 million, and licensed MFI to US\$ 62,500.

5 OVERVIEW OF ACLEDA BANK

ACLEDA Bank is a public limited company that operates under the Banking and Financial Institutions Law of the Kingdom of Cambodia. The National Bank of Cambodia (NBC) licensed ACLEDA BANK as a Specialized Bank On October 07, 2000. Then On December 01, 2003, ACLEDA Bank Limited was licensed by NBC as a Commercial Bank and was renamed ACLEDA Bank Plc. to provide full banking services according to the needs of the market and its customers.

5.1 Company Profile

5.1.1 History

With the International Labor Organization (ILO) and UNDP as godparents, The Association of Cambodian Local Economic Development Agencies (ACLEDA) was created in January 1993. In the first stage, ACLEDA was formed as a national NGO for provided credit for small and medium size enterprises (SMEs) and funded by ILO and UNDP. Up until now it was supported by a number of international development agencies and well-known business partners whose contribution to the bank's success as well as Cambodia economic development. Two main aspects, which led the bank's board director and business partners to consider for transforming into a commercial bank are the great expansion of its branches and network that coverage all of Cambodia's provinces and towns plus its ability to operate a very sustainable business. As result, it does not only provide a secure regulatory framework lacking under its previous status but also help it to enlarge its options for capital mobilization such as obtaining commercial interbank credits, equity injection and taking public deposits, in order to support micro and small credits as its core business. With financial injection from international NGOs such as USAID, MPDF/IFC and UNDP as a three-year project for transformation commenced in 1998 that culminated in the obtaining a specialized banking license in October 2000.

Under the long process, the local NGO has converted its assets and liabilities (long term credits from business partners and other international donors) to become a new ACLEDA Bank. In return, ACLEDA Bank has gained 44.91% as capital of US\$4 million; the ACLEDA Staff Association ('ASA') has bought 6.09% and the remaining 49% has been purchased equally by four great foreign companies and NGOs, namely the International

Finance Corporation, DEG (Germany company), FMO and Triodos Bank (The Netherlands commercial banks).

Since December 01, 2003, ACLEDA Bank obtained a license to operate as a Commercial Bank after increasing its capital up to US\$13 million, and named the bank as ACLEDA Bank Plc. ACLEDA had rapid expansion of its business performance with an average loan portfolio growth rate of 42% per year since 2000. At the end of 2014, ACLEDA Bank total assets US\$3,052 million with market share around 21.5% amongst total lending and 22.6% of total deposits. It currently has loan portfolio of US\$2567.1 million to more than 414,190 borrowing customers of which 50.74% are female borrowers. It has employed 11,968 employees in 258 branches in all provinces and towns in The Kingdom of Cambodia. For the future, ACLEDA Bank has planned to be a listing bank in stock exchange market.

5.1.2 Vision, Mission and Slogan

ACLEDA Bank has successfully started its business operation and become the largest and leading Cambodian bank because it has set clear vision and mission as following:

- **Vision:** ACLEDA Bank's vision is to be Cambodia's leading commercial bank providing superior financial services to all segments of the community.
- **Mission:** Mission of ACLEDA Bank is to provide micro, small and medium entrepreneurs with the wherewithal to manage their financial resources efficiently and by doing so to improve the quality of their lives. By achieving these goals we will ensure a sustainable and growing benefit to our shareholders, our staff and the community at large. We will at all times observe the highest principles of ethical behavior, respect for society, the law and the environment.
- **Slogan:** Since mission and vision of ACLEDA Bank Plc. are to stay close with the customer and attract to person who need money and capital, therefore it impost its slogan as **“The bank you can trust, the bank for the people”**.



Figure 6: ACLEDA Logo and Slogan

(Source: ACLEDA Bank Website)

5.1.3 Organizational Structure

The shareholders are the owners of the Bank. However, except for approving certain critical strategic matters the shareholders have no direct powers to manage it in any way but delegate this responsibility to the Board of Directors. This Board of Directors is the highest decision-making body of ACLEDA Bank. The Board of Directors consists of nine members. The Boards appoint the President & Group Managing Director to execute the business operation. Moreover, the board has also established five committees such as: Audit and Compliance, Assets and Liabilities, Remuneration and Nomination, Credit, and Risk Management, and may create such other committees as necessarily needed to perform the business and operations of the Bank.

The President and Group Managing Director reports to the board and is responsible for conducting the policy and implementing the day-to-day operation. The President and Group Managing Director can appoint an Executive committee comprising like the senior management to be a chair to perform on behalf.

The affair of the bank has been divided to exercise into many departments at the operational level; and control as well as monitor by various committees. The full structure of work implementation is detailed in the organizational chart in appendix B.

5.2 Current Situation

➤ BRANCH NETWORK

CAMBODIA

ACLEDA Bank goes further to provide transactions closer! And currently, ACLEDA Bank has established 258 branch networks to every provinces and towns in Cambodia.

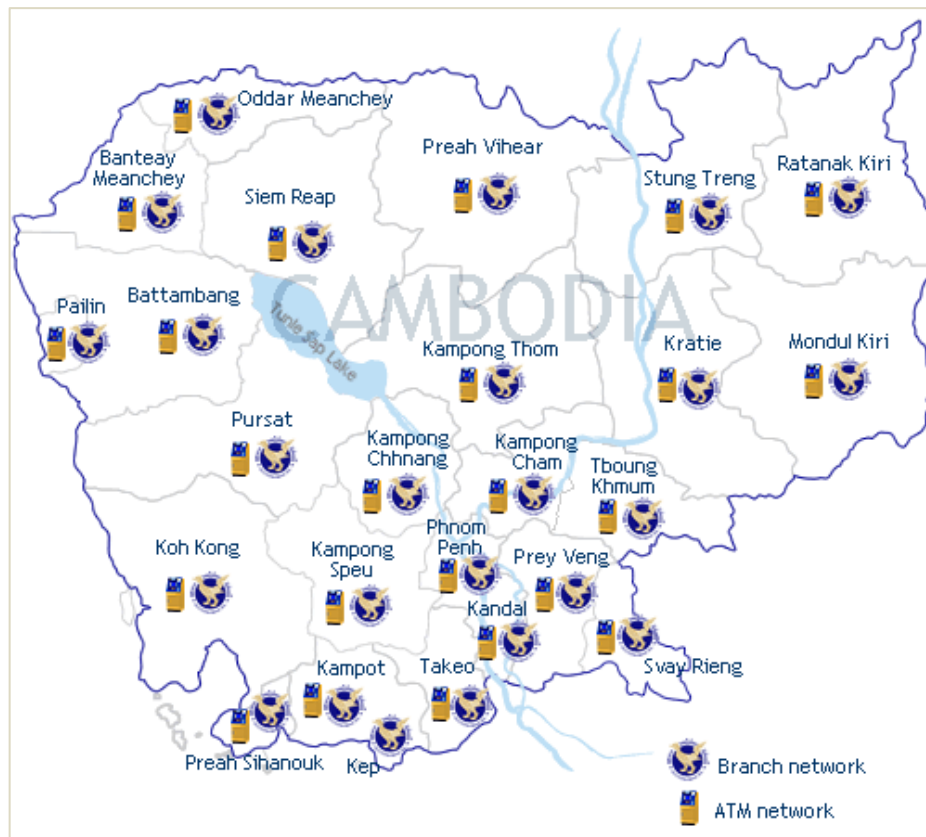


Figure 7: ACLEDA Branch Network in Cambodia

(Source: ACLEDA Bank Website)

LAO

ACLEDA Bank Lao, a subsidiary of ACLEDA Bank Plc., is the first Cambodian commercial bank, which has operated since 2008. And network currently consists of 41 branches in Lao PDR.



Figure 8: ACLEDA Branch Network in Lao

(Source: ACLEDA Loa Annual Report 2014)

MYANMAR

ACLEDA MFI Myanmar Co., Ltd is one of ACLEDA Bank Plc. subsidiaries- network consists of 6 offices in Yangon and Bago Regions, the Republic of the Union of Myanmar.



Figure 9: ACLEDA Branch Network in Myanmar

(Source: ACLEDA annual report 2014)

ACHIEVEMENT

Since the operation in providing financial service, ACLEDA Bank has won many locally and internationally awards and recognitions. As the result of their strong business operation, ACLEDA has also reach a strong achievement as showing the below table 1.

ACLEDA Bank Plc.'s Achievement as of February 29, 2016			
	Cambodia	Lao	Myanmar
Total Number of Branch	258	41	6
Total Staff	11,968	1,152	159
Male	7,064	774	68
Female	4,904	378	91
<u>Credits</u>			
Number of Active Borrowers	414,190	34,526	33,317
Percentage of Female Borrowers	50.74%	50.90%	
Total Loan Portfolio	\$ 2,567,102,302	\$ 102,575,066	\$ 8,360,466.30
Micro Business Loan	\$ 239,919,345		
Small Business Loan	\$ 875,813,146	\$ 16,578,134	
Medium Business & Other Loan	\$ 1,451,369,811	\$ 16,578,134	
<u>Deposits</u>			
Total Number of all Account Types	1,680,380	65,996	48,842
Amount in US Dollar	\$ 2,718,654,840	\$ 85,262,009	\$ 334,255.33

Table 1: ACLEDA Achievement*(Source: ACKEDA Bank Website)*

5.3 Products and Services

ACLEDA Bank Plc. has provided various kinds of products and services to customers. Those products and services can be categorized into many groups such as E-Banking, Credit, Deposit, Funds Transfer, Cash Management, Trade Finance, Financial Lease, and Life Insurance.

E-BANKING

Besides doing transaction physically in any branch of ACLEDA bank, customer can use E-banking service to do their transaction directly via electronic devices. The various kind of E-banking service is including in the following:

- ACLEDA Internet Bank
- ACLEDA Unity
- Payment Service via ACLEDA E-Commerce
- Consumer Card
- ACLEDA Card
- ACLEDA Credit Card
- ACLEDA ATM
- ACLEDA Pos
- Top Up Service
- Banking Service Order via E-mail/Fax
- Message Alert on Account Information

CREDITS

Customers always need a sustainable business for long-life operation and look for a better opportunity to expand their business to get more profit. Moreover, business owners always think that business is like their life and they do not want only a stable benefit, but also need to growth and get a long-lasting profit. Because of this reason, increasing capital to extend business is a good way to reach the goal.

If customers are looking for credit to support their business, ACLEDA Bank is a reliable source of providing loan, help to make your wish come true. With products and services of ACLEDA Bank Plc., customers will feel comfortable and convenience to use.

Customers could make a good decision with many kinds of credit service from ACLEDA Bank as below:

- Informal Sector Loan
- Micro Business Loan
- Small Business Loan
- Medium Business Loan
- Overdraft

- Overdraft Facility for Depositors
- Revolving Credit Line
- Credit Line
- Personal Loan
- Housing Loan
- Home Improvement Loan
- Car Loan
- Motorbike Loan
- Student Loan

DEPOSITS

Making a decision to invest money with ACLEDA Bank is a smart choice to gain extra income. Money is not only work harder but also keep safer. ACLEDA Bank Plc. offers customer with the best choice to meet the financial planning goals which customer could choose from a variety of accounts as following:

- Saving Account
- Saving Account Notice Withdrawal
- Demand Deposit Account
- Current Account
- Fixed Deposit Account
- Corporate Deposit Account
- Euro Flex Account
- Securities Account
- Individual Retirement Account
- Health Savings Account
- Education Savings Account
- Trust Account for Real Estate
- Monk Account and Pagoda Fund Account

FUNDS TRENSEFERS

ACLEDA Bank provides a kind of service, which calls Funds Transfers, to customers for receiving and sending money internationally. Currently, ACLEDA Bank Plc. has 4 kinds of funds transfers:

- Local Funds Transfers
- International Funds Transfers via SWIFT
- International Funds Transfers via Western Union
- International Funds Transfers via Payone (for Cambodian workers who work in the Republic of Korea)
- Consumer Card
- ACLEDA Card

CASH MANAGEMENT

The amount of time your cash is tied up sometimes for days in running a business is one of the additional costs. When collecting receipts, transferring funds, making payments or just paying the wages for employees! It's all about your money is working for you. With 258 branches network in all towns and provinces branches of ACLEDA Bank, it is easy to understand than most how it can add to administrative costs and freeze up liquidity.

This is why ACLEDA Bank have developed a range of Cash Management solutions through ACLEDA Bank's world class GLOBUS* on-line system that are designed to optimize customers' cash flow.

With this personal convenient service, customer will get the security of a bank backed by international investors and also employ the last updated information technology that connects on-line to all towns and provinces branches. The following services of Cash Management are available at all of ACLEDA Bank's main branches.

- Bank Confirmation
- Cashier's Cheque
- Payroll Service
- Distributor/ Cash Collection
- Supplier Payment
- Cash Consolidation Accounts
- Standing Order/ Direct Debit
- Traveller's Cheque Purchasing
- Foreign Exchange
- Foreign Cheque Purchasing
- Bank Draft
- Safe Box Service

- Tax Payment Service
- Tax Payment on Means of Transportation for all Types of Vehicles
- Property Tax Collection
- Bill Payment at ACLEDA Bank's Counter
- Foreign Exchange

TRADE FINANCE

There are many factors that could lead the business success, but among all these factors; collaboration with a bank is the best choice that you can fully trust at all times. ACLEDA Bank could assist business throughout largest branch network with world-class information technology in Cambodia.

The aim of ACLEDA Bank is to support customer in all kind of financial areas with comprehensive solutions tailored to individual needs of company within Trade Finance services below:

- Documentary Collection
- Letter of Credit (L/C)
- Bank Guarantee
- Trade Loan

FINANCIAL LEASE

Corporate customers could get Financial Lease, which is offered to by ACLEDA Bank by using assets such as machinery, vehicle, or other equipment (not include land or houses) to expand the business without investing their own capital for long-term financing periods.

Customer could purchase and become legal owner of the identified asset by paying monthly fees to ACLEDA bank at an agreed period of time.

LIFE INSURANCE

As a leading commercial bank for all sectors, ACLEDA Bank Plc. cooperates with a world leader in financial services and insurance sector known as Prudential (Cambodia) Life Assurance which is providing Cambodian citizens and Bank's customers through ACLEDA Bank Plc.'s branches with world class life insurance services.

5.4 ACLEDA Portfolios

After 26 years of operation, ACLEDA Bank has become the most successful commercial bank in Cambodia. It is the largest bank in term of asset, capital, network and branch, number of customer, and various produces and service. Since it has high position in local customer perception, ACLEDA has developed various kinds of products and services as well as invested in new business activities such as security firm, property company, and training & education institute; in order to generate more income and diversify source of profit.

➤ Banking Industry

ACLEDA Bank Plc. obtained a license for operating as a specialized bank in 2000 with capital of USD 4 million. After that, it tried to enlarge its wide range of products and service to serve its target customer, then became commercial bank with capital of USD 13 million in 2003 and had had a lot of branches throughout the country. In August 2015, SMBC (Sumitomo Mitsui Banking Corporation) from Japan, purchased 18.25 % of ACLEDA Bank's share. By seeing the potential growth in the region, ACLEDA has expanded to neighboring countries in order to generate more income and avoid barriers of entry of other competitors. In 2008, It invested USD 10.5 million to operate ACLEDA Bank Lao Ltd in Lao PDR. After operated for 5 years, it met break-even-point in early 2013. Nowadays, ACLEDA Bank Lao Ltd has 41 branches with capital LAK 300 billion (about USD 37 million) (ACLEDA Bank Lao Ltd, 2014). Furthermore, after political reforming in Myanmar, ACLEDA Bank Plc. also jumped to Myanmar's financial market. In March 2013, ACLEDA invested its own capital 100 percent of USD 10 million with 6 branch offices (ACLEDA MFI Myanmar, 2015).

ACLEDA Bank Plc. has offered various products and services in financial sector; especially its loan service. In order to reach customer's satisfaction and avoid specific risk, ACLEDA loan has been designed and diversified into 9 industries as following:

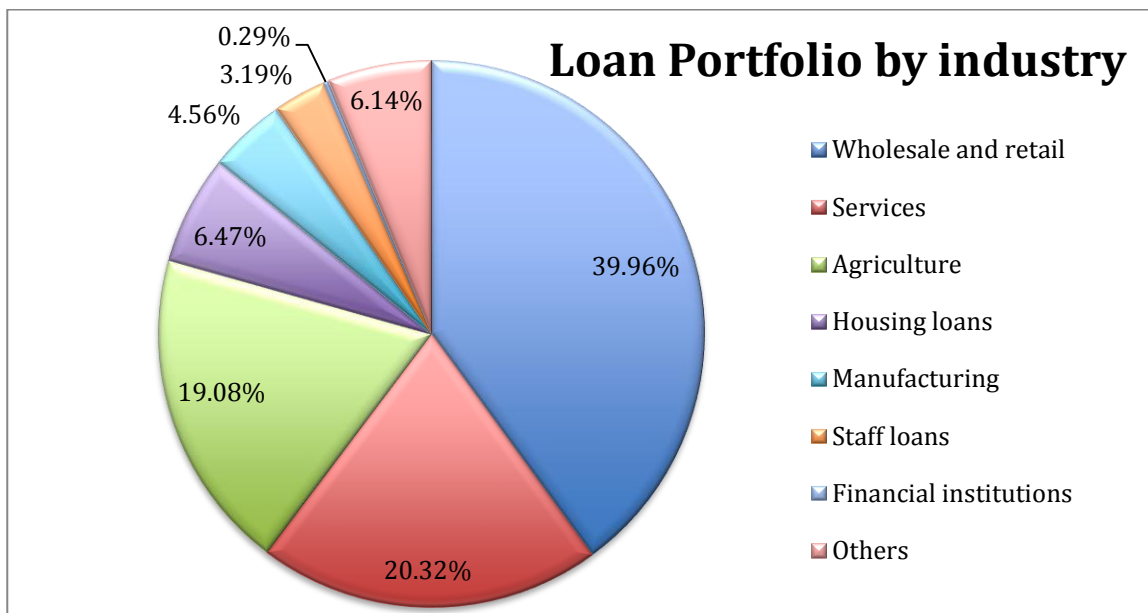


Figure 10: ACLEDA loan Portfolio by Industry

(Source: ACLEDA Annual Report 2014)

➤ **Security Industry**

Security Market was established in Cambodia since 2010. Being a leader of financial market and healthy economic in the country, ACLEDA Bank invested on this new market. ACLEDA Securities Plc., was invested with capital KHR 6 billion (USD 1,450,000) in November 2010 by ACLEDA Bank to operate brokerage business on security market. Currently, ACLEDA Securities Plc., is located in ACLEDA Bank headquarter. Operating as intermediary of security trading, ACLEDA Securities Plc. has four listed companies, Phnom Penh Water Supply Authority (PPWSA), Grand Twins International (Cambodia) Plc. (GTI), Phnom Penh Autonomous Port (PPAP) and Phnom Penh Special Economic Zone (PPSEZ). After operating for 4 years, in 2014 ACLEDA Securities Plc. has increased its assets up to USD 2,010,000. (ACLEDA Bank Lao Ltd, 2014)

➤ **Education and Training Service**

Even education sector in Cambodia is improving everyday but it still lacks of skills people in labor market. Due to the high demand in market and get the right employee, ACLEDA Training Center was created to sharpen for its employees and external trainees like student and civil servant. Initiative idea of training center establishment is to builds the capacity of the bank’s staff to operate successfully in Cambodia, the Lao People’s Democratic Republic, and Myanmar. ACLEDA Training Center Ltd. was established under a primary license from the

Ministry of Commerce on 8 June 2011 with registered capital of KHR 20 million (US\$ 5,000). ACLEDA Training Center is wholly owned by ACLEDA Bank on 5 July 2012, ACLEDA Training Center added up additional share capital of US\$ 200,000. On 30 May 2014, ACLEDA Training Center injected additional share capital of US\$ 12.6 million. ACLEDA Training Center's principal business is providing banking and finance training services to local and international participants and other activities in banking and finance industry. On January 25, 2016 ACLEDA Training Center Ltd obtained new license as a higher education institution and renamed itself to "ACLEDA Institute of Business", which enable training and education on banking and finance and business administration for associate's degree, bachelor's degree and master's degree. The center has trained more than 2,950 participants from organizations in Cambodia and 26 other countries (ACLEDA Bank Lao Ltd, 2014).

➤ **Real Estate Industry**

After world financial crisis in 2008, price of real estate and immovable properties has increased significantly in Cambodia. As the consequence, it has led to more and more investment projects in construction sector and made construction become one among four sector, which boost up Cambodia's economic. Interestingly in 2012, The Ministry of Land Management approved some 1,600 construction projects worth USD 2 billion and increase of nearly 70 percent over previous year; in addition, this sector has attracted both local investors and foreign direct investors to invest on new projects the year after such as Camko city apartment tower project, Riviera project and Vattanac Capital Tower. (Suy, 2013) Therefore, in early 2015 board director of ACLEDA Bank Plc, decided to invest on real estate market as brokerage for buying and selling properties and office supplies with paid up capital of KHR 20,000,000 (about USD 5,000) (ACLEDA Bank Plc., 2016).

5.5 Expansion Strategy and Future Development Plan

ACLEDA Bank Plc. has gained trust from both local people and oversea counterpart (correspondent bank and client). This encourages board of director and management team to develop other new range of financial products and services especially any kind of services which is easily and convince for its clients and potential customer as short-term plans. In addition, ALCEDA Bank Plc. is going to get more networks with new correspondent banks in regional and international level. As result, it could improve quality and reduce length of transaction.

Meanwhile, ADB plans to inject US\$75,000,000 as additional capital to ACLEDA Bank Plc. With this amount of capital will help ACLEDA Bank to diversify its loan to target customer; especially MSMEs. ACLEDA Bank plans to use this budget opening an additional 50 branches by the end of 2017 (ADB, 2013).

Furthermore, to strengthen well cooperation and build good relationship with all partners such as Prudential, IMF, FMO, UNDP and ADB etc. for increasing the capital is the medium-term plan for ACLEDA Bank Plc. While capital has been topped up, it can decrease interest rate and reach more and more local and international trust.

Within the existing plan, ACLEDA Bank Plc. has been expending its operation to many places such as establishment of 258 branch networks to every provinces and towns in Cambodia and the enlargement of its operations to Laos (41 branches) and Myanmar (6 branches). For long-term expansion plans, ACLEDA Bank Plc. will enlarge its market to Vietnam, Thailand and China; those countries have large trade-off activities with Cambodia. The future expansion will enable Cambodian businessman and investors more easily to remit cost of products or services and collect sales revenue (Bayaua, 2015).

6 COMPANY ANALYSIS

Recently, ACLEDA Bank Plc., the only Cambodian bank, is ranked 88th in top 100 ASEAN Banks list, while it was list in 97th last year. This great improvement was positioned on the financial publication thanks to strong assets and capital, local and regional trust, and massive performance. ACLEDA Bank Plc. is also ranked 4th in term of return on total assets at 3.25% and 9th of its capital growth at 22.29 % and 10th of its assets growth at 30.4% based on the same report (ACLEDA among Top 100 banks, 2016).

In addition, ACLEDA Bank Plc. is recognized as the most successful bank in Cambodia, since it has dominated over banking and financial market in term of assets, capital, branches, market share, trust and confident, correspondent banks and business partners.

ACLEDA Bank Plc. maintains a role in supporting public finances, providing a point of tax revenue collection for companies and individuals to pay their dues, as well as a government payroll service provider for some key ministries. Furthermore, ACLEDA Bank Plc has involved indirectly to economic development through financial assistant to SMEs, businesswoman and investors. Due to its largest assets and strongest capital are increasing, both local and international trust on ACLEDA Bank Plc. and continue to use its products and services as well as its subsidiary.

Therefore, marketing strategic and advertisement of ACLEDA Bank Plc. is the best example to be selected for analyzing the marketing plan, tools plus its procedure in order to develop banking and financial sectors in Cambodia.

6.1 Overview of Customer base and Market Share

ACLEDA Bank Plc. continue to develop its product offerings, exceed its own financial expectations, carry on its regional expansion and gain notable international recognition for its performance this year. At the end of September 2014, on the loan side, ACLEDA Bank Plc. had close to 360,500 clients, which approximately equaled 95 % of its annual plan just in nine months into the year. With this amount of customer, ACLEDA Bank's loan service booked of \$1.86 billion exceeds its annual budget. At the third quarter of 2014, ACLEDA Bank Plc. had 1.39 million deposit accounts with a balance of USD 2.8 billion, it equaled to 109 % of the annual budget. And there is stillroom to move in the bank's portfolio risk ratio, currently at only 0.74 % with an annual plan of 1.25 %. Moreover, there are regis-

tered about 139,400 clients for mobile banking and another 4,400 for Internet banking (The Phnom Penh Post, 2014).

In 2014, ACLEDA Bank Plc. has dominated market share around 18.27 % of total deposits (as shown in figure 10) and 17.65 % amongst total lending (as shown in figure 11). More information to get this data is shown in appendix C, D, E and F. Furthermore, ACLEDA Bank Plc. has an extensive network and a long-standing, good reputation with a loyal client base (National Bank of Cambodia, 2014). Its unique position allows ACLEDA Bank Plc. to collect deposits at only 2-3% compared to 5-9% for other commercials banks and MFIs (FMO, 2015).

As of 30 June 2015, ACLEDA Bank has total assets of USD 3,603 million, a total loan portfolio of USD 2,252 million and ACLEDA existing client base of 395,012 borrowers and over 1.5 million depositors (FMO, 2015).

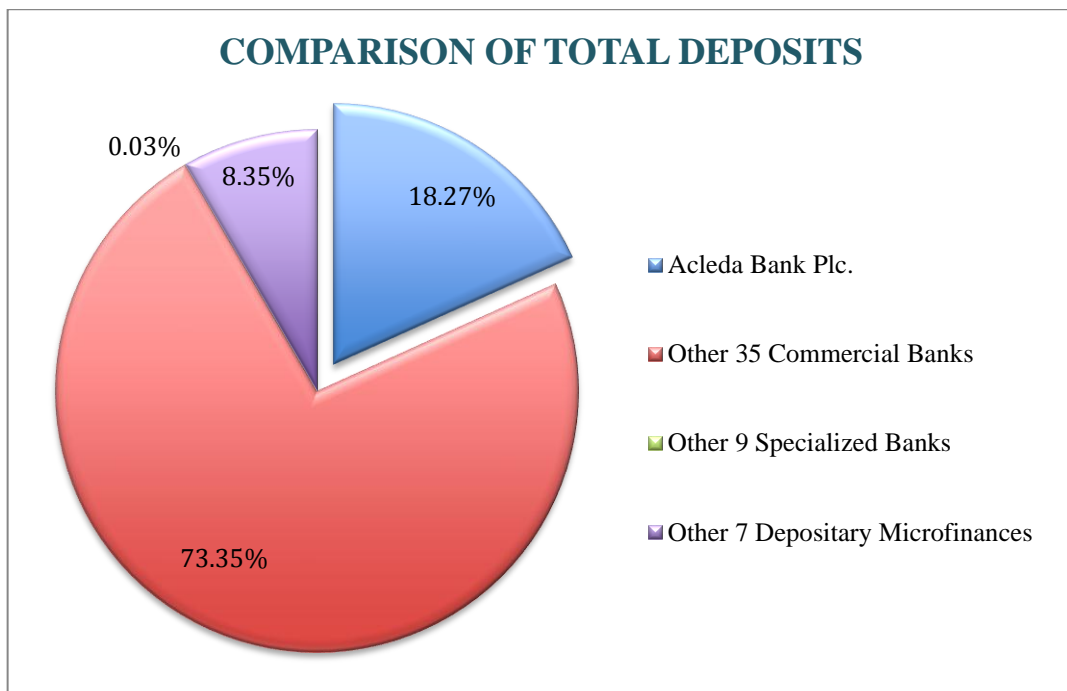


Figure 11: Deposit Market share of ACLEDA

(Source: Own research)

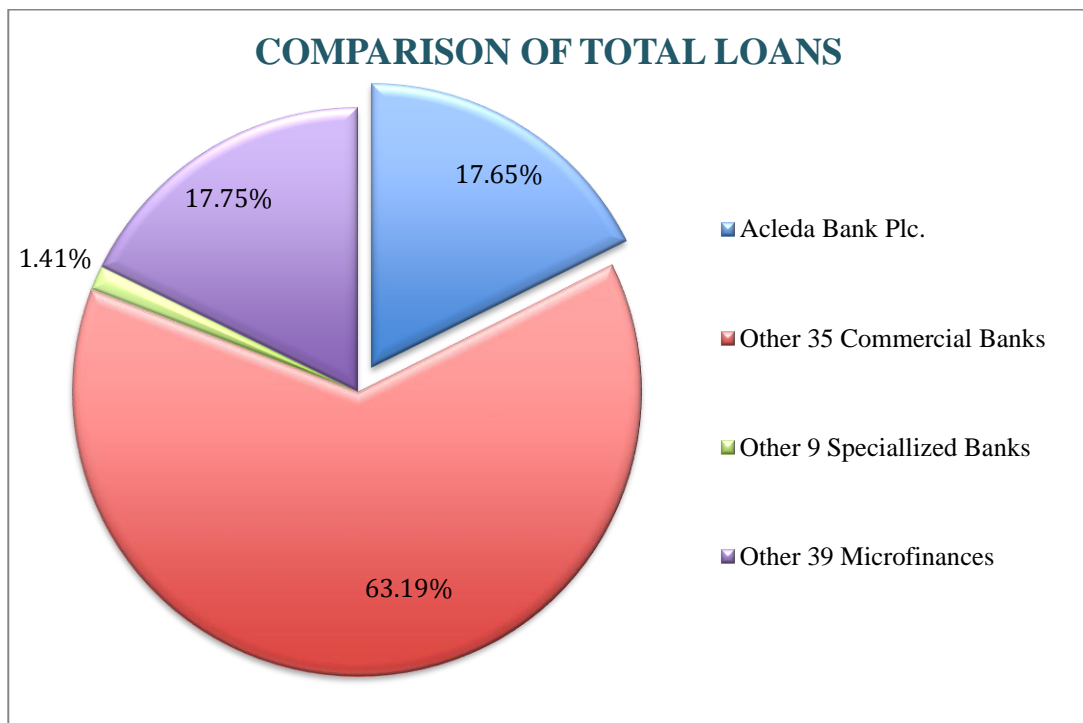


Figure 12: Loan Market Share of ACLEDA

(Source: Own research)

6.2 Competitions of ACLEDA Bank

Competitors Analysis refers strategic technique used to evaluate outside competitors. The analysis seeks to identify weaknesses and strengths that a company’s competitors may have, and then use that information to improve efforts within the company. An effective analysis will first obtain important information from competitors and then based on the information predict how the competitor will react under certain circumstances (BusinessDictionary, 2016).

This table analyze about competitors of ACLEDA Bank Plc., with other top four banks in Cambodia. The score will be ranged from 1 to 5; the highest score is 5 and lowest score is 1. The total score from 21 - 25 means the most effective performance, the total score from 16 – 20 means effective performance, the total score from 11 – 15 means average performance and the total score from 0 – 9 means poor performance. (see in table 2)

	ACLEDA	Canadia	ANZ Royal	Cambodia Public	Vattanac
Branches and Networks	5	4	3	2	2
Products and Services Innovation	5	3	3	2	2
Asset	5	4	2	3	1
Net Profits	5	4	2	3	1
Non-Performing	4	2	2	3	5
Total Score	24	17	12	13	11

Table 2: Top 5 Commercial Banks Comparison

(Source: Own Processing)

In 2014, ACLEDA was a standout performer and generated an ROE of 25% while ANZ Royal, Canadia, Maybank and First Commercial Bank earned more than 15% ROE. Another five commercial banks earned more than 10%, giving their shareholders some hope (Mekong Strategic Partners, 2014).

ACLEDA Bank Plc. Positioning

Based on the report of Cambodian Banks High Growth Opportunity vs Low ROE Conundrum Mekong Strategic Partner; it has shown that ACLEDA Bank Plc. has stayed in the first place of customer's mind set. Moreover, ACLEDA Bank Plc., stayed in the good position in customer's point of view since it has huge assets, capital and its products and services absorb with customer's demand (Mekong Strategic Partners, 2014).

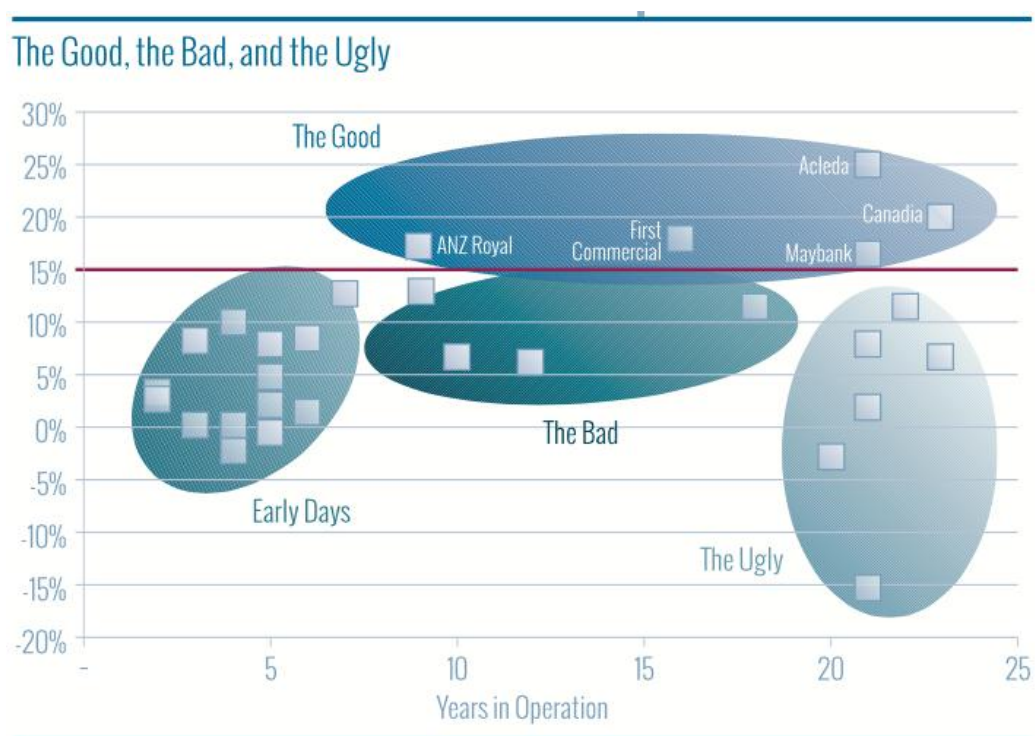


Figure 13: ACLEDA Positioning

(Source: Mekong Strategic Partners, 2014)

6.3 Market Analysis of ACLEDA Bank

6.3.1 SWOT Analysis

➤ STRENGTHS

- ✓ Richest of assets and capital (Assets USD 3,052 million and Capital USD 225,535,605) (ACLEDA Bank Lao Ltd, 2014)
- ✓ Credit rate: B (Standard & Poor)
- ✓ High position in customer's mindset
- ✓ Stay close to customers (258 branches through the Country) and many ATM network up to 250 and install 2,500 POS terminals
- ✓ 26 years' experience in market
- ✓ High gross rate 42% p.a. (ACLEDA Bank Lao Ltd, 2014)
- ✓ 4 strong capital subsidiaries
- ✓ Low rate of non-performing loan 0.36% (ACLEDA Bank Lao Ltd, 2014)
- ✓ 470 correspondent banks which cover in 59 countries
- ✓ Good relationship with both private and public sectors

➤ **WEAKNESS**

- ✘ Ineffective advertising campaign
- ✘ Low protection for cyber risk and hacking
- ✘ High structure cost
- ✘ High interest rate for loan (The Cambodia Daily, 2008)
- ✘ High collateral compare to amount of loan
- ✘ Too much focus on Cambodian customer for deposit side (ex: nearly \$200 million during the election in 2013)
- ✘ Brand portfolio (non-performing loan)
- ✘ High solvency ratio (high liability)
- ✘ High cost invest for upgrading core banking system

➤ **OPPORTUNITIES**

- ✓ Expansion to another country like Vietnam, Thailand, and China
- ✓ Enlarge business from MFI to Commercial bank in Myanmar
- ✓ High demand of credit and other service
- ✓ Other businesses in financial sectors
- ✓ Develop new products and services, which respond to market's demand
- ✓ New equipment and facilities
- ✓ New joint venture capitals
- ✓ New business partners
- ✓ New business and investment from ACE for upcoming year

➤ **THREATS**

- ☹️ Global financial crisis
- ☹️ Market risk
- ☹️ Political risk
- ☹️ Many existing competitors in the market (banks and MFIs)
- ☹️ Cyber risk
- ☹️ Money laundering

- Most enterprises are unregistered (especially SMEs)
- Limited reliable source information (credit bureaus)

6.3.2 PESTLE Analysis

After analyzing of ACLEDA Bank Plc. SWOT analysis, in order to get further understand of external factors which could effect on business activities and future decision; PESTLE analysis must be addressed to understand well about Political, Economic, Social, Technology, Legal and Environment; which entirely effect on banking and financial industry in Cambodia.

➤ Political

In early 2013 before national election, Cambodian economic had been slow down due to political issue. According to Mr. In Chhany, President and Group Managing Director of ACLEDA Bank said: “Deposits dipped sharply from \$1.46 billion at the end of June to \$1.26 billion at the end of September in 213; as a result ACLEDA recorded a drop of \$2.8 million in consumer lending” (Daniel de Carteret, 2013). But after Cambodian general national election in 2013, political situation became a bit stable which brought better condition to Cambodian economic. Furthermore, Cambodia Royal Government also has adapted openness policies for investment and trading that effect on ACLEDA Bank’s operation. The openness policies and preferential policies for investment and trade can lead to high demand of financial services like loan, currency exchange and money transfer; which benefit to whole banking industry in the country.

➤ Economic

Even though Cambodia is the last member of ASEAN member state, Cambodia also has been shown its economic development. For example, between 2001 and 2013, Cambodia’s economy had increased sharply from 3.65 billion US dollars in 2001 to 15.65 billion US dollars in 2013 (World Economic Outlook Database, 2014).

Moreover, since 2012, the GDP annual growth rate of the country had been estimated around 7% annually. Therefore, with the pace of the country’s GDP growth, the growth rate of county GDP is expected to reach up to 7.4% in 2019, which is accounted for 26 billion US dollars of the Cambodia GDP (World Economic Outlook Database, 2014). (see in figure 13 and 14)

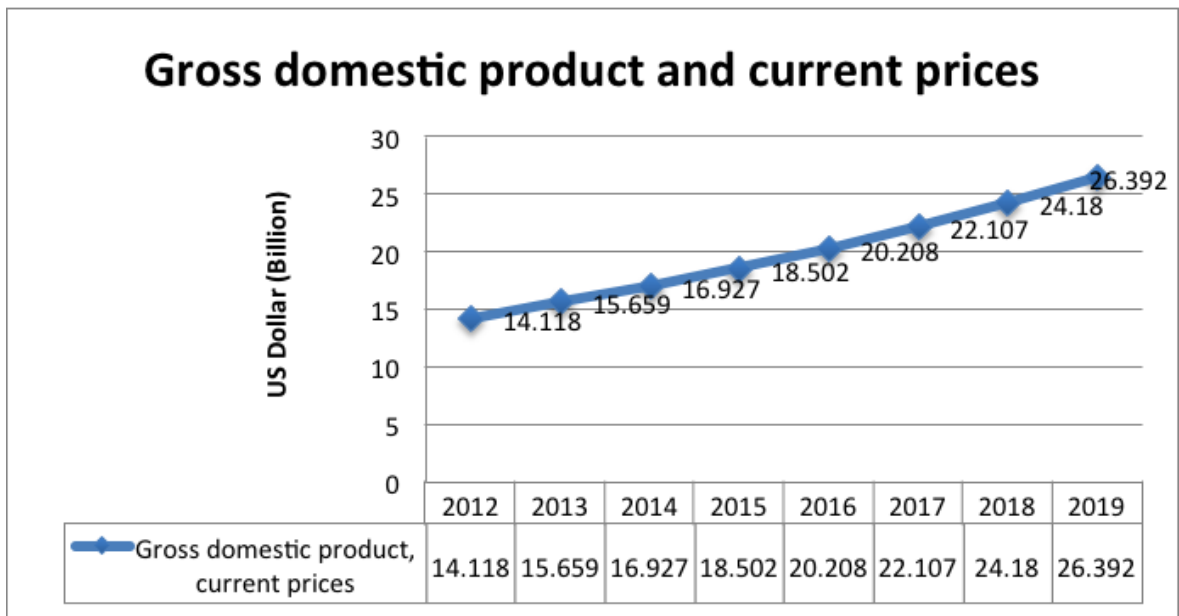


Figure 14: Cambodia Gross Domestic Product and Current Prices

(Source: International Domestic Product and Constant Prices, 2014)

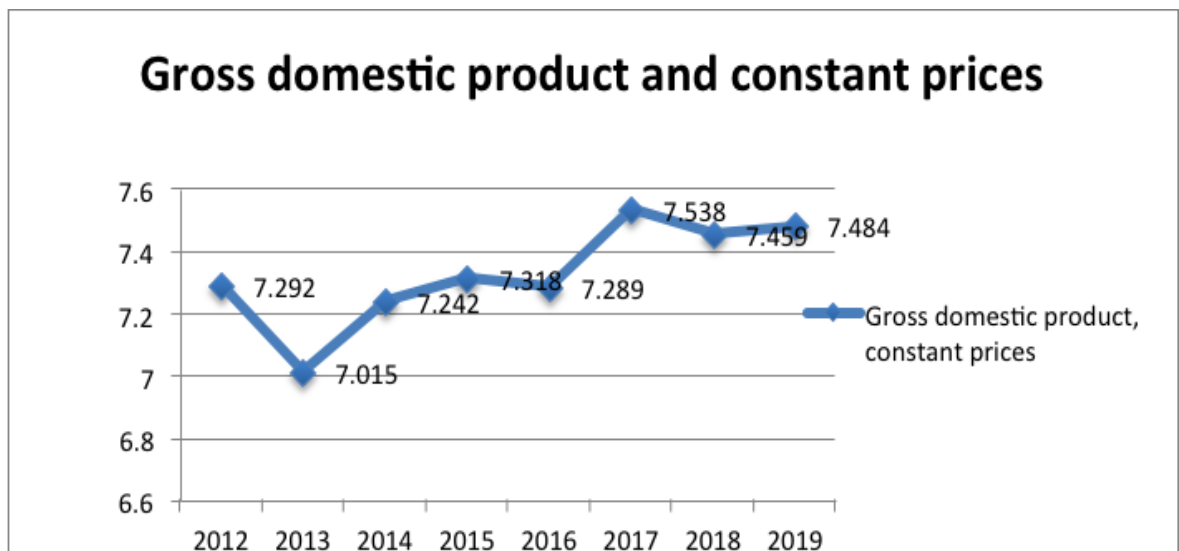


Figure 15: Cambodia Gross Domestic Product and Constant Prices

(Source: International Domestic Product and Constant Prices, 2014)

With this steadily grow, households could save more and investors could invest more. Therefore, banks and MFIs work as financial intermediary for saving service, providing loan for new investments.

➤ **Social**

Social is important factor, which involve to success of one business. Since businessman and investor have to understand well about customer’s behavior, trend and changes of population that are crucial criteria for customer segmentation or reacting to market demand.

Based on the World Factbook data in 2015, it is shown that Cambodian population is around 15,708,756 people. ACLEDA Bank has offers various kind of products, which absorb with financial demand on their ages. For instance, ACLEDA has offered education saving account for kid. ACLEDA has even designed special account for monk; who practices ascetic in Buddhism. For business, ACLEDA has provided loans or credits to small and medium enterprises which dominant 99% of population in Cambodia with every special interest and settlement condition (Cambodia Investment Guidbook , 2013).

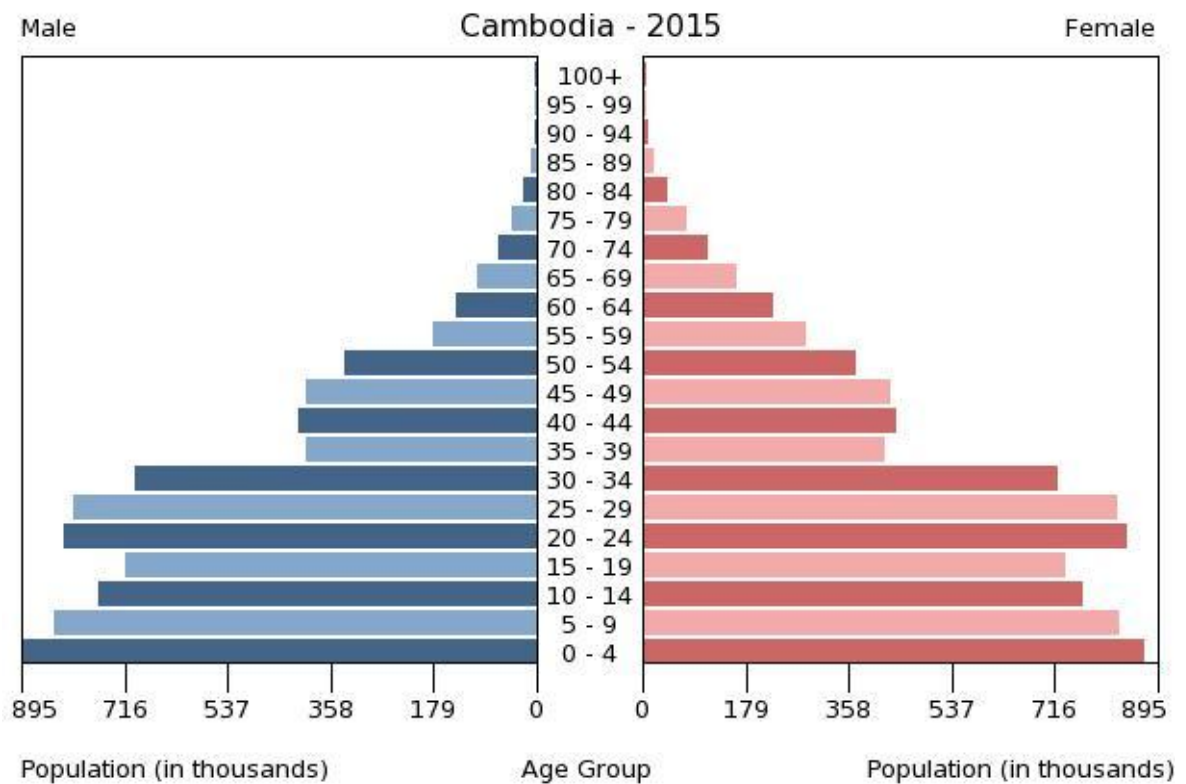


Figure 16: Cambodia Population

Source: (World Factbook , 2015)

➤ **Technology**

One great tool for smoothly business operation is technology. Technology is used for reducing length of operation and working more effectively and effectiveness. Among about

15 million people in Cambodia, there are 5 million active internet users, nearly 26 million mobile connections and 2.9 million active mobile social users (Kemp, 2016) (see in figure 11)

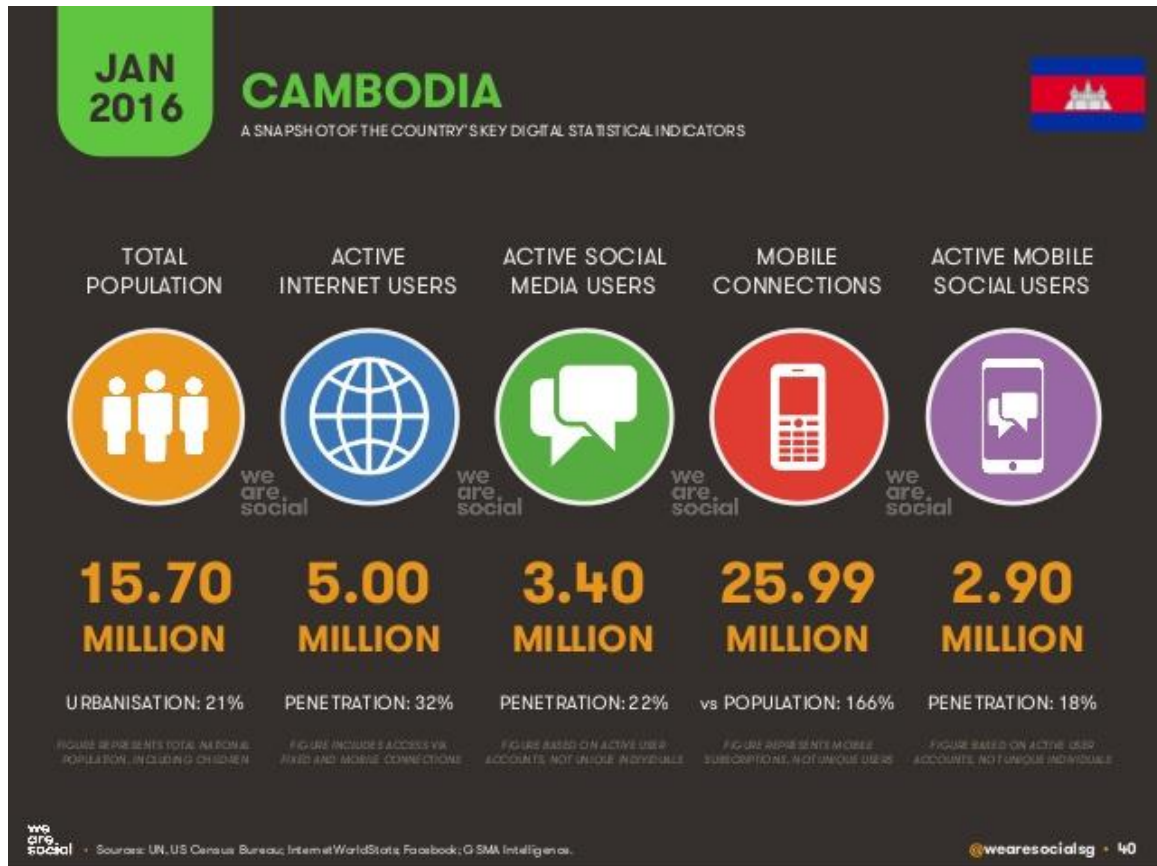


Figure 17: Number of Smart Phone and Internet User in Cambodia

(Source: 2016 Digital Yearbook)

Therefore, ACLEDA Bank Plc. has recently developed a new service called “ACLEDA E-Commerce Payment Gateway”, which allow its customers to pay any kind of bill and invoice online via smart phone, computer and electronic that can access to internet. Via this source of new technology could help ACLEDA Bank and its customers to stay closely.

➤ **Legal**

After General National Election in 2013, Royal Government of Cambodia has done well on national reforming. For example, in mid-2015, H.E Chea Chanto, governor of the National Bank of Cambodia, warned to unlicensed MFIs (unregistered MFIs) or unofficial lenders because their interest rate was too high, while Banks and MFIs lowered down the

interest rate. He added the high interest resulted in settlement issues for debtor, who would lose their property as collateral (Warning for illegal MFIs, 2015).

Recently, National Bank of Cambodia has announced to rise up required capital for Bank and MFI in Cambodia as shown in table 10. The double required capital for banks and MFIs will increase both local and international trust and strengthen banking industry in Cambodia. With this new registered capital will reduce some of ACLEDA Banks' competitors like unofficial lenders.

	Previous Requirement	New Requirement
Commercial banks	USD 37.5 M	USD 75 M
Subsidiaries of foreign banks	USD 12.5 M	USD 75 M
Branches of investment-grade foreign banks	USD 12.5 M	USD 50 M
Specialized banks	USD 7.5 M	USD 15 M
Deposit taking MFIs	USD 2.5 M	USD 30 M
MFIs	USD 62,500	USD 1.5 M

Table 3: Minimum Registered Capital for Bank and MFI in Cambodia

(Source: National Bank of Cambodia Website)

➤ Environment

All bank and MFI in Cambodia are under control of National Bank of Cambodia (NBC). NBC works actively to manage monetary policy, maintain value of currency exchange, audit on banking and MFI transaction. Nowadays, there are 35 commercial banks, 9 specialized banks and 39 MFIs. Since 2000, Cambodian people are getting to use banking service such as credit, saving, money transfer and payroll. For instance, amount of loan has increased significantly from KHR 2,591,263,000,000 (approximately USD 647,815,750) in 2011 to KHR 8,219,136,000,000 (approximately USD 2,054,754,000) in 2014; simultaneously amount of deposit also has increased sharply from KHR 459,473,000,000 (approximately USD 114,868,250) in 2011 to KHR 3,620,596,000,000 (approximately USD 905,149,000) in 2014 (National Bank of Cambodia, 2014).

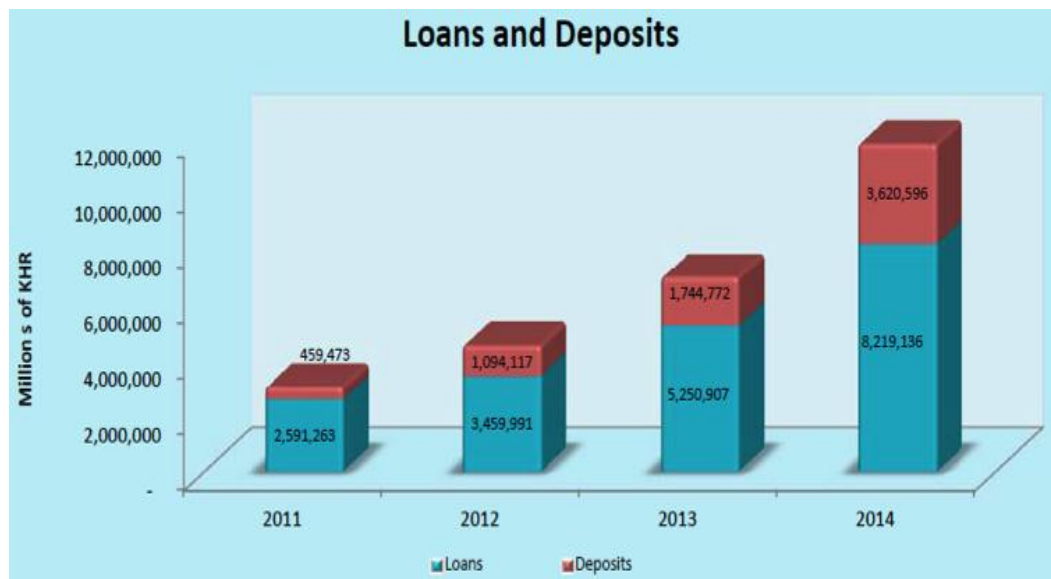


Figure 18: Total Loan and Deposit in Cambodia

(Source: NBC Supervision Annual Reports, 2014)

ACLEDA Bank has been recognized as leader in the market while it is in the first place in customer's mindset. Since, ACLEDA Bank has dominated in the market in term of branches, assets and capital, number of transaction.

6.4 Current Marketing Activity

ACLEDA Bank Plc. has used both traditional marketing and digital marketing to reach its targeted customers. For ACLEDA Bank Plc., marketing is not only for advertising its financial products and services but it is also a tool for limiting liquidity of deposit and saving amount. For example, Mr. In Channy, President and Group Managing Director, announced last week that the bank's annual ad budget has decreased from US\$1.5 million last year to \$1 million this year. After being successful on the promotion in the media, he said: "The bank has deposits of \$702 million and has lent out \$550 million in February 2012" (Sovan, 2010).

TRADITIONAL MARKETING CAMPAIGN:

➤ Sale Personnel

ACLEDA Bank's target customers are middle and low income customers. Sale personnel or place marketing is still the most effective tool to reach both potential and existing

customers. About 89% of bank's income comes from loan and credit services and it also increases yearly; therefore, it does need many marketing officers and credit officers actively and closely work with customers in order to retain customer's satisfaction and get potential customer's attention. (2013) (Annual Report, ACLEDA Bank, 2013). Moreover, ACLEDA Bank Plc. also offers call center service 24 hours a day and 7 days a week via inquiry@acledabank.com.kh or telephone +855 (0)23 994 444 and +855 (0)15 999 233.



Figure 19: ACLEDA Face-to-Face Selling

(Source: Phnom Penh Post Newspaper)

Furthermore, the customer can go directly to headquarter or nearby branches for getting the news or consulting with marketing officer or customer relationship officer. With this service allow customers to contact whenever they want and solve immediately problem in case they have.

➤ **Newspaper and Magazine**

ACLEDA Bank Plc. has advertised its products and services plus its activity via various kinds of newspapers and magazines both in Khmer and English such as Cambodia Daily newspaper, Phnom Penh Post newspaper, Koh Sontepab newspaper, Angkor Thom magazine and Popular magazine. In Phnom Penh, the capital city of Cambodia, there are 5,000 to 18,000 daily newspaper readers and 1,000 to 5,000 magazine readers monthly (Seiha, 2015). Furthermore, according to Mr. In Channy, CEO and president of Acleda Bank, said that: "Compared with 2012, the bank has increased its advertising budget by

five percent in 2013, to be used on advertising in local and foreign newspapers, TV and radio.” (Renzenbrink, 2013)



Figure 20: ACLEDA Bank on Newspapers

(Source: Phnom Penh Post and Koh Santepheap Newspapers)

➤ Leaflets and brochures

Leaflets and brochures are basically a form of advertisement, which most of financial institutions have used so far. ACLEDA Bank Plc has developed various kinds of leaflets and brochures for attracting customers and target customers; especially for customers in rural and remote area, who cannot access with new technologies like internet, television and smart phone. In this regards, marketing officer try to innovate new, attractive and easily to understand, in order to retain the first place in customer’s mindset.



Figure 21: ACLEDA Leaflet

(Source: ACLEDA Website)

➤ **Television and Radio**

There are 16 television channels and 26 radio channels which are broadcasting news, knowledge and entertainment throughout the country (Wikipedia, 2016). Meanwhile, those social medias are also well-known sources of marketing tool. The majority of young people in Cambodia have access to television (92%) and radio (92%). Although the levels of access to television and radio are the same, the frequency of use differs substantially. The television audience is much more likely to be watching daily (70%) comparing to the radio audience (54%) (BBC Media Action, Research & Learning, 2014). Even cost of advertising via television and radio are a bit high, ACLEDA Bank Plc. still has been broadcasting and advertising its products and services through this both kind of media. For instance, ACLEDA Bank Plc. has created on-air program via 102.00 FM channel everyday from 2:00 – 3:00 PM, which allow audiences call to clear their doubt about ACLEDA’s products and services or solve the problem they have. In addition, ACLEDA Bank Plc. currently also attracts customers’ attention on its news e-commerce service, ACLEDA Unity, which enable customers to pay any kinds of bills and invoices from smart phones, tablets or computers.



Figure 22: ACLEDA Unity Service

(Source: ACLEDA Website)

➤ **Events**

ACLEDA Bank has created various kinds of events to keep interaction with their customers and targeted customers such as Khmer New Year Party, blood donation and internship program that brought close interaction with people in community. As a consequence, it can increase its reputation through word of mouth and good relationship among customer and people in community.



Khmer New Year Party

Blood Donation

Internship Program

Figure 23: ACLEDA Events

(Source: ACLEDA Website)

DIGITAL MARKETING CAMPAIGN:

Being the first leader in market, ACLEDA Bank offers wide ranges of products and services. It also simultaneously uses various types of marketing tools, especially, digital tools that is fast, effective, low-cost and convenience for customers and potential customers. ACLEDA Bank has used digital marketing for raising brand awareness and attracts new

customers, while improving value for the existing ones to retain their loyalty. Since ACLEDA Bank obtained license for operating as commercial bank in 2003, it has use multi-platforms as marketing tools such as its website, Facebook, YouTube, newsletters. ACLEDA Bank Plc. has worked closely with Temenos Company, IT infrastructure provider to develop its digital and online service as well its marketing online.

➤ **Website**

According to the latest figures of the Ministry of Posts and Telecommunications from the last 5 years until the present time, the Internet users in Cambodia have dramatically increased up to 5,074,000 users as estimated in February 2015. However, during 2010, there were only 320,000 users (Sovann , 2015). With this increasing of amount of local Internet users plus to reach customers and potential customers from other countries, the website is best plat-form for sharing news and information about products and services of ACLEDA Bank plc. According to website-rankingmeter, an international website that rank and value international company’s website, shows that ACLEDA Bank Plc. website worth USD 15,278. There are daily unique visitors 1,359, daily page view 5,436 and could assist to generate income USD 14 per day (Website.rankingmeter, 2016). Since ACLEDA bank has strong capital and well understanding about marketing in Cambodia; it has invested in many fields such as securities, real estates, and financial and banking training center. Each of subsidiaries has its own website, and thousands of customers have visited its website every day, while this website has offered two languages Khmer and English.

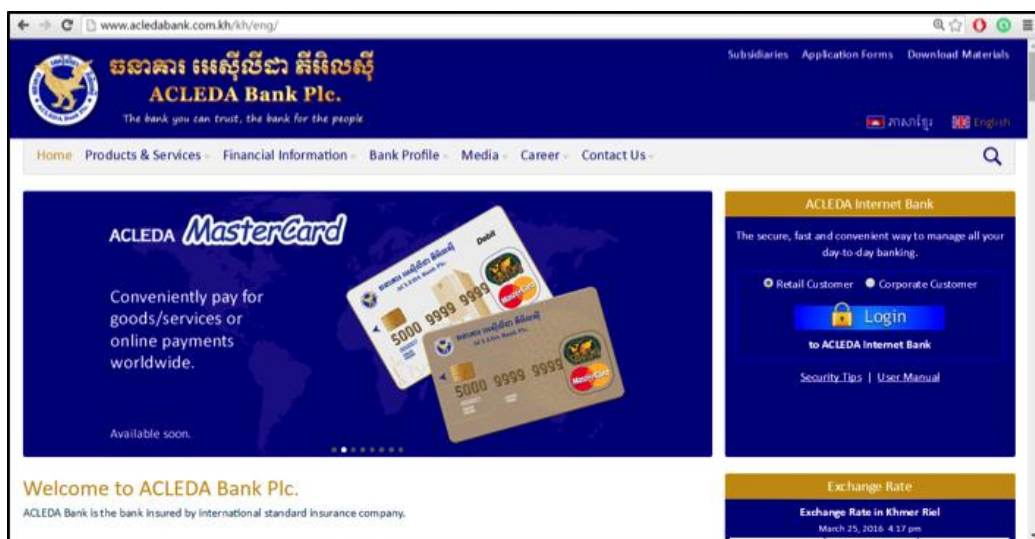


Figure 24: ACLEDA Bank Plc. Website
(Source: ACKEDA Bank Website)

➤ Facebook

There are 1,700,000 audiences currently using Facebook in Cambodia (Anon, 2016); therefore, Facebook is the best tool for advertising and communicating with Facebook users. ACLEDA Bank Plc. page in Facebook reach up to 63,000 users, who would like to know about news and information about ACLEDA Bank. With this page the customers are able to ask any questions and solve problems very fast. Moreover, ACLEDA Bank could get feedback promptly from customers and react quickly to customer's request.



Figure 25: ACLEDA Facebook Page

(Source: ACLEDA Bank FaceBook Page)

➤ YouTube

ACLEDA Bank Plc. also has advertised its products and services through video in youtube channel since September 2010. There are 52 videos which have been uploaded into Youtube channel, while 786 users have subscribed and get 520,694 views. All the videos show precisely about new products and services and how to use new technology or equipment, which increase customers' awarenesses and help customers to solve the problems regarding to products and services usages.

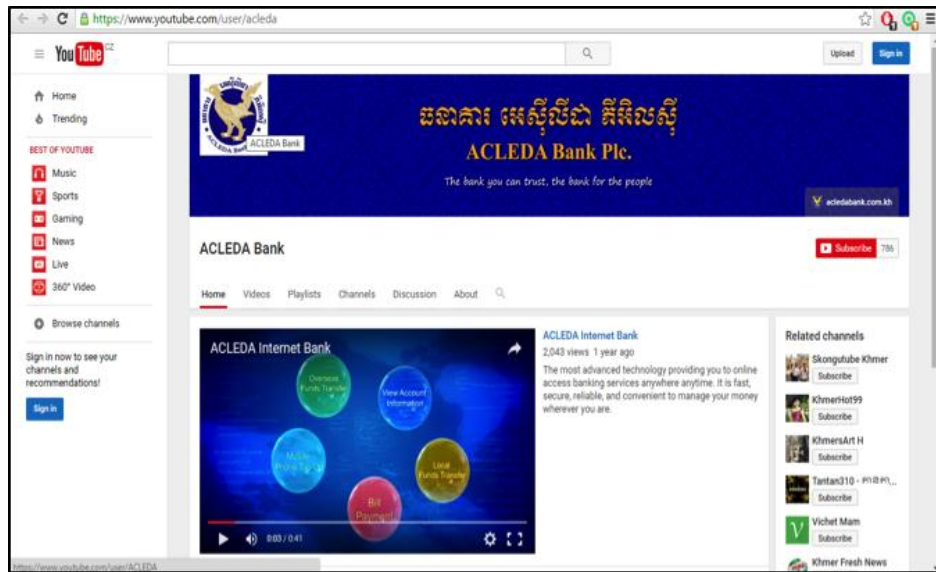


Figure 26: ACLEDA YouTube Channel

(Source: YouTube Channel)

➤ **Email Newsletter**

In order to provide promptly news and commercial messages to clients who have special interest, ACLEDA bank plc., has provided email newsletter plat-form for those kind of clients. He or she just need to submit his/her email into newsletter service in ACLEDA’s website (<http://www.acledabank.com.kh/kh/eng/newsletter>) for receiving every up-dated news and commercial messages such as promotion and special offer from its partners; without spending time to send email every time.

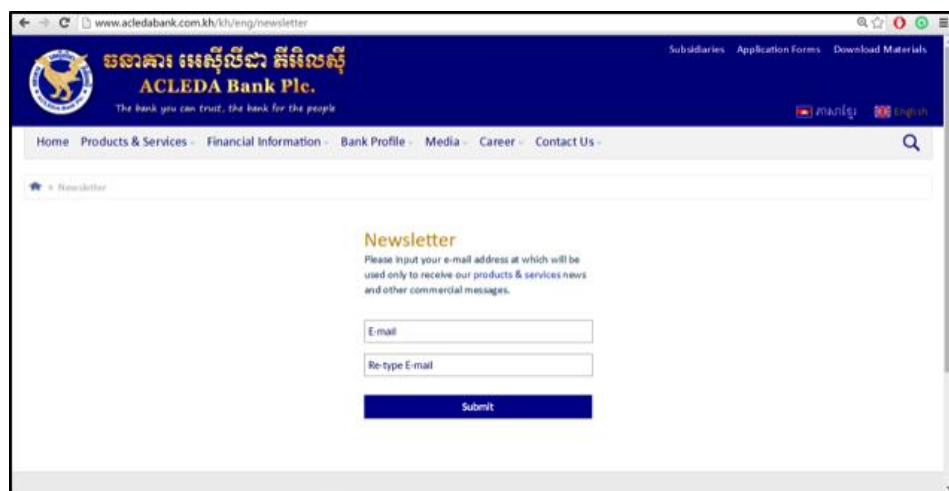


Figure 27: ACLEDA Newsletters Service

(Source: ACLEDA Bank Website)

6.5 Conclusion and Recommendation

Being as the market leader in banking and financial sector in Cambodia, ACLEDA has understood well about the market demand, trend and opportunity in order to develop its products and services which absorb with customer preferences. ACLEDA has expanded its business by spreading many branches throughout the countries and other two countries in the region. It has also established many subsidiaries to support and expand its existing business operation such as ACLEDA Bank Loa Ltd, ACLEDA MFI Myanmar Co, Ltd, ACLEDA Security Plc, ACLEDA Training Center, ACLEDA Property, and so on.

Base on the above analysis, ACLEDA Bank Plc has been doing very good on their business operation to build the brand awareness, generate profit and positioning itself as the leading bank in customer's mindset in Cambodia. Although ACLEDA bank has held a big percentage of customer shares, they have spent so much cost on their structuring and expansion of branches to almost every place within Cambodia. Moreover, as the increasing of new bank going to Cambodia, ACLEDA also faces with many competitors especially foreign bank that have brought huge capital and advance technology. Despite ACLEDA is very successful in Cambodia, as being a locally incorporation, it is still face many struggle to expend their market to other countries. Besides, with responds to the new trend of advance technology especially communication through the internet requires ACLEDA to have their presence online in order to keep their customer retention and consumer behavior. Therefore, marketing strategy of ACLEDA should be adopted with digital channel more than just doing only traditional ways. In this circumstance, this research will address the potential marketing project to overcome its weakness and challenges that may occur in the future.

7 PROJECT OF DIGITAL MARKETING STRATEGY OF ACLEDA BANK

The purpose of this project is to improve the existing marketing strategy through digital channel for ACLEDA Bank Plc. In order to build this digital plan/ strategy and ensure it easy to adapt to any future change, I will follow the structure of SOSTAC framework, which is developed by PR Smith. This planning approach is widely used for its simple and logic concept to conduct and endorsed by the expert marketer and featured in most major textbook. The SOSTAC planning framework is one of the most powerful planning systems which are extremely effective as it contains the six vital elements for the perfect marketing plan. Those six key elements stand for Situation analysis, Objectives, Strategy, Tactics, Action and Control.

Additionally, the project will also be elaborated on risk analysis, cost analysis and time analysis. These factors will forecast the potential risks that may occur in the market, how to finance the project and the period of time for conducting all activities regarding to improving the digital marketing strategy for the company. Finally, the last part to be climaxed will be the overall evaluation on the project.

7.1 Situational Analysis

So far ACLEDA Bank Plc. has used digital marketing to spread out news and information about its products and services to reach their existing and target customer; thanks to the increasing of number Internet, mobile and social network users. Among about 15 million people in Cambodia, there are 5 million active Internet users, nearly 26 million mobile connections (people trend to use more than one mobile phone) and 2.9 million active mobile social users. Comparing to other social media, Facebook is the most popular usage with the percent of about 99.74%.

Despite ACLEDA Bank Plc. has run many marketing advertising project for promoting its products and service plus its branch awareness, some marketing channel does not work effectively, for example its Facebook page and YouTube channel.

Facebook page:

ACLEDA Bank Plc. was established its Facebook page on 28 December 2011. According to Socialbaker website, currently there are about 63,000 follower of ACLEDA Bank Plc.

page and it was ranked in 278 based on number of follower in Facebook page. The local user has followed the page 60,290 approximately 95% (Socialbakers, 2016). (See in figure 27)

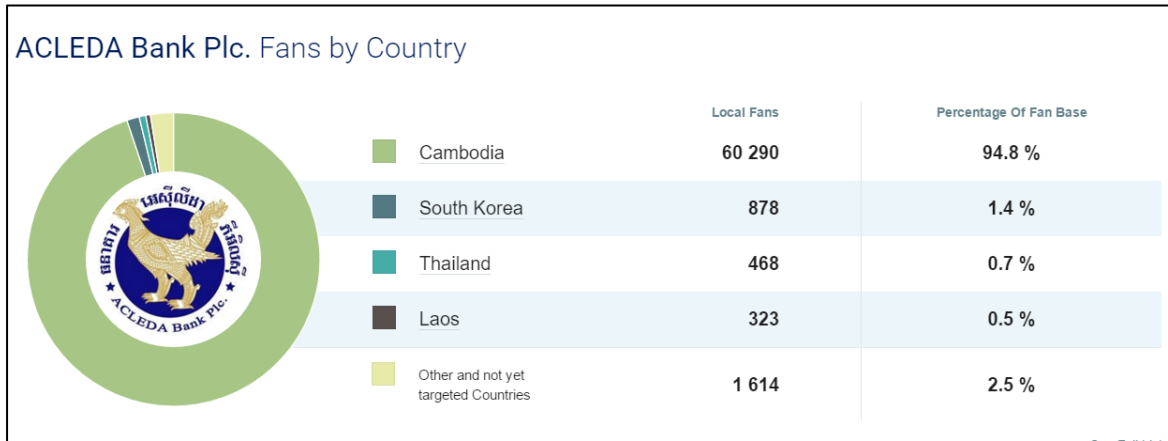


Figure 28: ACLEDA Bank Plc. Fan by Country

(Source: Socialbrokers Website)

Depending on the same source of information, number of follower of the bank has been increasing slowly (see the figure 28). It shows that ACLEDA’s digital marketing via Facebook seem to be ineffective and unattractive. The fan of Facebook page grows 33 followers daily, 180 followers weekly and 764 followers monthly.

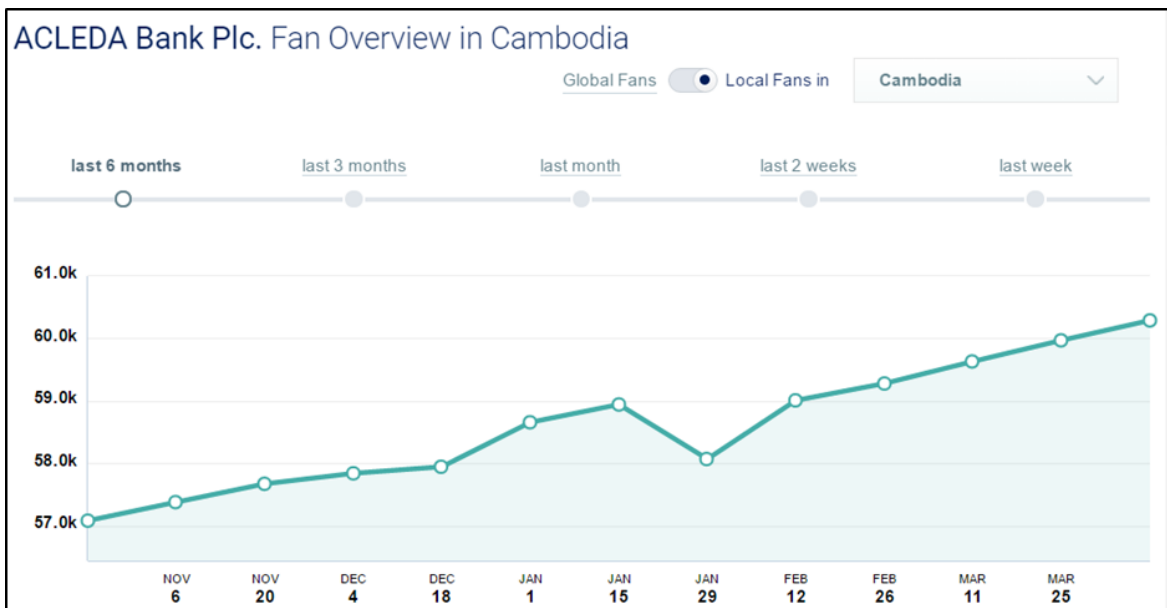


Figure 29: ACLEDA Bank Plc. Fan Overview in Cambodia Last 6 Months

(Source: Socialbakers Website)

YouTube Channel:

ACLEDA Bank Plc. was established its YouTube channel on 14 September 2010. As recorded in the Socialbaker website, there are 803 subscribers, uploaded 52 videos and 526,649 total views. It seems to be ineffective and unattractive through this channel. Everything seems to be fixed both subscribers and total views. (See in figure 29)

The latest video was uploaded last 2 months, about its new investment project on ACLEDA Institute of Business. It has only 115 views, which is very inefficient and unimpressive. Therefore, ACLEDA Bank Plc. has to pay attention to make this powerful marketing channel more effective and useful. Since this kind of visualize marketing channel could retain in customer’s mindset for longtime comparing to other marketing tool.

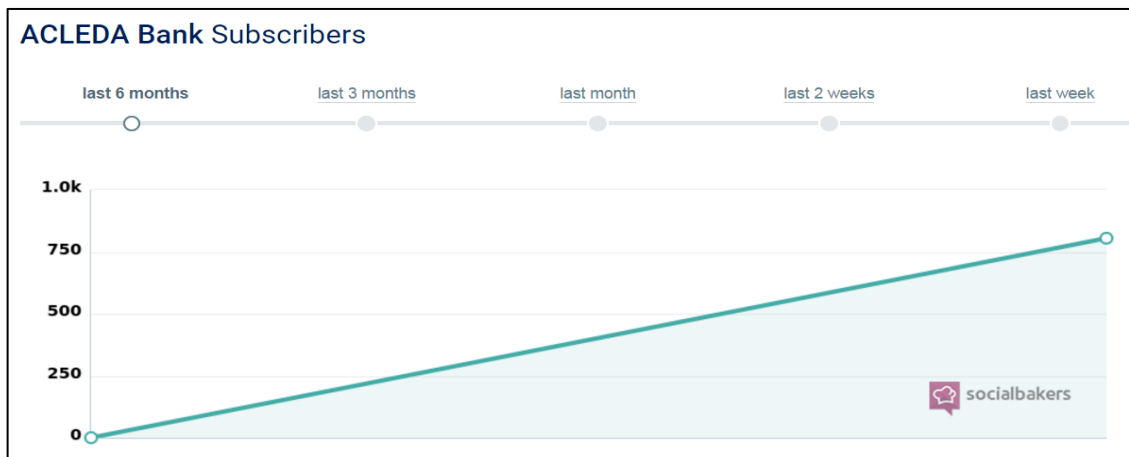


Figure 30: ACLEDA Bank Subscribers via YouTube Channel

(Source: Socialbaker website)

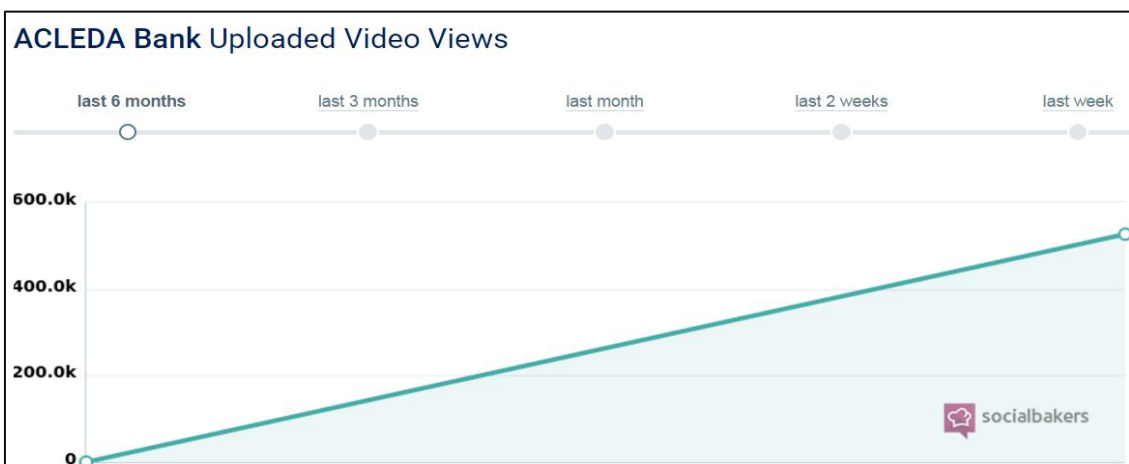


Figure 31: ACLEDA Bank Uploaded Video via YouTube Channel

(Source: Socialbaker website)

7.2 Objective

After the situational analysis, the next step in the SOSTAC method is to set objectives. We will use Chaffey's RACE framework to develop and set up KPIs to measure this digital marketing activities for responding to our key objectives. This RACE framework includes Reach, Act & Convert and Engage.

To identify the core objective of digital marketing strategy of ACLEDA, we will focus on:

- a. Improve involvement with customers on the ACLEDA social media platforms especially focusing on Facebook and YouTube – Build 'ACLEDA Chain'
- b. Promote products and services awareness plus its usage.

In this regard, the following KPI will be used to accomplish the goal within 12 month (from June 2016 till May 2017).

Reach:

- Increase five times number of "like" Facebook page from 63,593 to 317,965 by June 2017
- Increase five time number of YouTube subscriber from 805 to 4,025 by June 2017
- Raise referral visit via Facebook and YouTube from 15% to 20% to ACLEDA website

Act & convert:

- Achieve number of view per product and service advertising between 5,000 to 7,000
- Reduce bounce rate of ACLEDA's website from 71% to 50%
- Reach number of comment between 50 to 100 comments per specific post
- Reach number of share between 150 to 200 shares per specific post
- Reach at least 5,000 likes per advertising post and other information about the bank

Engage:

- Increase the number of page rating from 198 to 1,500 by June 2017
- Raise the percentage of 'return visit' by 20% on the existing rate
- Reach 10% of click rates for email newsletter.

7.3 Strategy

To achieve the objective mentioned above, the key components to develop our strategy are categorized into segments, target markets and positioning.

Segmentation and Target strategy

	Objective 1: Involvement through social media	Objective 2: Promote products and services
Demographic: Career, age	<ul style="list-style-type: none"> • Facebook player 16 year old up: <ul style="list-style-type: none"> -Professional and worker -Business owner -Retirement 55 up -Student 	<ul style="list-style-type: none"> • Facebook user from 18- 30 old years: <ul style="list-style-type: none"> -Professional and worker -Business owner -Retirement 55 up -Student
Geographic: City, region	<ul style="list-style-type: none"> • Phnom Penh, capital city • Provincial downtown • Internet accessible area 	<ul style="list-style-type: none"> • Phnom Penh, capital city • Provincial downtown • Internet accessible area
Psychographic: Social class, Attitude, Personality	<ul style="list-style-type: none"> • All Facebook user, especially page follower 	<ul style="list-style-type: none"> • High and medium standard living • Heavy and moderate social media user • Medium and high income

Positioning

Positioning strategic will allow customer to think about ACLEDA Bank offering, image that occupied in their mindset. This strategy will enable ACLEDA Bank products and services meaning and distinguish from its competitors.

	Online Value Proposition (OVP) ‘inform the target audience what they will be perceived’
Involvement through social media	Customer can feed-back quickly and inform directly from any distance, receive updated information
Promote products and services	Clearly understand about the products and services offered and its benefits and usage instruction

7.4 Tactics of using digital Marketing Strategy

In order to accomplish the mentioned above objectives which followed RACE framework, several tactic of digital marketing plans will be established.

Reach:

- The first tactic that will be used to achieve the number of site visit is to improve the keywords search engine optimization. This technique will enable customer to find the ACLEDA Bank’s existing content that posted on both Facebook page and its website.
- Partner-marketing through the bank staffs who will help to share the information to reach the customers through their own social network accounts.

- Develop attractive video content to upload into YouTube channel and easily share on social networks; especially Facebook. ACLEDA Bank also engages visually in the use of Facebook page to communicate and interact with its target audiences.

Act and Convert:

- Run a Facebook contest or competition of page promotion on number of like and follower. This campaign will provide incentive to top five who have the most like and view of campaign post. This tactic will draw up the interest from user to increase the number of like and encourage them to engage with the product promotion.
- Reviewing the content and quality of videos of ACLEDA Banks' products and services to address the key challenges and enhance improvement to be archived in search engine optimization activity. The content and video that are produced need to be relevant to target audience and added value to the products and services offer. The example key word for video in YouTube channel and Facebook page is "ACLEDA E-Commerce", new product for remittance any kind of bill and invoice.

Engage:

A monthly newsletter will be launched from beginning of July 2016 to support the interaction about news and information to audiences, who has registered to get this service.

7.5 Action and Control

In order make the objective to be successful with those activities that stated in the above framework we will encourage ACLEDA Bank Plc. to assign some resource for implementation and overlook on the marketing activities, campaign schedule and social media engagement.

The new online marketing staff will have necessary skills to hold this new responsibility or handle these digital marketing activities. This new role comer will require the support from expert or training for conducting the tasks. Training programs will focus on the technique and skill to perform these digital marketing activities. The Social Media Training Course can be included:

- How to Create Ongoing Conversation and Engagement: Images, Video and Competitions
- How to Benchmark Competitors

- Learn and Understand Social Media Glossary Terms
- Proven Tactics in How to Manage Your Communities
- An Introduction to Social Media Advertising: Facebook & YouTube
- How to Measure Social Media Activity
- Social Media Measurement: Free and Premium Tools
- Selecting Platforms: Facebook, Twitter, LinkedIn, YouTube, Instagram, Google+ and more.

In order to gain awareness of ACLEDA Facebook page and absorb much number of page “like”, as well as achieving the objective set, we will run some competition campaign. This campaign will award the prize for the most top 5 getting ‘like’ from sharing page and post. Firstly, campaign will start among the ACLEDA Bank staff to share ACLEDA Bank Facebook page in one month. The prize will be awarded to those who get the most like as a new follower of the page. Secondly, commercial advertisement of new product particularly E-commerce will be produced and uploaded into ACLEDA Bank YouTube channel. Then, we will encourage the entire fan in the Facebook page to join another competition by sharing and posting the link of the E-commerce video from the YouTube channel. For those five fans, who will get the most like from his/her share and post, will be prized. Thirdly, we will design new e-leaflet and question for posting in the Facebook page every beginning of the month as contest for all fans. To involve in the contest, fans need to share e-leaflet and answer the assigned question. The winning prize will be given to five fans who get the most like on their share with their correct answer. Finally, this project will be evaluated to report to marketing division.

To development initiative artwork for promoting advertisement will require the utilization of external resource either by using freelance expert or working with an agency.

Control is the last element of completing the SOSTAC process and maybe more appropriately measure the success of digital campaign and activities. This step will insure that the objective of digital marketing are met and a control mechanism is inputted to adjust tactic when acceptances are surplus either positive or negative impact. To control the implementation against the objective, we can use statistical report from Google Analytics website that tracks number of visitors, origin of geography, bounce rate, referral and page view.

There are some email campaign tools such as Campaign Monitor, Mailchimp, DotMailer and Graphicmail provide email KPI reporting functionality and sophisticated management

to track subscription (monthly, weekly and daily) for “ACLEDA products and service newsletter” as well as email campaign open and click rate.

7.6 Cost Analysis

The project can be carried out as long as there is sufficient budget to support each activity for the whole project steps. To implement this digital marketing project, there are some activities are highly costing while the others are not. Therefore, the cost analyzing is very important for marketer to understand for preparing the budget efficiency and effectively. Knowing clearly about the cost budget will enable marketer to allocate those resource efficiently and manage the expenditure with the fruitful result.

COST ITEM	Estimate Cost
New computer set up	\$ 700
Tablet for Facebook Administrator	\$ 500
Training on the role of social media usage	\$ 500
Employee salary (\$300 x 12)	\$ 3,600
Extra standby staff for weekend and public holiday (\$120 x 12)	\$ 1,440
Cost of campaign competition (\$200 x 10)	\$ 2,000
Cost for video creation of E-commerce service	\$ 5,000
Facebook Ads Fee	\$ 520
Other utility	\$ 500
<u>Total</u>	<u>\$ 14,760</u>

Table 4: Budget for Developing Digital Marketing Strategy

(Source: Own Research)

7.7 Time Analysis

This project will have duration of 12 months period, which will be started from June 2016 till May 2017. To implement the project, some major activities will be carried out (detailed in Gantt chart in Table) as following as:

7.8 Risk Analysis

Risk analysis is very necessary for avoiding the possible obstacles to implement this project. Identify and understand the risk that occurs through utilizing the social media network will help ACLEDA bank to prevent or minimize the impacts which relate to the project or organization as the whole. Through clearly understanding, ACLEDA will be able to find solution or take action on the current environment in order to achieve the desired improvement.

For the above digital marketing campaign, there are several kinds of risk which relevant to the campaign implementation as detail in the following:

❖ **Reputation risk:**

Reputation of company, goodwill and brand are considered as crucial assets. If employee posts something intentionally or unintentionally on social media site in negative manner, it will lead to ruin company value or trust from the customer. Word of mouth via social media is very effective. The user tends to believe or accept the other's opinion easily. Likewise, if there is audience takes a part of our advertising in the bad way, they will spread and share their complaints or bad information quickly through social network. This bad press published posted on social media can have a large proportion that cannot control by the organization.

If this kind of bad thing happens, ACLEDA Bank should be aware whether the discussions behind their back are positive or negative. If the information spread out is negative, the bank needs to take consideration whether they can minimize or solve it immediately.

To prevent this type of risk occur, the employee of ACLEDA particularly the one who responsible for being page administrator should:

- have well training and skills
- understand clearly about their task, responsibility and scope of work
- understand how to use social media for business purpose
- act in the professional manner.

❖ **Information leakage:**

Some information that held in the organization is also considered as the company's asset. Information can be owned by the organization itself or belong to another entity that held by

the organization as confident. Some of this personal information may require to be protected from organization's customer. If the employee overshare the information and lead to the impact in negative way, it may cause the organization lead to financial losses. The reputation or goodwill of organization may be reduced because of loss customer confidence. If the information fails to follow the regulatory compliance, the cost may occur for those failures.

In case this risk happen, the impact of losses on ACLEDA bank will counted for their damage, recover and the effort of trying to repair. ACLEDA will also require to pay much effort on restoring customer confidence to show them that it will not occur again. So to avoid this happen, make sure that the confidential information will keep safely and cannot leak while posting or communication through social media.

❖ **Hactivism:**

Facebook page was created by an individual or small group of people, who are called administrator of the page. Despite Facebook was established with high security for protecting the user information and privacy, there are some IT expert, hacker, who can hack to see confidential information, privacy or use the page to post illegal information or ruin the reputation of the page. It seems to be difficult to prevent or avoid this kind of risk since hacker is advance with new technology and skillful with coding on the website or another platform of social media.

In this regards, ACLEDA Bank Facebook page also has to face this risk. In order to reduce this kind of risk, ACLEDA Bank Plc. need to train to its IT staff to be capable of handling with hacking not only its social network but also its website.

❖ **Viruses and Malware:**

Besides facing with hactivism, the social network also has another risk, viruses, and malware. The viruses and malware can attract both website and social network site. The website or social network site can be blocked or used for spreading the viruses or malware to another user. While the content of the Facebook page or social network has consisted of virus or malware, the audients will unfollow or block that page or site. Then the audient will never have the interest to follow up or visit the page or site again.

On this matter, ACLEDA Bank Plc. has to keep controlling its Facebook and another social network channel. Moreover, the administrator has to filter any kind of inbox message

or comment whether it might contain the virus or malware or not before clicking on those inbox message or comment.

❖ **Operational Risk:**

When employee uses social media excessively in the workplace, it can lead to operational risk. Social media is addictive. By assigning the employee to use social media as the medium tool for promotion and communication, there is the risk that employee could spend too much time on it that wasting the company time. Employee may also spend time on social media by doing something else for their own benefit rather than focusing on the ACLEDA business. They may log in on their own account instead of working on ACLEDA bank Facebook page. This will make negatively impact on the productivity in the workplace.

The solution to solve this case can be by monitoring the website or webpage that employee visit and amount of time they spend on them. If the employee is likely to spend too much unnecessary time on their own account or on the other social media sites, ACLEDA can have human resources discuss with them.

7.9 Project Evaluation

The comprehensive marketing planning process that is structured base on the SOSTAC framework is really essential for improving the digital marketing strategy for ACLEDA bank. This plan was first help to understand clearly about current situation that lead us to find out the dysfunctional element of existing activities; so that we can set the objective or goal to be improved. A clear direction through long term strategy and short term tactics is navigated toward achieving those goals. Next, this framework has put the strategy or tactics into real practice to carry out and check for any mistake. Following this process and analytic on the input, we ensure that this digital marketing campaign will be accomplished respond to the setting goal and objective on time with fruitful result.

In order to keep the project implementation on the right track, we have to observe and control the statistical data such as number of follower, like, comment and share in ACLEDA Bank Facebook page and YouTube channel every three months based on data and information provided in its platforms.

This project of digital marketing will help ACLEDA to generate more profit, keep their customer retention and facilitate the customer to know how to use the service as well be aware of other available services like E-commerce.

CONCLUSION

As people become more and more connected throughout the globe, most company and organization have started to upgrade their marketing strategy into digital world. The main purpose of this master thesis is to propose a new project development of digital marketing strategy to improve on the current marketing strategy of ACLEDA Bank Plc. in Cambodia. Within the new development, ACLEDA need more models, tool and channels for communicating and retention its customers. Among many channels, ACLEDA can use social media as a marketing tool to inform, advertise and interact with its customer. This kind of digital marketing is preferable because of its low cost and simple usage. With just one post or one upload, it can reach to thousands audients via social network.

The first part in thesis began with the reviewing on theories and knowledge focusing on digital marketing. This theoretical part is talking about the concept that why company need digital marketing strategy and most importantly, reviewing on the tools or channels of digital strategy that can be used as the principle base for farther analysis in practical part.

The analysis in practical part showed us that ACLEDA Bank Plc. also use digital channel for their marketing activities but the problem is that those channel particularly social media seem to be not effective and it is depending much on traditional marketing tools. ACLEDA Bank Plc. has used Facebook, YouTube to share information and advertise its products and services. However, the implementation of using social network does not look effective. In its Facebook page, there are only about 63,000 followers, and the engagement from the audience seems to be very low. For its YouTube channel, there are only 805 subscribers have subscribed to get the new feeds.

In this regards, ACLEDA Bank Plc. must improve its B2C marketing via social networks by implementing a digital marketing campaign to promote its products and services, encourage the interaction of customer as well as distributing the procedure of service usage. To carry out on this project, it acquires budget of USD 14,760 to raise-up number of fans/followers, enhance engagement and maintain relationship with its customer. The length of project is for 12 months, which need 2 staffs for working as administrators in Facebook page and YouTube channel. Creating commercial video and contest for customer competition will increase number of fan, draw up the client interest and maintain the relationship with its existing and potential customer. To conduct on this project, there are some risk that should be aware such as reputation risk, information leakage, hacktivism, viruses

& malware and operational risk. However, since there is the assist from its IT service provider, Temenos Company, ACLEDA Bank can ensure to reduce and avoid risk on hacktivism, viruses, malware and operational. Furthermore, job on training and capacity building is needed to conduct for avoiding the information leakage and reputation risk.

In overall, this new development project of digital marketing campaign is very useful for ACLEDA Bank to implement in order to get the fruitful result which generates high return on its investment. The project is easy to be achieved and reached the goal. Certainly, ACLEDA Bank Plc. will improve the reach of their advertisement, customer engagement, and maintaining relationship with audients as well as provide clearly detail of products and services usage through social media platform.

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LIST OF ABBREVIATIONS

PR	Public Relations.
UGC	User-Generated Content.
SEM	Search Engine Marketing.
SEO	Search Engine Optimization
ROI	Return on Investment
CPM	Cost Per Thousand
CPC	Cost per Click
CPA	Cost per Action
MMA	Mobile Marketing Association
SME	Small and Medium Enterprises
SWOT	Strength, Weakness, Opportunity, Threat
PESTLE	Political, Economic, Social, Technology, Legal and Environment
SOSTAC	Situation analysis, Objectives, Strategy, Tactics, Action and Control
RACE	Reach, Act & Convert and Engage
OVP	Online Value Proposition
KPI	Key Performance Indicator
ACLEDA	Association of Cambodian Local Economic Development Agencies
L/C	Letter of Credit
NBC	National Bank of Cambodia
B2B	Business to Business
B2C	Business to Customer
IDM	Institute of Direct Marketing
ISP	Internet service provider
ASEAN	Association of Southeast Asian Nations

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APPENDICES

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APPENDIC C: CAMPARISON OF BANK TOTAL DEPOSIT

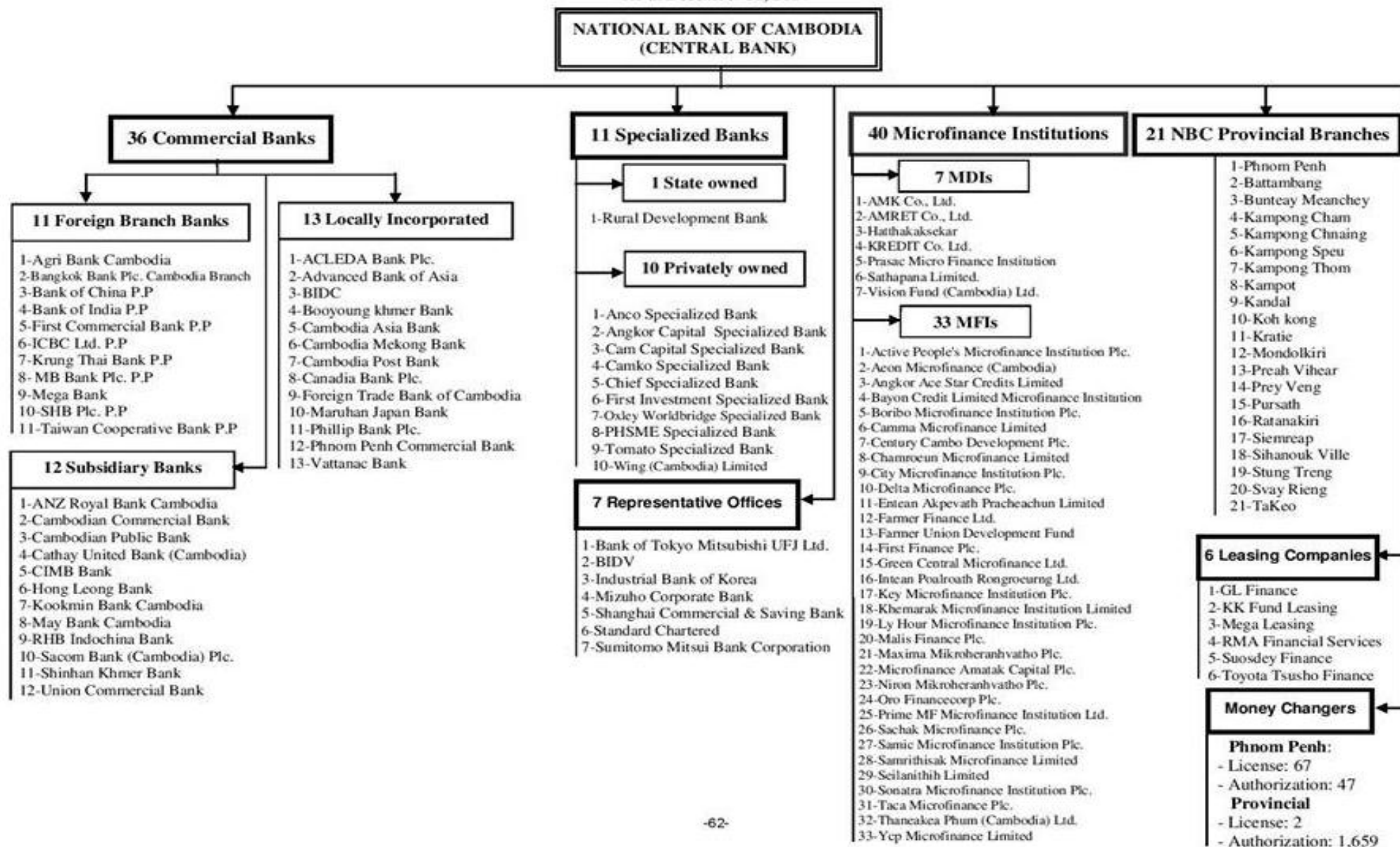
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APPENDIC E: COMPARISON OF BANK TOTAL LOAN

APPENDIC F: COMPARISON OF FMI TOTAL LOAN

APPENDIX A: BANKING SYSTEM IN CAMBODIA

THE BANKING SYSTEM IN CAMBODIA As at December 31, 2014



APPENDIX B: ACLEDA ORGANISATIONAL CHART



APPENDIX C: COMPARISON OF BANK TOTAL DEPOSITS

COMPARISON OF TOTAL DEPOSITS¹ As of December 31, 2014

Table 11			1 USD = 4,075 KHR	(millions of KHR)	
	2014		2013		Growth Rate (%)
		Share		Share	2014 over 2013
Commercial Banks					
1 Acleda Bank Plc.	7,919,165	19.9%	5,844,922	19.4%	35.5%
2 Advanced Bank of Asia Ltd.	1,724,429	4.3%	1,104,636	3.7%	56.1%
3 Agri Bank Cambodia Branch*	13,903	0.0%	81,371	0.3%	-82.9%
4 ANZ Royal Bank (Cambodia) Ltd.	3,562,518	9.0%	3,261,792	10.8%	9.2%
5 Bank for Investment and development of Cambodia Plc.	815,116	2.1%	602,558	2.0%	35.3%
6 Bank of China Limited P.P Branch*	1,922,837	4.8%	1,307,113	4.3%	47.1%
7 Bank of India Phnom Penh Branch*	12,872	0.0%	11,221	0.0%	14.7%
8 Booyong Khmer Bank	3,288	0.0%	4,341	0.0%	-24.2%
9 Cambodia Asia Bank Ltd.	190,219	0.5%	133,600	0.4%	42.4%
10 Cambodia Mekong Bank Public Ltd.	92,905	0.2%	72,637	0.2%	27.9%
11 Cambodia Post Bank Plc.	147,752	0.4%	14,763	0.0%	900.8%
12 Cambodian Commercial Bank Ltd.	687,303	1.7%	721,076	2.4%	-4.7%
13 Cambodian Public Bank Plc.	4,626,252	11.6%	3,786,158	12.5%	22.2%
14 Canada Bank Plc.	6,771,348	17.0%	5,281,333	17.5%	28.2%
15 Cathay United Bank (Cambodia) Corporation Limited	425,293	1.1%	282,780	0.9%	50.4%
16 CIMB Bank Plc.	1,083,836	2.7%	767,233	2.5%	41.3%
17 First Commercial Bank, P.P Branch*	456,989	1.2%	340,252	1.1%	34.3%
18 Foreign Trade Bank of Cambodia	1,955,769	4.9%	1,520,813	5.0%	28.6%
19 Hong Leong Bank (Cambodia) Plc.	87,913	0.2%	89,166	0.3%	-1.4%
20 ICBC Limited Phnom Penh Branch*	452,187	1.1%	175,225	0.6%	158.1%
21 Kookmin Bank Cambodia Plc.	135,440	0.3%	101,338	0.3%	33.7%
22 Krung Thai Bank Public Co., Ltd. P.P Branch*	136,682	0.3%	108,477	0.4%	26.0%
23 Maruhan Japan Bank Plc.	399,053	1.0%	308,327	1.0%	29.4%
24 May Bank (Cambodia) Plc.	1,487,343	3.7%	1,184,082	3.9%	25.6%
25 MB Bank Plc. Phnom Penh Branch*	40,114	0.1%	30,319	0.1%	32.3%
26 MEGA International Commercial Bank*	269,422	0.7%	159,803	0.5%	68.6%
27 Philip Bank Plc.	108,802	0.3%	23,485	0.1%	363.3%
28 Phnom Penh Commercial Bank	679,550	1.7%	373,717	1.2%	81.8%
29 RHB Indochina Bank Ltd	572,409	1.4%	341,095	1.1%	67.8%
30 SACOM Bank (Cambodia) Plc.	191,715	0.5%	117,087	0.4%	63.7%
31 SHB Plc Phnom Penh Branch*	83,534	0.2%	106,708	0.4%	-23.2%
32 Shirhan Khmer Bank Plc.	119,621	0.3%	126,954	0.4%	-5.8%
33 Taiwan Cooperative Bank P.P Branch*	39,346	0.1%	33,506	0.1%	17.4%
34 Union Commercial Bank Plc.	1,429,628	3.6%	932,057	3.1%	53.4%
35 Vettanac Bank	1,069,112	2.7%	845,243	2.8%	26.5%
Sub-total	39,713,667	100.0%	30,197,189	100.0%	31.5%
Specialized Banks					
36 Anco Specialized Bank	-	-	-	-	-
37 Angkor Capital Specialized Bank	1,190	0.0%	57	0.0%	95.2%
38 Cam Capital Specialized Bank	-	-	-	-	-
39 CAMKO Specialized Bank	55	0.0%	59	0.0%	-8.5%
40 Chief (Cambodia) Specialized Bank Plc.	-	-	-	-	-
41 First Investment Specialized Bank	-	-	-	-	-
42 PHSME Specialized Bank Ltd.	783	0.0%	402	0.0%	48.7%
43 Rural Development Bank	11,301	0.0%	6,207	0.0%	45.1%
44 Tomato Specialized Bank	34	0.0%	46	0.0%	-35.1%
Sub-total	13,362	0.0%	6,771	0.0%	97.3%
Total	39,727,029	100.0%	30,203,960	100.0%	31.5%

* Foreign Branches

¹ Excluded deposits from Banks and Other Financial Institutions (OFIs), both local and abroad.

Note: As reported by banks (Unaudited); excluded Bangkok Bank Plc, Wing and Oxley Worldbridge Specialized Bank Plc.

APPENDIX D: COMPARISON OF FMI TOTAL DEPOSITS

COMPARISON OF TOTAL DEPOSITS					
As of December 31, 2014					
Table 28	1 USD = 4,075 KHR		(millions of KHR)		
	2014		2013 ¹		Change
		Share		Share	2014/2013
Microfinance Deposit Taking Institutions (MDIs)					
1 AMK Co., Ltd.	160,109	4.4%	74,756	4.3%	114.2%
2 Amret Co., Ltd	624,229	17.2%	376,989	21.6%	65.6%
3 Hattha Kaksekar Limited	707,496	19.5%	333,127	19.1%	112.4%
4 Kredit Microfinance Institution Plc	145,039	4.0%	64,787	3.7%	123.9%
5 Prasac Microfinance Institution Limited	1,243,543	34.3%	553,785	31.7%	124.6%
6 Sathapana Limited	676,842	18.7%	321,942	18.5%	110.2%
7 Visionfund (Cambodia) Ltd	60,044	1.7%	19,203	1.1%	212.7%
Sub Total	3,617,301	99.9%	1,744,590	100.0%	107.3%
Microfinance Institutions (MFIs)					
8 Active People's Microfinance Institution Plc	-	-	-	-	-
9 AEON Microfinance (Cambodia) Co., Ltd	-	-	-	-	-
10 Angkor ACE Star Credits Limited	-	-	-	-	-
11 BAYON Credit Limited	-	-	-	-	-
12 BORIBO Microfinance Institution Plc	-	-	-	-	-
13 Camma Microfinance Limited	-	-	-	-	-
14 Chamroeun Microfinance Limited	2,252.30	0.1%	182.69	-	1132.9%
15 City Microfinance Plc	-	-	-	-	-
16 Delta Microfinance Plc	-	-	-	-	-
17 Entean Akpevath Pracheachun Limited	-	-	-	-	-
18 Farmer Finance Ltd	-	-	-	-	-
19 Farmer Union Development Fund	-	-	-	-	-
20 Fisrt Finance Plc	-	-	-	-	-
21 Green Central Microfinance Ltd	-	-	-	-	-
22 Intean Poalroath Rongroeumg Ltd	-	-	-	-	-
23 KEY Microfinance Institution Plc	-	-	-	-	-
24 Khemarak Microfinance Institution Limited	-	-	-	-	-
25 LY HOUR Microfinance Institution Plc	-	-	-	-	-
26 Malis Finance Plc	-	-	-	-	-
27 Maxima Mikroheranhvatho Plc	-	-	-	-	-
28 Microfinance Amatak Capital Plc	-	-	-	-	-
29 Nirorn Microfinance Plc	-	-	-	-	-
30 Oro Microfinance Plc	-	-	-	-	-
31 Prime MF Microfinance Institution Ltd	-	-	-	-	-
32 Sachak Microfinance Plc	-	-	-	-	-
33 SAMIC Microfinance Institution Plc	-	-	-	-	-
34 Samrithisak Microfinance Limited	-	-	-	-	-
35 Seilanithih Limited	1,043.26	0.0%	-	-	-
36 Sonatra Microfinance Institution Plc	-	-	-	-	-
37 Taca Microfinance Plc	-	-	-	-	-
38 Thaneakea Phum (Cambodia) Ltd	-	-	-	-	-
39 YCP Microfinance Limited	-	-	-	-	-
Sub Total	3,296	0.1%	183	0.0%	1703.9%
Total	3,620,596	100%	1,744,772	100%	107.5%

Note: As reported by MFIs (Unaudited); ¹ Excluded CBIRD and MET Phnom Penh.

APPENDIX E: COMPARISON OF BANK TOTAL LOAN

LOANS AND NON-PERFORMING LOANS (NPLs)

As of December 31, 2014

Table 13	1 USD = 4,075 KHR			(millions of KHR)		
	Dec-14			Dec-13		
	Loans ¹	NPLs	NPL/Loans	Loans ¹	NPLs	NPL/Loans
Commercial Banks						
1 Aclada Bank Plc.	8,172,290	31,476	0.4%	5,910,464	33,889	0.6%
2 Advanced Bank of Asia Ltd.	1,089,863	3,814	0.4%	712,384	19,205	2.7%
3 Agri Bank Cambodia Branch*	68,753	2,860	4.2%	129,186	2,555	2.0%
4 ANZ Royal Bank (Cambodia) Ltd.	1,834,437	85,650	4.7%	1,688,463	52,344	3.1%
5 Bank for Investment and development of Cambodia Plc.	1,815,547	60,425	3.3%	1,523,284	77,084	5.1%
6 Bank of China Limited P.P Branch*	981,172	2,067	0.2%	945,803	-	-
7 Bank of India Phnom Penh Branch*	25,951	-	-	23,409	-	-
8 Booyong Khmer Bank	11,991	-	-	19,837	-	-
9 Cambodia Asia Bank Ltd.	186,104	13,472	7.2%	170,257	14,011	8.2%
10 Cambodia Mekong Bank Public Ltd.	108,121	515	0.5%	89,558	849	0.9%
11 Cambodia Post Bank Plc.	384,447	70	0.0%	84,197	-	-
12 Cambodian Commercial Bank Ltd.	196,377	-	-	198,902	-	-
13 Cambodian Public Bank Plc.	3,494,624	62,004	1.8%	2,965,434	67,134	2.3%
14 Canada Bank Plc.	5,717,219	258,770	4.5%	4,420,805	249,021	5.6%
15 Cathay United Bank (Cambodia) Corporation Limited	350,724	13,702	3.9%	162,583	3,507	2.2%
16 CMB Bank Plc.	840,773	251.72	0.0%	531,468	258.37	0.0%
17 First Commercial Bank, P.P Branch*	913,265	10,682	1.2%	636,050	15,647	2.5%
18 Foreign Trade Bank of Cambodia	1,479,947	27,540	1.9%	1,073,920	20,275	1.9%
19 Hong Leong Bank (Cambodia) Plc.	198,577	-	-	40,767	-	-
20 ICBC Limited Phnom Penh Branch*	1,738,021	-	-	1,526,887	-	-
21 Kookmin Bank Cambodia Plc.	185,014	35,519	19.2%	224,077	26,454	11.8%
22 Krung Thai Bank Public Co., Ltd. P.P Branch*	223,943	-	-	171,835	467	0.3%
23 Maruhan Japan Bank Plc.	224,465	2,707	1.2%	286,295	963	0.3%
24 May Bank (Cambodia) Plc.	1,433,662	35,911	2.5%	1,083,756	36,036	3.3%
25 MB Bank Plc. Phnom Penh Branch*	266,647	16,920	6.3%	194,564	4,975	2.6%
26 MEGA International Commercial Bank*	484,672	-	-	306,048	-	-
27 Phillip Bank Plc.	154,261	8,302	5.4%	138,022	8,631	6.3%
28 Phnom Penh Commercial Bank	684,379	43.75	0.0%	472,792	616.00	0.1%
29 RHB Indochina Bank Ltd	873,971	5,014	0.6%	569,193	18,482	3.2%
30 SACOM Bank (Cambodia) Plc.	438,123	6,043	1.4%	333,796	1,707	0.5%
31 SHB Plc Phnom Penh Branch*	591,069	1,026	0.2%	504,250	206	0.0%
32 Shinhan Khmer Bank Plc.	350,799	15,195.68	4.3%	333,652	-	-
33 Taiwan Cooperative Bank P.P Branch*	148,024	-	-	29,402	-	-
34 Union Commercial Bank Plc.	1,224,232	14,852	1.2%	804,508	18,677	2.3%
35 Vattanac Bank	557,679	733	0.1%	468,647	-	-
Sub total	37,429,144	715,585	1.9%	28,774,492	672,892	2.3%
Specialized Banks						
36 Anco Specialized Bank	43,173	14,499	33.6%	44,569	9,043	20.3%
37 Angkor Capital Specialized Bank	85,295	68,982	80.9%	88,848	75,423	84.9%
38 Cam Capital Specialized Bank	173,936	614	0.4%	125,830	1,075	0.9%
39 CAMKO Specialized Bank	36,245	20,177	55.7%	36,813	20,080	54.5%
40 Chief (Cambodia) Specialized Bank Plc.	37,719	-	-	-	-	-
41 First Investment Specialized Bank	29,138	2,406	8.3%	25,763	3,431	13.3%
42 PHSME Specialized Bank Ltd.	30,275	3,049	10.1%	28,653	4,575	16.0%
43 Rural Development Bank	189,186	15,273	8.1%	222,739	4,892	2.2%
44 Tomato Specialized Bank	26,508	3,748	14.1%	22,842	352	1.5%
Sub total	651,474	128,747	19.8%	595,857	118,870	19.9%
	38,080,618	844,332	2.2%	29,370,349	791,761	2.7%

* Foreign Branches

¹ Gross Loans (excluding loans to government and banks)

Note: As reported by banks (Unaudited); excluded Bangkok Bank Plc., Wing and Oxley Worldbridge Specialized Bank Plc.

APPENDIX F: COMPARISON OF MFI TOTAL LOAN

LOAN AND NON-PERFORMING LOANS (NPLS)						
As of December 31,2014						
Table 30	1 USD = 4,075 KHR			(millions of KHR)		
	2014			2013 ¹		
	NPLs	Loans	NPLs Ratio	NPLs	Loans	NPLs Ratio
Microfinance Deposit Taking Institutions (MDIs)						
1 AMK Co., Ltd.	606	392,559	0.2%	497	316,839	0.2%
2 Amret Co., Ltd	848	1,171,700	0.1%	598	814,112	0.1%
3 Hattha Kaksekar Limited	262	1,019,535	0.0%	322	581,942	0.1%
4 Kredit Microfinance Institution Plc	1,270	409,466	0.3%	829	296,435	0.3%
5 Prasac Microfinance Institution Limited	4,868	2,365,716	0.2%	2,681	1,514,398	0.2%
6 Sathapana Limited	1,965	1,268,929	0.2%	1,526	725,451	0.2%
7 Visionfund (Cambodia) Ltd	938	370,424	0.3%	637	246,102	0.3%
Sub Total	10,757	6,998,330	0.2%	7,091	4,495,279	0.2%
Microfinance Institutions (MFIs)						
8 Active People's Microfinance Institution Plc	29,345	58,767	49.9%	17,324	53,012	32.7%
9 AEON Microfinance (Cambodia) Co., Ltd	2,134	84,862	2.5%	541	43,599	1.2%
10 Angkor ACE Star Credits Limited	104	201	51.7%	92	923	9.9%
11 BAYON Credit Limited	338	5,650	6.0%	384	2,482	15.5%
12 BORIBO Microfinance Institution Plc	110	4,454	2.5%	56	2,249	2.5%
13 Camma Microfinance Limited	208	19,301	1.1%	129	14,242	0.9%
14 Chamroeun Microfinance Limited	182	30,421	0.6%	82	25,195	0.3%
15 City Microfinance Plc	311	8,683	3.6%	587	3,449	17.0%
16 Delta Microfinance Plc	67	10,904	0.6%	-	-	-
17 Entean Akpevath Pracheachun Limited	368	11,841	3.1%	267	12,485	2.1%
18 Farmer Finance Ltd	26	1,544	1.7%	26	1,419	1.8%
19 Farmer Union Development Fund	-	7,288	-	-	6,494	-
20 Fisrt Finance Plc	1,665	63,471	2.6%	792	36,284	2.2%
21 Green Central Microfinance Ltd	18	31,994	0.1%	97	26,713	0.4%
22 Intean Poalroath Rongroeurng Ltd	171	30,901	0.6%	157	26,533	0.6%
23 KEY Microfinance Institution Plc	337	5,355	6.3%	71	1,572	4.5%
24 Khemarak Microfinance Institution Limited	1,054	3,117	33.8%	1,856	4,771	38.9%
25 LY HOUR Microfinance Institution Plc	253	114,225	0.2%	58	49,657	0.1%
26 Malis Finance Plc	71	33,590	0.2%	87	21,259	0.4%
27 Maxima Mikroheranhvatho Plc	61	17,665	0.3%	63	12,581	0.5%
28 Microfinance Amatak Capital Plc	52	5,024	1.0%	11	4,448	0.2%
29 Nirom Microfinance Plc	212	10,986	1.9%	-	-	-
30 Oro Microfinance Plc	-	37,523	-	-	-	-
31 Prime MF Microfinance Institution Ltd	8	21,414	0.0%	38	10,949	0.4%
32 Sachak Microfinance Plc	-	3,897	-	-	-	-
33 SAMIC Microfinance Institution Plc	444	48,697	0.9%	378	34,991	1.1%
34 Samrithisak Microfinance Limited	262	22,137	1.2%	94	16,431	0.6%
35 Seilanithih Limited	117	18,719	0.6%	99	19,115	0.5%
36 Sonatra Microfinance Institution Plc	-	24,286	-	-	21,608	-
37 Taca Microfinance Plc	-	3,826	-	-	-	-
38 Thaneakea Phum (Cambodia) Ltd	72	470,142	0.0%	446	299,411	0.1%
39 YCP Microfinance Limited	31	9,921	0.3%	-	3,757	-
Sub Total	38,020	1,220,807	3.1%	23,736	755,628	3.1%
Total	48,777	8,219,136	0.6%	30,827	5,250,907	0.6%

Note: As reported by MFIs (Unaudited); ¹ Excluding CBIRD and MET Phnom Penh.