

# **Proposal of Online Marketing Campaign to Enroll Students to Ton Duc Thang University**

VU VIET LINH

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Master's Thesis  
2019

 Tomas Bata University in Zlín  
Faculty of Management and Economics

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Tomas Bata University in Zlín  
Faculty of Management and Economics  
Department of Management and Marketing  
Academic Year: 2018/2019

# MASTER'S THESIS ASSIGNMENT

(PROJECT, ARTWORK, ARTISTIC PERFORMANCE)

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Thesis Topic: **Proposal of Online Marketing Campaign to Enroll Students to Ton Duc Thang University**

Thesis Guidelines:

## Introduction

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

### I. Theoretical part

- Study the theoretical background of online marketing in general with focusing on social media.

### II. Practical part

- Introduce Ton Duc Thang University in general.
- Analyse the behaviour of students on social media and the current Online marketing of Ton Duc Thang University.
- Create the project of marketing plan for increasing students enrollment at Ton Duc Thang University.
- Submit the project to risk, cost and time analysis.

## Conclusion

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## ABSTRAKT

Czech abstract

Marketing a prodej mají k sobě vzájemný vztah od samé existence podnikání. Vývojově došlo ke změnám, definice marketingu se významně změnila, z plakátů na nárožích se dnes staly billboardy, podomní prodejce je dnes telemarketer, nebo značky se staly logy. Transformace digitálních technologií přináší nové příležitosti pro každé průmyslové odvětví nebo dokonce vytváří odvětví zcela nové; stejně i v marketingu, v současné době lidé prvně pátrají na internet, a otázku si až později. Optimalizace pro vyhledávače (SEO) a odvětví public relations vztahů se stalo průmyslem bilionů dolarů. K udržení kontaktu mezi lidmi dříve sloužil dopis, dnes je na jeho místě e-mail, prostřednictvím kterého je podněcován e-mail marketing. Marketéři mají, v této moderní éře, významnější úlohu, protože musí sledovat, testovat a optimalizovat marketing a klíčové indikátory výkonnosti (KPI) společnosti. Prodej zboží a služeb je stále o tom, jak oslovit cílové zákazníky a vytvořit s nimi emocionální spojení. Neomezuje se však pouze na poskytování zboží a služeb zákazníkům, ale také na budování, pochopení a kontrolu jejich spokojenosti na trhu; je to o sdílení zkušeností zákazníků a jejich důvěře v nabídku společnosti. Ballantine, 2016.)

Podle Ghorbaniho (2013), v dnešní masivně konkurenčním prostředí, společnosti uznávají důležitý pokrok v marketingu jako obrovskou výhodu, která by mohla udržet silné stránky firem a udržet je na konkurenčním trhu. Kromě toho, spolu s rozvojem technologií, se trh v dnešní době stává trhem „bez hranic“. Člověk sedící v malém prostoru v Indii, může snadno pracovat pro obrovskou technologickou skupinu ve Spojených státech amerických. Změna marketingu v moderní éře, označovaná jako digitální marketing, zcela mění definici, kterou jsme v minulosti používali o trhu nebo konkurenci mezi firmami

Globalizace, doprovázená vlnou éry 4.0 obecně poskytuje přístup k internetu téměř ve všech koutech světa, díky čemuž se digitální marketing stal obrovským trhem. Ve srovnání s jinými klasickými nebo odcházejícími marketingovými médii, jako je televize, rozhlas nebo tisk, má nyní Digital Marketing více výhod, protože jeho platformy mohou uživatelům pomoci měřit téměř každou akci, a za velmi nízkou cenu, mít přístup k velkému počtu zákazníků; z toho důvodu by strategie digitálního marketingu měly být jedním ze základů, které musí každý podnik mít na paměti proto, aby si v dnešní éře udržel rozvoj.

Klíčové slovo: Digitální marketing, strategie, management, vzdělávání.

## **ABSTRACT**

English abstract

Marketing and selling have a relationship existed as long as the business itself. Throughout the development of mankind, marketing definition also changed significantly as the posters in the corner now become the billboard, door-to-door sales man now become telemarketer or signs become logos. The transformation of digital bring new opportunities to every industry or even totally create a new one, as in marketing, people nowadays usually search in the internet first, and ask question later; the Search Engine Optimization (SEO) and public relation industry consequently become trillions dollar industry. Letter, only used to keep contact among people before, now become email and spur to the development of email marketing. Marketers, in this modern era, have such a more important role as they have to track, test and optimize to improve the marketing and the KPIs of the company. Selling goods and services is still about how to reach the target customers and create an emotional connect with them, yet it is no longer limited merely in delivering goods and services to the customers but also building, understanding and controlling their satisfaction in the marketplace; it is about customers' sharing experiences and trust the offering of the company. Ballantine,2016.)

According to Ghorbani (2013), in nowadays massively competitive environment, companies recognize the important of the advance in marketing as an enormous advantage that could maintain companies' strengths, and to keep them in the competitive market. Moreover, together with the development of technology, the market nowadays become "borderless" as a guy sitting in a small corner in India may easily work for an enormous technology group in the United State of America. The changing of marketing in modern era, often be called digital marketing, totally changes all the definition we used to know about the market or the competition among firms.

Globalization, accompanied by the wave of 4.0 era, generally provides the access of internet to almost every corners of the world, made digital marketing become an enormous market. Compare to others classical or outbound marketing methods like television, radios or prints, Digital Marketing now have more advantages since its platforms may help the users measure almost every action and approach a large number of customers at a very low cost; hence, Digital Marketing strategies should be one of the cornerstones that every firms need to mind for a sustainable development in this era.

Keyword: Digital Marketing, Strategies, Management, Education.

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## INTRODUCTION

The decision to choose the university and the entrance exam has always been one of the most important time of anybody, especially in Asia where many families consider the successful in this step is the first goal to guarantee a good life in the future. According to The Time (2007), every year a total of two million high school students must compete for a slot in university in which the number is limited to approximately 300,000 spots. Stepping to the door of a university has been dream of many students and families in Vietnam as only about 10 percent of student in Vietnam can enroll in higher education institutes, the number that significantly lag behind surrounding countries as Thailand, China or India. This pressure imperceptibly creates enormous stresses for students as many of them must suffer the feeling of disorder anxiety, or even, more seriously, suicide after refusing by a university.

This thesis is conducted as a project of an Online Marketing Campaign to attract students to enroll to Ton Duc Thang University, one of the fastest developing university in Vietnam, in the enrollment seasons of summer 2020. The main goal of the thesis consequently is to define the right digital marketing tool and how to control the campaign for the university in Vietnam market, together with the goal is to improve the number of registered students and increase brand awareness of the university. However, marketing is just a part of this thesis as it is not only created to advertise for the university, but also to help student orient their career based on their hobby and ability. As this entrance exam is not only a battle of student but also their parents, student should not suffer the anxiety ordered at the age of eighteen or even some student kill their self after getting a bad score. Consequently, choosing the field and the university is absolutely the first step of the student to ensure a successful future.

### Thesis Objective

Ton Duc Thang University is a public university in Vietnam established in 24<sup>th</sup> September 1997 meaning a very young university. Found as a private university, Ton Duc Thang University in some first year was mainly focus on teaching activities in technology and sciences to fulfill the demand of labor market at that time. Being a young university without any properties, funding from the Government as well as no prestige and most of the funding of the government at that time was poured into National University, Ton Duc Thang University has to face with numerous difficulties to exist and achieves its goal. Yet, with their enormous efforts, Ton Duc Thang university is now home to more than 20,000 domestic students and more than 2,000 students coming from all around the world. Nowadays Ton Duc Thang ranks at second place among universities in Vietnam, according to The Higher Times Press (2019) and ranks at first place with the researching criteria. Their next target is to join the group of top higher education institutes in Asia Pacific (Ton Duc Thang, 2018).

According to report from Quacquarelli Symonds (2014), there are 234 universities and 185 colleges operating as higher education institution in Vietnam, with approximately 600 thousand for almost 2 million candidates taking the entrance exam. As the number of universities and colleges in Vietnam is escalating, choosing a good and suitable universities is a difficult

question for both students and their families. And the idea of the project is to attract high school students to enroll to the university in the next enrollment season as the competitive situation of the education sector is increasing significantly. Moreover, as mentioned above, the project is not only to attract the students but also to help them orientate their career based on their conditions. The details information and analysis of the university and competitors will be provided in the analysis part.

In summary, the first objective of this thesis is to describe and analyze suitable digital marketing tools for the online campaign as search engine optimization, website surface or social media platform followed by a deep analysis positioning situation, customers situation and strategies applied by other competitors. And the second objective is to control all the related aspects to the project as planning, monitoring, controlling and evaluating by some models mentioned in the theoretical parts.

### **Methodology**

Generally, the project includes two parts which are digital marketing planning, meaning that a general marketing plan, brand development and applied tactics through all the related factors of digital marketing will be pointed out, coming together with the control and implement of that project.

The developing of the internet changes and brings new practices to digital marketing. Digital marketing-related theoretical as well as strategies management sources and articles will be introduced in Chapter 2, Theoretical Framework, and will be supported by a secondary data acquired through a set of questionnaires and the MBIT test with the participants of 50 high school students.

To understand better about how high school students thinking and how they are preparing for the next entrance examination, I conducted a small survey with 8 questions, come along with an MBIT test (Myers-Briggs Types Indicator test) to help students understand themselves better. The MBIT test are conducted and mostly copied from Dartmount Hitch Cook Medical Center (2018) as they provided a fully paper test and how to score the result. As the MBIT test will generally divide people into 16 different groups in which each group will have a specific characteristic and a suggestion job or field. This test can provide a scope of characteristic of students in Vietnam and also be a tool to give suggestion to any students.

The survey, with eight simple questionnaire, and MBIT is conducted in a word form, printed and sended directly to the students in Vietnam. The answers come from 50 students with different background and conditions but mostly live in Ho Chi Minh city, the biggest city in Vietnam.

MBIT test is a test created to divide the characteristic into 16 different groups base on the score of the test; each group will be assigned a specific name with some recommended jobs. Most of the surveys are given to people with close relationship to save time; this sample is not totally random and does not represent for varying characteristic of student in Vietnam, so this result

could be consequently quite bias and does not have much value in the research but it will generally give information about the students' thinking and understand what exactly they need. All the question and detail of the results are included in the Appendix 1 and the MBIT are conducted in Appendix 2 at the end of the thesis.

To fulfill the first objective, different of

- Analyzing current positioning of the company by using SWOT and PESTE analyzed.
- Customers and competitors analyzing.

After defining and understanding all the position situation, a concrete digital marketing plan will be created surrounding seven aspects in the model of Chaffey and Smith (2017), namely:

- Create a digital marketing plan using seven aspect in the model of Chaffey and Smith (2017) including: content marketing, search engine optimization, paid search ads words, social media advertisement, email marketing, multi-channel analysis.
- The online marketing campaign will be centered mostly on the social media campaign as this is the most important tool to attract students.

When the analyzing of all the affected factors is completed, a proposal of marketing plan will be proposed. As management model will be displayed on the theoretical part, the project management will include five separate steps, yet I decided to merge the project initiation and planning step into one step called project planning and execution and monitoring will be the second step. Lastly, risk controlling and evaluation the online marketing campaign will be the last step. These step are described namely as followed:

- Planning: the project stakeholder who participate in the project will firstly be analyzed. The general plan then will be introduced by using the Work Breakdown Structure (WBS). The project detail timelines and critical paths will also be used as they may provide group members the details of their work, and which deadlines are critical and must be follow, or which deadlines are stretched, and how many days they can be delayed in maximum.
- Execution and monitoring: to control the project, a specific time table must be created and followed completely; in this case, for a medium size project the Gantt chart is an absolutely a great choice because of characteristic which is simple and easy to understand. In case of there is some problem or delay due to objective or subjective reasons, a critical path will also be created to ensure that the project will be on schedule.
- Risk controlling and evaluation: all the outside and inside risk affecting to the project will also be analyzed carefully. The risk will be controlled by the Risk Matrix which is

very simple and does not require much experiences to apply. Yet it is quite vague due to relied merely on the personal opinion.

In summary, the theoretical framework is covered in chapter 1 including general definitions and discussion about the digital marketing and all the model used in this thesis. Afterwards, chapter 2 centers on the project analysis. Chapter 3 will be the core part of this thesis as it is specific marketing plan; in this chapter a detail marketing plan based on the model described in the theoretical part.

## **I. THEORY**

## 1. NEW ERA IN MARKETING

Marketing and sales have a relationship existed as long as the business itself. Since the Middle Ages era, marketing already appeared and benefited clearly to peoples' life as it can link community of people who want to hand-carved wooden designed business together. The world where human are living is the world where everything is connected and anything could easily be achieved. The customers' expectation almost never change as they always expect a personal, and authentic connection with the brand; the application of new technology yet changes the way that companies delivers these expectation to the customers. Together with the development of technology, the border of offline and online become so blurred more than ever before, customers so expect achieving experiences via different devices, in stores or wherever they go; consequently, marketers now may create a marketing campaign in a way which they are not able to do before; for instance, Johnnie Walker creates the "smart bottles" campaign in which customers could use their smartphones and scan the bottle to receive a message depending on the location and the time they buy it. This smart bottles campaign might make customers interested, and it also helps the manufacture follow the movement of the bottle through the supply chain, store and where the customers consume it; and these information is extremely useful to analyze the customers' behaviors. (Adobe, 2015.)

A company with unplanned strategies may lead itself to poorer financial performance, decrease customer experience and can not keep customers in long term. Along with the development of technology, digital wholly changed the game of business especially in the marketing field made it hold a much important role than before. According to Adobe (2015), among largest groups, 45% of companies do not have a concrete plan for the development of their digital marketing capacities. While 36% companies recognize the important of defining a clear strategy, they are not able to develop or move to a greater maturity. Sadly, only 19% of these companies created a specific plan and invested for the digital maturity, meaning that the important of planning a specific long-term orientation usually be neglected by entrepreneurs.

So, what is the key to thrive in this new era of digital marketing ? Marketers have to erase, move beyond the traditional definition of marketing and define a clear strategy and plan, and we afterwards can gain experiences and confidences to face with whatever the future brings into.

### 1.1 Traditional Marketing and Digital Marketing

What is digital marketing and how it differs from the traditional one? The concept of marketing is one of the most basic theory for any marketers. Although there are many different definitions of marketing existing, the most popular and agreed among the community of economists is the one defined by Philip Kotler who states marketing as "Achieving organizational goals depends on knowing the needs and wants of target markets and delivering the desired satisfaction better than competitors do" (Kotler & Armstrong, 2017). The American Marketing Association, other way, defines marketing as "activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large".

Along with the development of the technology, the marketing definition and its application also changed significantly since. The digital marketing usually makes people misunderstand as it simply the combination between the internet and the marketing; that definition may be true but, unostentatiously, limit the ability of digital marketing. Although both traditional and digital marketing has the same purposes which aims to promote brands and reach the target customers by using all the advertising channels, the definition of digital marketing yet varies from people to people; and according to Kumar and Dash (2015), Digital marketing is an integrated process of building, developing and improving customers' relationship and awareness to the brand using online channels. On the other hands, Chaffey and Smith (2017) in their book, Digital Marketing Excellence, define digital marketing more precisely and more simply as digital marketing is marketing activities via online platform such as web sites, online ads, opt-in email, mobile apps or emerging platform; these activities therefore involves in getting customer closer, understanding them better and maintaining relationship among them. According to their researchs, organizations, to develop a successful digital marketing strategy, need to manage seven channels surrounding the digital experience or customers experience through digital channel.



Figure 1: Eight key digital marketing activities (Modified from Chaffey & Smith p.15-16.)

## 1.2 Marketing Strategy

As there is no exact definition of marketing strategy, it instead maybe understands under the array of competition visions. The word “marketing strategy” is used in a large number of paper and books, however no one can concretely defines what it really means. Steven ,in his book (1998), defines marketing strategy into three different level based on their function and issues, namely:



- At macro level or in the most basic way, marketing strategy focuses mostly on controlling four marketing mix factors, which are products, place, price and promotion. Based on that definition, planning a strategy consists of setting a price for products, creating marketing campaign and deciding the distribution channels.
- Second one will be marketing elements strategies, a more narrow definition that applies each factor of marketing mix individually. Each factor will be apply their own strategies independently such as “push versus pull” for promotion strategy or “skimming and penetration” for pricing strategy.
- Finally, product-marketg entry strategy which is building different strategy for each different target market.

To have a successful marketing strategy, the marketers firstly need to focus on a selecting target or group and then create a marketing program that satisfies needs and wants of that target. Specifically, a successful plan needs to fit (i) need and purpose of the functional area, accompany by the achievement and objective, (ii) exploit and realize all the organizations' resources and (iii) be consistent with the missions, goals and target supposed before groups. (Ferrell and Hartline, 2007.)

Regardless plan or strategy is applied, according to Ferrell and Hartline (2007), a good marketing plan outline need to follow the following characteristic:

- Comprehensive: the outline needs to be comprehensive but still ensures all the important information. Each element in the plan should be selected carefully and precisely to avoid misunderstanding.
- Flexible: although a comprehensive outline is needed, flexible is also a factor that should not be neglected. The outline can be modified flexibly based on the situations of the company or the project as all companies have different situations and conditions; consequently, marketers need to choose, recognize and modify, in some case, suitable outline for the project.
- Consistent: consistency in marketing plan is also an important factor that needs to be considered. As the marketing plan usually not only be used internal but also other department or staffs who does not have marketing knowledge, so maintaining consistency in marketing project ensures that all related people to the project could easily understand the plan and how it is going.
- Logical: As the marketing plan is not only used inside marketing department but also gives to the top manager inside organization, the plan has to be written in logical manner without creating any confusion to other people. An illogical plan can make manager refuses or decreases budget of the marketing plan.

More precisely, according to Tuten and Solomon (2018), to be successful in a marketing plan, the marketers also have to make a clear analysis of the market, define specific goals, implements and control how the work is going afterwards. And a marketing plan should include four separate steps.



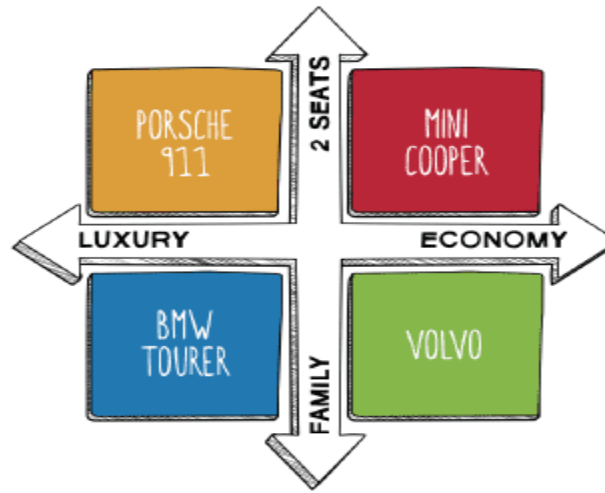
Figure 2 Strategies Phases in Marketing. (Modified from Tuten & Solomon 2018)

### **Situation Analysis**

In this very first phase, external and internal conditions of the firm need to be carefully analyzed and evaluated as they will provide a general picture of the company or where the company stands currently. Some typical aspects as organization core value, objective and future target will significantly affect to the marketing strategy. This step will firstly be called “Positioning situation”.

Kotler and Armstrong (2017) describes position analysis as a tool to define the position of goods and services provided by the company compared to other competitors. In positing analysis there are two dimensions representing for two factors the company want to compare, and they are usually quality and price. This model is very useful in crowned market as it could easily classify competitors into different sector, in which the products are quite similar to each other.

### A POSITIONING MAP EXAMPLE



ESSENTIAL MARKETING MODELS [HTTP://BIT.LY/SMARTMODELS](http://bit.ly/smartmodels)

Figure 3: Positioning Analysis Example. (Reprinted from Smartinsight 2018)

SWOT analysis, four letters representing for Strengths, Weaknesses, Opportunities and Threads, is a very basic and extremely useful to analyze the internal and external factors affecting to a company. In particularly, Strengths and Weaknesses are defined as internal factors, whilst Opportunities and Threads coming from outside condition. (Ferrell O.C & Hartline M.D, 2007, p.119.). SWOT analysis is created simply by filling all the attributes in the below tables.

<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	<b>Threads</b>

Figure 4: SWOT analysis model. (Modified from Ferrell & Hartline, 2007)

Beside SWOT model, PESTEL model is also considered as a tool for analysts to improve their understanding of the company which they are analyzing and to define all the factors which affect to the strategies of that company. PESTEL model indeed is an important tool when entrepreneur or analysts need to make any strategic decision-making.

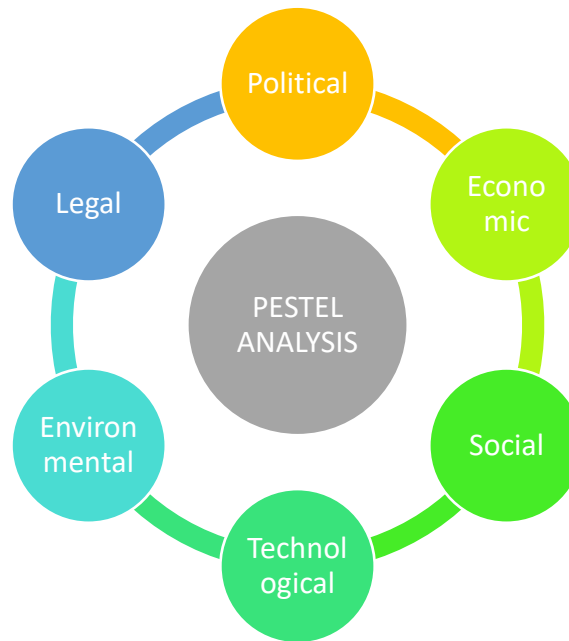


Figure 5 PESTEL analysis model. (Modified from Wakefield & Yeales 2003)

Each letter in PESTEL represents for a factor that can affect the environment in which the business is operating. Namely, PESTEL is an acronym that represent for Political, Economic, Social, Technological, Environmental and Legal (Wakefield & Yeales, 2003).

- Political: all the political agreement or decisions that can affect to the business. For instances, the government decided to nationalize some industries, decision that can make the company close.
- Economic: economic factors that closely relate to political like the interest rate or inflation rate.
- Social: social could be aspects related to demographics or life style and working conditions.
- Technological: technological factors can be considered as the changing of technology which can bring opportunities to one business, but on the other hand can also eliminate other business.
- Environment: environment factor can come from the changing of natural condition as climate changes, the impact of pollution or the lack of raw material, which may lead to the reducing or improvement of business activity in different sectors.
- Legal: Legal usually relate closely to other aspect like political, social or environmental when they recorded as a law or rules.

## Customer Analysis

Furthermore, situation analysis also includes customer analysis. As customers can be divided into different sectors based on some specific parameters. Specifically, this case could be families' income or students' ability. The Customer Segmentation Model is quite similar to SWOT analysis and usually be described by answering some simple questions about education, geography, demographic, income or What is the core value of the customers? Why the customers need our products or services instead of other companies? Answering all the mentioned questions will provide the marketers a general picture of the target customers whom the company wants to approach.

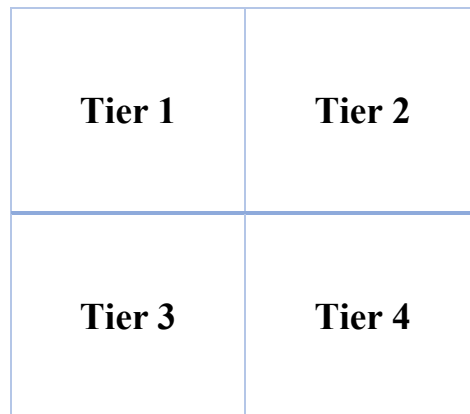


Figure 6: Customer segmentation model.

Unless the target customers divided into clear sectors, marketers can not have a straight plan to approach each potential customer as most of them usually have different basis conditions and interest.

## Competitors Analysis

To be success in the marketplace, marketers must define which companies are direct competition and affect directly to their own products and services. So competitive analyzing will provide the information of the competitors, assess strategies they are following or which contents they are trying to create. Some paradigm questions can help marketers create a general picture of their competition could be:

- Which company is directly competing to products that your company supplies?
- What is the current strategy followed by these company, and sometimes even the previous strategies?
- What are their Strengths and Weaknesses?

**Objective and Goal analysis**

On the second phase, the marketers have to specify the objective or the goal of the marketing plan. As an entrepreneur, setting a clear objective is vital part of a business plan. Creating a specific objective will drive firms to the success and easily control and implement when struggles happen. Firms' objective simply is the goal or result that the company want to achieve, and the objectives usually are measured by describing an action required to achieve a specific task. (Quain, 2019.)

## **2. DIGITAL MARKETING AS A PLATFORM**

Some research show that many entrepreneurs are doing digital marketing without a specific strategy and approached plan. Based on the figure 3, the eight key digital marketing activities model of Chaffey and Smith will afterwards be introduced generally. Surrounding by seven aspects, the digital experiences, in commonly, can be understood as the experiences of the customers when the approach the brand via digital equipment. Details of all the aspects of digital marketing are introduced namely below.

### **2.1 Digital Experience**

The website of the company traditionally is the face of online marketing. Yet, together with the development of mobile devices as mobile phones or tablets, companies need to think wider as customers' online experiences now can vary from mobiles websites, mobile app, social media company pages or even email marketing also included. Even, together with the escalating of virtual technology, could also provide great opportunities to attract customer (Chaffey & Smith, 2017).

### **2.2 Content Marketing**

Based on Brinker research (2014), marketing content was firstly began when company start to publish their information and advertisement on their website, blogs or social platform. Afterwards, together with the joining of SEO, content marketing text become richer and include some visual contents as graphic, videos, papers or electronic leaflets. And in the current era, content marketing is trying to use technology to filter and classify the right contents into the right users based on the data of the customers.

Content marketing generally can be consider as the material of all the others digital marketing activities to approach and persuade the target customers. Contents is the connection material that link media content with the digital platform used by the entrepreneurs. The creation and the developing of content resources may contribute to the increasing of brand awareness and traffic clients. To get prevail in digital marketing campaign marketers need to to develop a specific strategic plan for content creation (Chaffey & Smith, 2017).

### **2.3 Search Engine Optimization**

As Google currently owns 65% of the searching on the internet market, and Google's searching platform can handles more than 3,000 searches per second. People therefore can search and receive and response information in merely a second, in which 20 years ago must be stored in a library. Through the searching platform, people now can conduct almost every daily activity as shopping, banking and doing online transaction. The search engine generally creates its revenues through the paid advertising. Majority of this revenue comes from a system called pay-per-click (PPC) or cost-per-click (CPC) model, in which the customers have to pay for the

advertisers when other users approach their product or services by clicking on their ads. (Spence, Enge & Stricchiola, 2015.)

According to Chaffey and Smith (2017), SEO is an enormous competitive advantage among companies divided into different sectors. SEO usually be the first interested factors for every company from small to extremely big sized when they want to create a digital marketing plan. In order to have a visible highly ranking in organic search page like Bing, Google or Yahoo!, it is necessary to make modification to the website, the process that will make the website better for search engine. (Google Help Center, 2018.) And the Optimization of Search Engine mean that the marketers have to configure their website, platform or channel in order to maximize their position when the users search for a key world.

## **2.4 Email Marketing and Automation Marketing**

Email marketing, for a long time, has been an extremely useful to attract customers when they are away from our website or application, and it is still one of the best ways to transfer relevant messages, information to the interested customers; Email marketing, moreover, is a tool to maintain the relationship between firms and customers as it can easily classify the truly interested customers from normal customers. Automation marketing, on the other hand, is the next step of Email marketing, so it is the ability to repetitively do automate tasks such as emails, social media channels or website. (Chaffey & Smith, 2017.)

## **2.5 Paid Search Marketing**

As the search engine generally creates its revenues through the paid advertising. And majority of this revenue comes from a system called pay-per-click (PPC) or cost-per-click (CPC) model, in which the customers have to pay for the advertisers when other users approach their product or services by clicking on their ads. (Spence, Enge & Stricchiola, 2015.) Consequently, paid search marketing can be considered as “pay to be appeared on the top” of a searching platform like Google. Yet, search marketing and other online programmatic advertising channels are extremely competitive in advertising sector as Google Ads can work with almost any advertising budget, it yet requires a huge financial resource to get real impact.

## **2.6 Multi- Channel Analytics**

In early day, data-driven marketing is simply used to measure the bounce rate or traffic grow of the website; yet in nowadays era, the more data you own the better chance your project will be succeeded as understanding customers' behavior is the connerstone to deliver the right products and services to the right customers. Data-driven commonly is to collect customer data and apply that data to create a marketing plan; and marketing today is significantly affected by big data. For instance, when there is merely 2% of customers make a payment of goods or services after landing on a page, there must be some reasons behind a very low consersion rate as marketing messages might not meet the customers' needs; accompanied by big data, marketers could reach the right audiences by a detail analyzing. At the age when digital marketing is dominating,



data is such an important tools as it give marketers chance to customize their marketing message to maximize opportunities to reach the target customers.

Google, Facebook and some other platform provide users ability to analyze their audiences who reach to their webpage or Facebook through some tools as Google Analytics. Understanding the data of customers will help marketers understand their customers more than anybody as the number can not be a liar.

### 2.7 Social Media Advertising

The internet nowadays significantly changes our habit and is an essential factor from our life, most people has a smartphone, tablets and laptops or a desktop at homes with the ability to access the internet. The internet in modern era, called Web 2.0, is much different compared to the previous one as it allows user layer to communicate and transfer information in two sides, the different made it different from Web 1.0. (Tim, 2007.)

The ability that information can transfer from two sides, firms and users, therefore creates a definition “horizontal revolution”. (Tuten & Solomon, 2018.). The social media marketing hence become popular with both consumers and marketers since it provides opportunities for sharing information, ideas or recommendations among people.

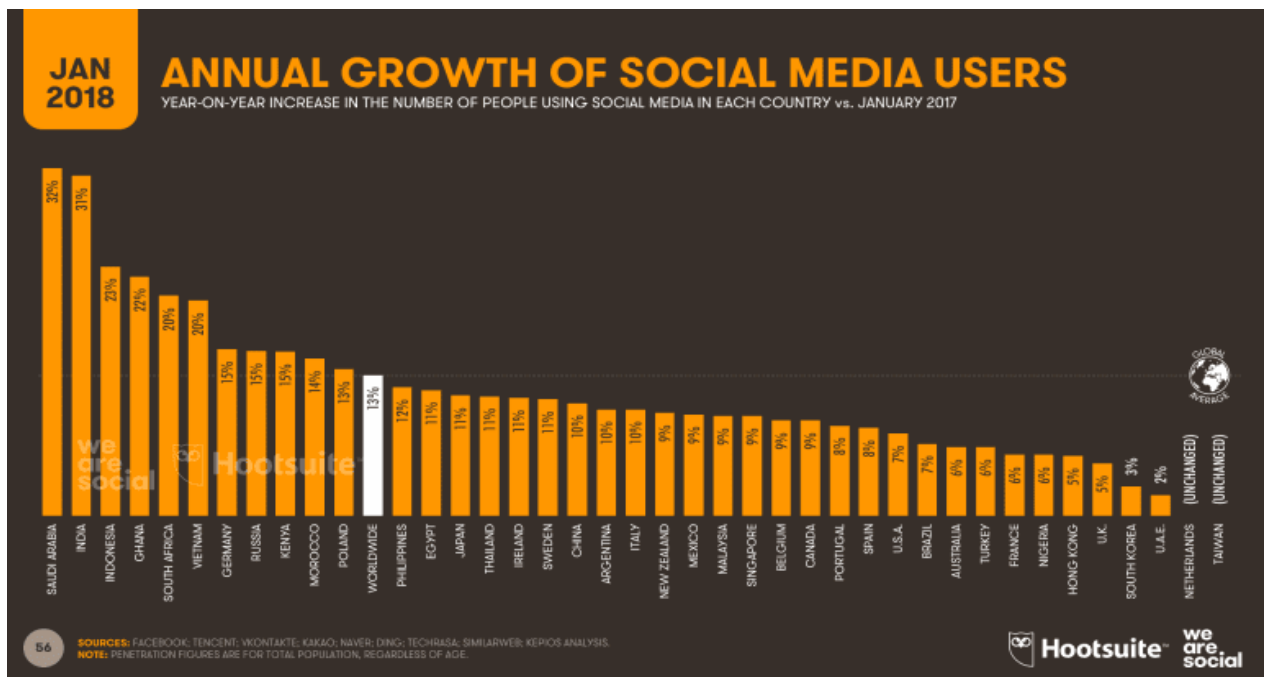


Figure 7 Growth of social media users. (Reprinted Smartinsight 2019)

According to Smartinsight (2019), the number of internet users in the end of the year 2018 is more than 4 billion, in particularly almost 3 billion active social users, and keep growing

significantly. In Asia, where the number of active social users is four times more than the number of users in North America with 1.5 billion active users made this region become the biggest market for social media company, social media marketing holds a special position in any marketing project. Most of social media platform both have separate computer and mobile version called “application”, and the most popular social media platform currently operate in Vietnam are Facebook, Instagram, YouTube, domestic Chat application and especially Influencers and KOLs escalating in recent years.

Based on statistic and survey from AsiaKOL (2018), in Vietnam, there is 96% of people access internet everyday and 71% of them watch at least one video a day. Hence, there is no surprises that most of Vietnamese get news and information from these social platforms like Facebook, YouTube and Zing, one of the most popular local platforms.



Figure 8: Popular Social media platform in Vietnam. (Reprinted from Asiakol 2018)

According to World Bank forecast (2017), Vietnam economy, which is approximately 200 billion US dollar, will grow to more than one trillion dollar by 2035 and more than a half of the population will have the income of global middle class with the daily consumption roughly 15 US dollar a day; and up to 30% of population will mostly use internet to buy goods and services, with each people approximately will spend 350 US dollar a year. Coming together with a very young demographic and high percentage of daily internet users, Vietnam is absolutely a fascinating region to apply social media advertising campaign.

**Facebook** is a social media network built with the aim to build community and bring the world closer together (Facebook, 2019). With more than 1.5 billion daily users, Facebook currently represents the market leader in this sector. In Facebook platforms, people have their individual profiles and pages representing for themselves, brand or some activities. Users can connect with other people as their friend or just simply people with the same habits and hobbies. Facebook also allow company to create their own profile, share contents and engage with audiences totally free. Companies may freely share posts, photos or events to people who like their page. Creating and sharing contents in Facebook is a great way to communicate and understand potential customers as marketers may directly react with the users through the react and comment function.

And Vietnam, currently, ranked at 7<sup>th</sup> worldwide for the number of active users in Facebook, in 2018, with 64 million users covering more than a half of the population. Moreover, Vietnamese also spend time on Facebook significantly more than most of countries in Asia, and a lot of them used Facebook to sell stuffs like cloths, cosmetic or services to make extra income; and, there are also those who use Facebook seriously and totally base their business on this platform. (Asiakol, 2018.)

**YouTube**, on the other hand, is a website in which users can upload, store view and interact on the videos. The number of YouTube already reached 1.5 billion active users, come together with hundred millions of hours video watched every day, in the end of 2018. Moreover, the platform also works as a social network and search engine asset. (Whizsky, 2018.)

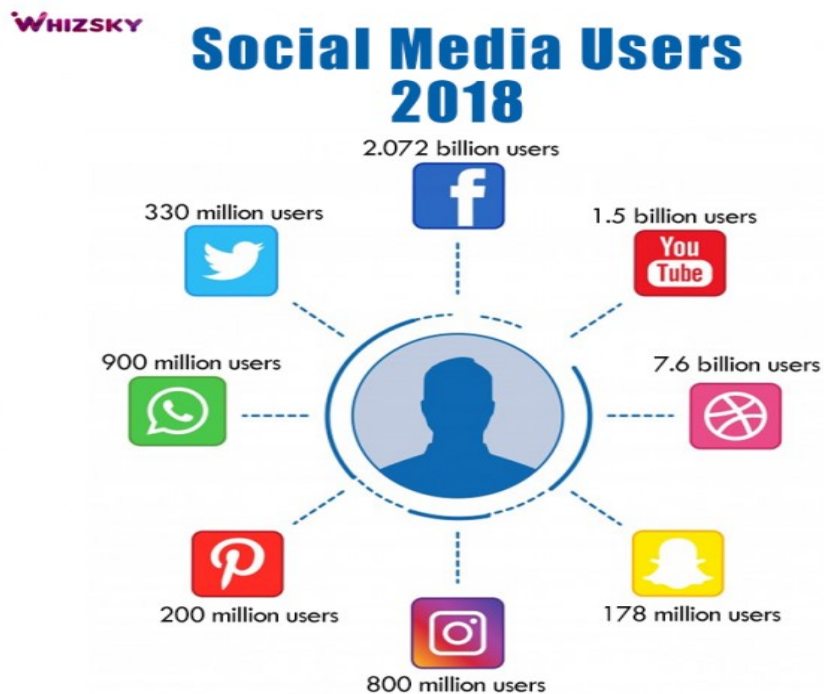


Figure 9 Social Media Users in 2018. (Reprinted from Whizsky 2018)

YouTube can be considered a social media platform because it allows people to interact in two sides by some featured function such as subscribing, commenting and sharing opinion. This social media channel could be exploited in a digital marketing campaign when the products are complex and need to be explained clearly about the benefits and functions through a video. During watching videos on YouTube, advertisement message will be inserted by a short message or popping ads. YouTube marketing can bring many benefits to a business. As a free video hosting service, YouTube allows company to post content video in their channel or be embedded to other commercial websites. YouTube also can be used as a traffic drive tool to the main company channel which is extremely useful in e-commerce sector.

**Instagram** is a social platform created by Kevin Systrom and Mike Krieger in 2010. Instagram was born with the aim to let people share their own photos with a description called captions and hashtags. The users can search for other users' photos and show their expression by the function comment and like as a "heart" button.

Recently, Instagram has a new function called "stories" which allow people to share their videos with a limited 24 hours duration, and they can send direct messages to other users. After acquired by Facebook, Instagram now has roughly 800 million active users, made it become one of the largest social networks (Whizsky, 2018).

Instagram in a digital marketing strategy can be useful in the case of a brand that wants to show to a large amount of people its products; "show" is the code word with this platform, as photos and videos are its foundation. Firms can choose to let consumers see their finished product, the production process of goods, or even just the "faces of the company".

A particular field, that will be discussed later in the thesis, Instagram has a strong power in the fashion industry; for example, on this social network fashion companies publish photos of their latest collections, how they produce their product, and who is the brain of the brand. A part from the usage of the hashtags, Instagram is not principally used to express articulated messages with words; it configures itself more as a product window.

**Chat apps** is another popular social media channel which may also be exploited by the marketers. Chat Apps is becoming a daily communication tool of many people, yet most people solely think Chat Apps as a tool to exchange or communicate with friends, family or partners. Yet Chat Apps provides more function than people usually think. When a user follows a brand or a product on Facebook, the interaction is usually one-way as the company publishes their contents via videos or images, and the users will rarely engage with it.

FPT is currently the Vietnam's largest technology company, yet VNG is the owner of the biggest Chat Apps along with Facebook Messenger with more than 30 million users. Zalo is currently used by most of Vietnamese in a lot of daily activities as trading, exchanging information or even doing business (TechinAsia, 2015).

## KOLs and Influencers

KOLs, Key Opinion Leader, or Influencers can be understood as a group of people have enormous influent to a group of people, and this could be a group of high school students or a group of white-collar workers. An influencer usually has a large number of followers, fans and operate in various social media platforms.

As the world now has moved to social media, consumers usually take a look to another customer to make a purchasing decision instead of watching and hearing advertisement from the company as they used to be previously. Consumer nowadays usually look at each other especially from who have the similar personalities. (AsiaKol, 2018.)

For these reasons, influencers marketing will absolutely become an extremely market in the future. Along with influencers, company can create their brand contents and implicitly amplify or transfer their messages to a target group of customers. Influencers, when they use their platform such as YouTube, Instagram or Facebook, have their own target views in which the company can easily classify which influencers is most suitable for the marketing project. Although the rise of social media influencers brings the world a new opportunity as it may connect brand and product of firm to the potential customers, influencer marketing is still a new definition, and many marketers still hesitate to use it in their campaign. Together with the rise of becoming an influencers trend among young people, social website today already becomes home to hundreds of entrepreneurs. And brand can wholly make this trend become a good use of choosing brand ambassadors, promote their value and increase brand awareness from these influencer army.



Figure 10: KOLs classification. (Reprinted from martod 2019)

Influencers can be divided into three main groups which are, namely, celeb, influencer and mass seeder. For example, Chi Pu, a Vietnamese singer rising from the social platform, can be seen as an influencers, often have 30 thousand likes for mostly every post, along with 8.5 million followers. However, this does not mean a product or service will attract 30 thousand viewers; in addition, according to Chandrasekar, the “micro influencers”, who have roundly 1 thousand

to 100 thousand have much higher interactive rate compare to the one who have enormous influences, so that is the reason why a specific marketing plan, come together with goal and objective, need to be defined to choose a suitable influencers for the project.

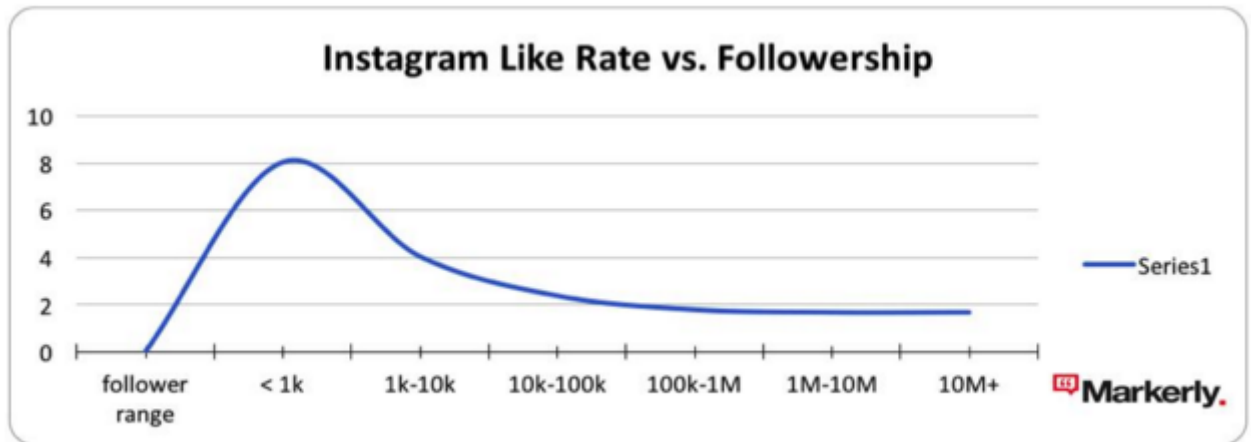


Figure 11:Instagram respondent rate. (Reprinted from marketmotive 2017)

### 3. PROJECT MANAGEMENT IN A DIGITAL MARKETING CAMPAIGN

According to Kerzner (2013), Project Management definition has developed from the philosophy of management in some areas regarded as a must have factor affecting every unit of an enterprise. He simple stated project management now is more like a business process instead of a project management process. Nowadays, more and more companies recognize project management as a mandatory factor as it affects to every functional unit of the company.

To understand project management, the definition of project needs to be pointed out. Kerzner define project as a series of activities or tasks fulfilled some specify conditions:

- Have specific objective to be completed.
- Have an exact starting and ending days.
- Know the spending budget.
- The available resources for that project (human and non-human resources).
- Functional of member inside the project.

Project management, according to PMI (Project Management Institute), includes five separate groups:

- Project Initiation: In this first phase, the top manager needs to define the best project based on the resources limit, benefits of the project, afterwards prepare document related to the project and appoint the project manager. (Kerzner, 2013.)
- Project planning. In second phase, the project manager will have to define some characteristic and requirements of the project, which are, namely, work requirement, quality and quantity of the work, resources needed, starting and ending time and evaluation of risk factors. (Kerzner, 2013).
- Project execution: In this phase, project manager and team member need to work together directly to do the project.
- Project monitoring: This phase includes, namely, tracking, comparing and doing suitably adjustment according to the objectives and goals. The monitoring phase could be evaluated by some KPIs that decided before the implementation such as the number of customers reaching the website during that phase or the number of reaction in some contents.

- Project controlling: Lastly, the project manager has to verify that all the works already fulfill the target and afterwards closure the project by a contract. All the financial documents must be recorded and closed. The administrative then close the paperwork. (Kerzner, 2013).

Last step is project closure in which the project manager will need to create a list of things that do not get accomplished during the project and, together with the other members, try to finish them. Afterwards, the project manager has to make a final budget report and prepare for the report. After finishing all the things, the project manager needs to sign in the contract to close the project.



## **II. RESEARCH AND ANALYSIS**

#### 4. EDUCATION CONTEXT IN VIETNAM AND TON DUC THANG UNIVERSITY

The modern education system in Vietnam in general can be divided into two stages, education system under Feudal and Colonial periods and after the Independent day (30<sup>th</sup> April 1975). Before the modern era, the education in Vietnam is strongly affected by the Confucian-oriented from China due to its dominant for more than one thousand year.

According to World Bank report (2013), at the end of 19<sup>th</sup> and early of 20<sup>th</sup> century, together with the colonization of French in Indo-China, the traditional conception of education was little by little replaced by the French-Vietnamese education with the target to train Vietnamese to work for the colonized government. During this time, Vietnam only has 2322 elementary schools for the first three years of primary education system, and the number of students merely accounted for 2% of the population; there were only 638 primary schools for the last year of primary education after and only six secondary schools for four years after primary education. The whole country only has a total of three universities with approximately 800 students studying in university of Law, Medicine-Pharmacy and Sciences located in Ha Noi, the capital of Vietnam.

After the independent day in April 1975, the new Government decided to make a reform in the education system with two main tasks; (1) removing the influences of the previous education system, (2) eliminating the illiteracy for people as, during this time, more than 40% people can not read or write. (World Bank, 2013). And the education during these years almost has the shape similar to the current system as it includes 12-year general education structure divided into three levels primary schools, secondary school and high school. A large number of higher education institutes, universities and colleges was built and developed during this time.

After the first reform in the period 1975-1986, come together with the economic crisis in the early 1980s, Vietnam again decided to make a reform in both economic and education to face with the new world system because the Communist pole was collapsed marked by the fallen of the Berlin Wall event. The education system in Vietnam then has a new shape as today, and it generally can be divided into three separate levels that last for 12 years, similarly to many other countries. After finishing 12 years of compulsory education system and passing the graduation test, students have chance to join a vocational school with the aim to improve their abilities to fulfill the requirement of labor market, so the students usually can work immediately after a very short time from six months to one year. On the other hand, students may also participate on a national entrance examination test hold on June-July every year to continue their study in higher education system.

According to Ton Duc Thang university (2018), the number of students enrolling in a higher education institutes now stand at 2.2 million, and 86% of this number comes from public institutes. In the academic year of 2014, there are 419 higher education institutes in Vietnam, and of which 207 are universities including 153 public universities and 54 private one. The registration fees in Vietnam vary significantly from public to private or from domestic to

international program. Yet, in summary, it varies from € 230 to € 350 yearly for public universities and from € 500 to more than € 5000 for private institutes (Ton Duc Thang, 2018).

#### 4.1 University Background

Ton Duc Thang university was firstly founded as a private technology institute in 1997. It is responded for training talent and improving human resources to fulfill the requirement of industrialization and modernization after the reform of the whole country in 1992 (Ton Duc Thang University, 2018).

The university, in some first year, was centered mostly technology and engineering researching and training. After the year 2006, the university transformed into a public university with a self-financing mechanism which made it switch to a multi department university providing both undergraduate and graduate level.

The university strategy centers in the mixed of applied sciences to supply the human resources for the labor market, and researching activities in recent years; for instance, Ton Duc Thang university published more one thousand scientific articles on the Web of Sciences (ISI), made it become the university that has highest ranking in the whole country with research criteria.

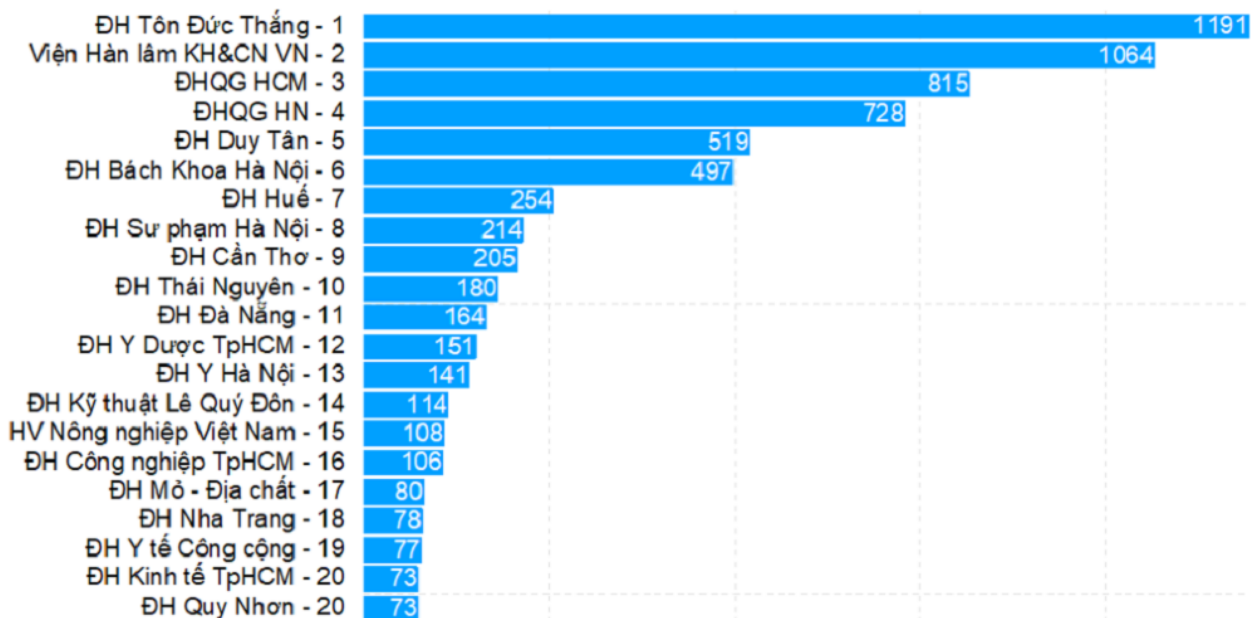


Figure 12: Number of public scientific articles. (Reprint from Ton Duc Thang University 2018)

To become a tremendous university in Vietnam, Ton Duc Thang University defined a clear strategy and a vision in each period of time. Ton Duc Thang university's target is become a center of education, scientific and technology in Asia within the next 20 years. The goal is stated in front of the gate of the university as followed: "For development of humanity in a world of peace and happiness".

In 2017, Ton Duc Thang University's income was 494 billion VND, equal to approximately € 21.7 million, and 80% from this income arises from tuition fees (from around € 800 to € 1,000) and 16% from scientific-technological services transfer (Ton Duc Thang university, 2018).

For external relationship in local area, Ton Duc Thang University develops a policy to maintain close relationship to local companies and government in both "formal" and "informal" ways due to a special situation of a Communist country. Because of the establishing reason is to fulfill the demand of the labor market, Ton Duc Thang University hold an important position with the government, especially with the National Confederation of Labor, advantages that helped it develop strongly in other regions as in the middle and the Southern of Vietnam; Ton Duc Thang university has a very clear ambition to become one of the most prestigious institutes in the Southern of Vietnam, together with the National University.

In term of international relationship, Ton Duc Thang University aware that developing relationship with other international counterparts would definitely help itself to face with the increasing of the competition in education field in Vietnam. The goal of the university is to be appeared on the best 60 Asian University list in the academic year 2035.

## **4.2 Student Activities in Ton Duc Thang University**

Ton Duc Thang University currently composes two main campus in downtown of Ho Chi Minh city, the biggest city in Vietnam and another one in Nha Trang, a coastal city located Khanh Hoa province and in the middle of Vietnam.

The university nowadays includes 17 different departments hosting more than 22,000 domestic students, along with more than 2,200 students coming from different countries; 85% of students are enrolled in the main campus in Ho Chi Minh city. The University is also home of more than 900 academic staffs, and, in particularly, 65% of them are lectures and 35% as researchers. However, there is merely 4% of academic staffs are associate or full professors. The University in general includes 17 departments providing 37 bachelors programs, 13 master programs and 4 Phd programs.

Beside studying and researching activities, the university also provides tremendous facilities for sports with 16 different subjects, come together with 69 students' club, as indoor football, basketball stadium or swimming pool (Ton Duc Thang university, 2018).

## 5. SITUATION ANALYSIS

To understand the current situation of the organization, two basic tools which are SWOT analysis and PESTEL analysis are applied. Then, the customer analysis and competitor analysis will be covered to provide a general view of all the affected factors to the project.

### 5.1 Positioning Analysis

The SWOT analysis was conducted based mostly on the report from World Bank (2013) and the reality of education situation in Vietnam in recent years. And, as the purpose of this thesis centers on digital marketing campaigns, strengths and opportunities are the core activities. Consequently, these parts will be analyzed more carefully.

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- Luxury and modern facilities.</li> <li>- Develop sustainably and rapidly in recent years.</li> <li>- Attracted scholars.</li> <li>- Strong relationship with the governments.</li> <li>- Have a strong relationship with alumni.</li> <li>- Self-financing university.</li> <li>- Limited number of academic researchers.</li> </ul>	<p style="text-align: center;"><b>Weakness</b></p> <ul style="list-style-type: none"> <li>- Still limited in graduate and post-graduate program due to the lack of resources</li> <li>- There is no specify strategy for long-term researching activities.</li> <li>- No partnership with other Vietnamese institutes to share information, knowledges.</li> <li>- Lack of relationship with local companies and organization to find the output for students.</li> <li>- Still lack of reputation to attract international students.</li> <li>- Marketing activities still lag behind some tremendous national universities.</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- Enrollment rate increasing 1-2% per year.</li> <li>- Large number of scholars return to Vietnam</li> <li>- Rise in living standards.</li> <li>- Digitalization.</li> </ul>	<p style="text-align: center;"><b>Threads</b></p> <ul style="list-style-type: none"> <li>- New competitors.</li> <li>- Political complex.</li> <li>- Competitors with more funding.</li> </ul>

Table 1: SWOT Analysis

After the SWOT analysis, another useful tool to understand the organization is PESTEL analysis. For the political aspects, Ton Duc Thang University still maintains a good relationship with the governments and companies in Ho Chi Minh city; as Vietnam is a Communist country, maintaining a relationship is vital to be existed, especially in education field. For the economic

situation, Vietnam in recent year develop quite sustainably, and still one of the fastest growing countries in the world, the growth that will help students approach to higher education system when the income of people is higher. Together with the development of the economic, the intellectuals also increase significantly then, yet the income distance among the poor and the rich still exist heavily which made a large number of people still do not recognize the important of education especially in rural area. About legal aspect, although Vietnam follow a legal system of many Western countries, the legal situation in Vietnam is very complex as the corruption rate is still maintaining in the top of the world; that is the reason why organization operating in Vietnam needs to maintain a good relationship with the government. The environment in Vietnam is quite sustainable as there are only two seasons in the South, dry and rain season, and it does not create significant impact to education sector. On the other hand, together with the development of technology in recent years, new universities with funding from some enormous groups are truly threats to Ton Duc Thang University as they can invest to the infrastructure or do massive marketing campaign with limited budget. The application of technology in digital marketing changes the game nowadays as, with the supporting from the technology, organization can easily approach a large number of customers' data and do massive marketing campaign to attract this group.

## 5.2 Customers Analysis

To effectively develop a marketing campaign, the marketers need to understand about their target customers first. Consequently, in this case, I send eight simple questionnaires together with a MBIT test to 50 students located mostly in Ho Chi Minh city. Most of these students are studying in 11<sup>th</sup> grade and almost all of them, exactly 86%, will participate on the entrance exam of next year. Only seven still do not continue their study in Vietnam due to some reasons such as going aboard, continuing their family's business or going to military services.

From the result conducted from the survey, we can easily recognize that students with average and good rating cover the largest portion with 68%. This number means that universities with average intake point will continue to dominate the largest portion of the students. Especially, when the number of public universities does not increase for a long time, yet private universities with huge funding is increasing year by year. This trend will absolutely create pressure to the group of private and self-financial universities because of the intense competition.

According to the survey, 41 out of 50 students have to take additional class to prepare for this exam. Yet, there still 33% of students still have not decided which field they are going to enroll. This is absolutely an opportunity for Ton Duc Thang University if they can approach these students and give them and their parents appropriate advices to orient them, these students might definitely enroll to the university.

In general, the target group of students that Ton Duc Thang University should focus on is students living in urban area, especially Ho Chi Minh city, with more than average living standard because the tuition fee of the University is not too high, yet it still significantly higher than other public university and the average of higher education institutes in Vietnam. A large

number of students still hesitate which university and which field they are going to enroll; consequently, there is a high chance that Ton Duc Thang university can create opportunity if it can approach these students on time. Moreover, most of these students spend one to four hours a day on social media platform, this is definitely a characteristic that consolidate the success of digital marketing campaign if it can be done in the right way.

### 5.3 Competitors Analysis

Firstly, a general position map of some representative university in Ho Chi Minh city. Only direct competitors located in Ho Chi Minh are pointed out because this is the largest city and the center of economic in Vietnam. Yearly, most of students living in provinces trying there best to be admitted in a university in Ha Noi, for students in the North, or in Ho Chi Minh city, for students in the South. These two cities attracted most of students in all over the country; beside economic reasons, most of famous public and private prestigious institutes are located in these cities. Consequently, most of direct competitors of Ton Duc Thang university are based in Ho Chi Minh city.

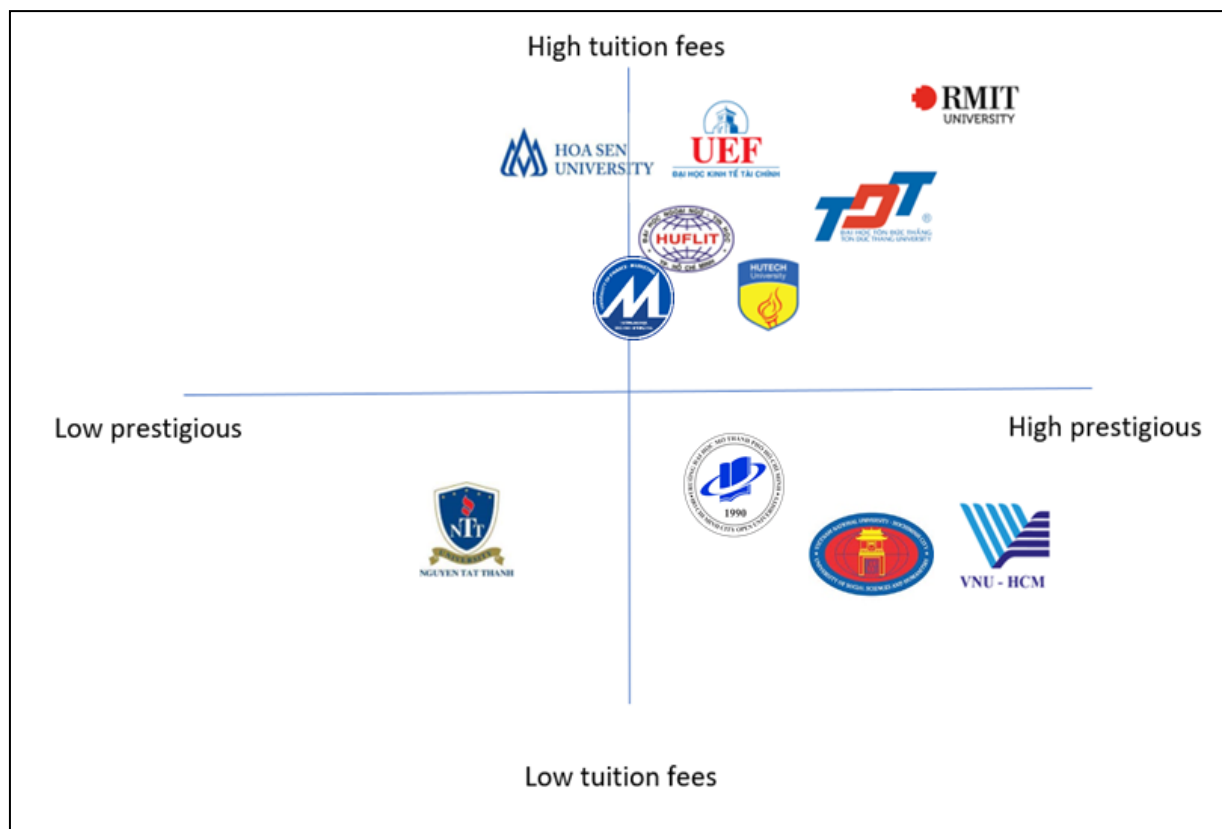


Figure 13: Positioning of some popular university in Ho Chi Minh city (Modified from Ton Duc Thang University 2018)

From the positioning map above, higher education institutes or universities in Ho Chi Minh city can be divided generally into three main groups. The first one which is the low prestigious and low tuition fees group includes most of vocational schools, colleges and some very young private institutes; this group attracts students by a very low tuition fees, and shorter program, aiming in manufacturing or mechanical fields in which student can go directly to labor market.

Second groups can be considered as top public universities in Vietnam as Ho Chi Minh National University, Opening University or University of Social Sciences and Humanities; most of universities in this group are very old and have high prestigious in education field and therefore have a large subsidize from the government. For these reasons, these universities, with very low tuition fees and scholarship for poor students, attract a large number of students yearly.

As the public universities' tuition fees are mainly below € 500 a year, this group attract most of suburban and students coming from other provinces. And from the map, Ton Duc Thang university can easily be seen to be the same group with some public and private university having tuition fees more than the average, and the quality varying from good t excellent. Ton Duc Thang university, together with some paradigms in this group like Hoa Sen university or Hutech university, have the tuition varying from around € 800 to more than € 1,000 a year; and these university are direct competitors to Ton Duc Thang university. As the number of academic staffs and researchers in Ho Chi Minh city is quite limited, a lot of associate professor and professor work for different university at them same time, especially for self-financial university. Consequently, the quality of this group is not different significantly.



## **III PROJECT**

## 6. ONLINE MARKETING ACTIVITIES

The Digital marketing campaign’s goal: as the number of slots for next year enrollment in Ton Duc Thang university is roundly 6,000, and the number of students enroll in last year to compete for a slot is around 15,000 students. There are two main targets have been defined as following:

1. Increasing Ton Duc Thang university brand awareness by generating potential students by generating social media presence.
2. Improving the number of enrollment students to at least 20,000 students.

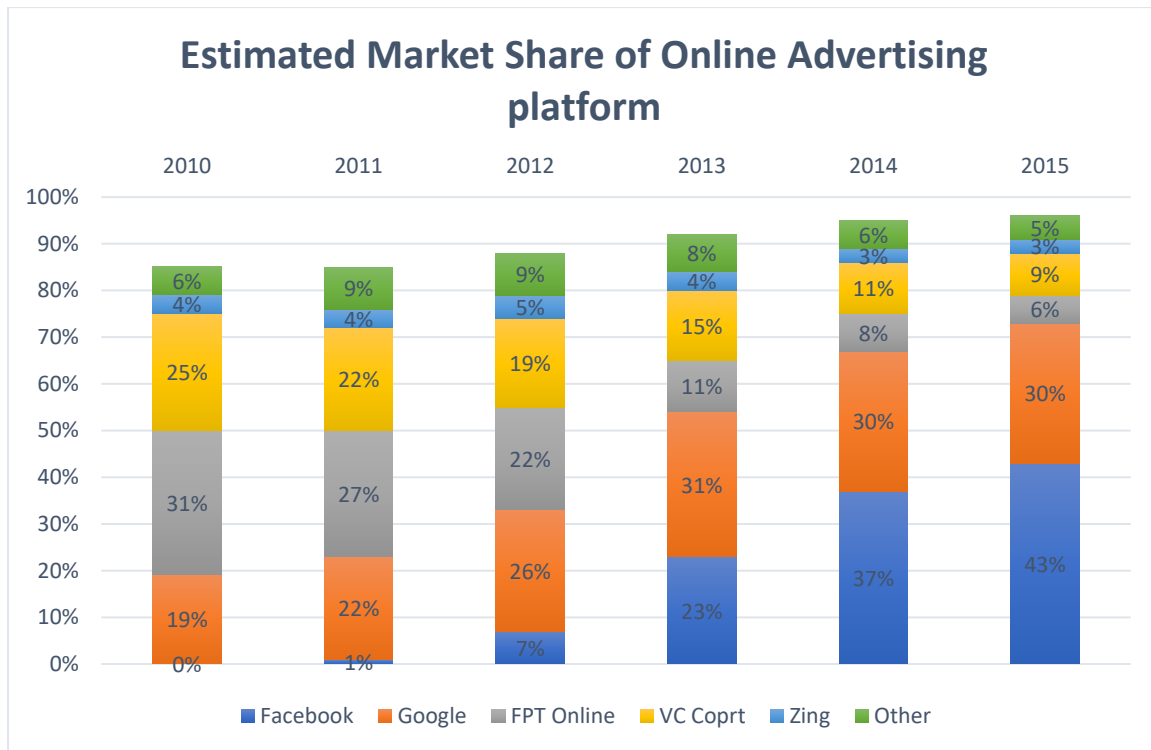


Figure 14: Estimated Market Share of Online Advertising platform in Vietnam (Modified from TECHINASIA, 2015).

As two most popular platform in Online advertisement marketing in Vietnam are Google and Facebook. The achievement will be done by two main channels: generating traffic by optimizing result in search engine platforms, and supporting platform like email marketing, should be focused on Google ads and Facebook ads, and social media platforms. As 80% of students participating on the survey admitted that they use their mobile phones or personal computer to use social media platforms like YouTube, Instagram and Facebook, this will absolutely be the center of the marketing campaign.

The target is to generate traffic in <http://www.tdtu.edu.vn/>. can be done by some following tools:

## 6.1 Search Engine Optimization and Related Tools

### Search engine optimization – SEO

As search engines are platform that students may use to search for information about university. Optimizing the search engine will help the university appear on the top of search engines as Google or Firefox. To do the marketers may do in the following ways:

- Ways to optimize <http://www.tdtu.edu.vn/>
- Create good contents and provide useful information for students and parents when they need to discover information about their studies.
- Update contents in main pages frequently.
- Every contents of the university should focus on one or two key words which may be about business study or job opportunities.
- Link to as many social media channels as possible
- Create a mobile interface in which a large number of students nowadays approach website by mobile devices.

Create keywords and titles in the description of meta tags.

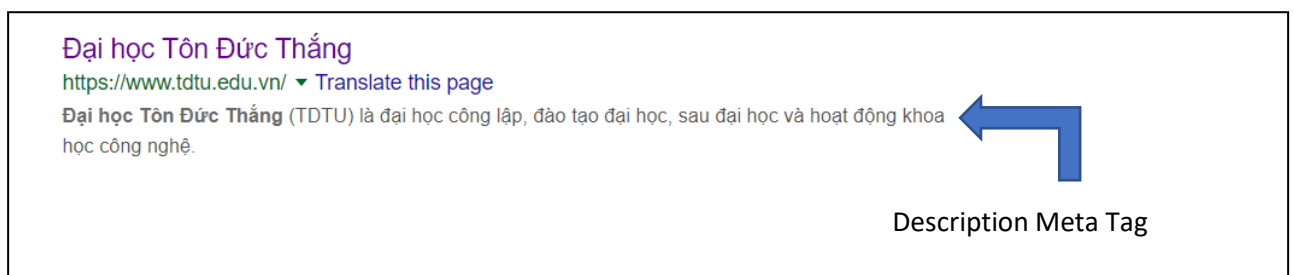


Figure 15: Ton Duc Thang university Google search. (Reprint from Google 2019)

Creating key words for each content as blog post, website information or social media contents will help the website maximize the chance to be appear on searching platform. There should be some repeated key words in every content; these key words should be specific and not be popular searching keywords in Google platform

Some specific key words could be used:

- Ton Duc Thang activity
- Ton Duc Thang education
- Top business school in Ho Chi Minh

In case the marketers use paid advertisement on the massive marketing phase

To maximize the searching result and to save money, advertisement should consist a headline, display URL and description lines which will generally summary information before the potential customers click to the page.

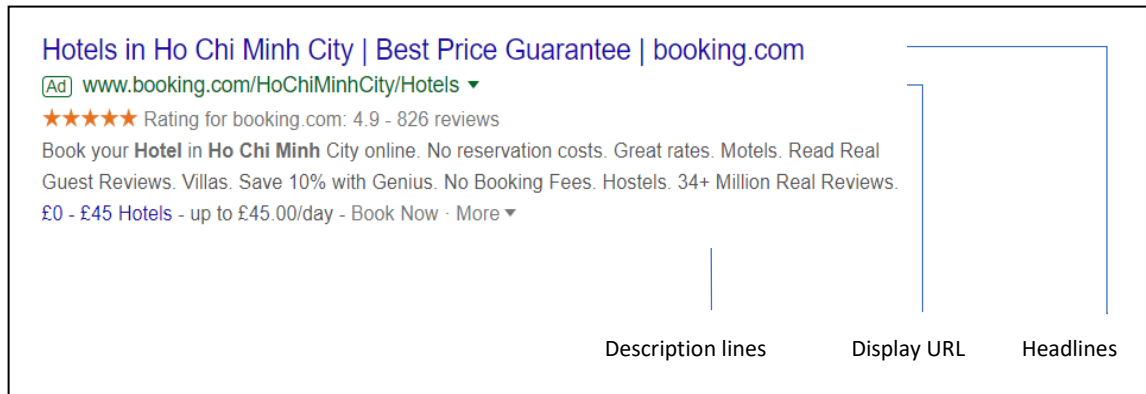


Figure 16: Example of Google Ads. (Reprint from Google 2019)

To set up a Google Ads words plan we need:

The headlines need to specific the services or features of the company, and they should focus on university and some popular education fields; that could be business, technology or engineer as, according to the research, more than 70% of students are going to enroll in these field.

The description lines need to point out some paradigm characteristic that make Ton Duc Thang differ from other university. This could be tuition fees, excellent infrastructure or great academic staffs.

The ads need to directly link to the information of next year enrollments season. And this page must include all the needed information such as tuition fees, number of slots for each class and needed point of years entrance examination to be admitted.

Analyzing current information of competitors website by a tool provided by SpyFu.

For instance, a concrete SEO campaign could be:

Headlines: Ton Duc Thang university – top university in Ho Chi Minh city

Display URL: <https://admission.tdtu.edu.vn/dai-hoc-chinh-quy>

Description lines: Open the door to your future. top educational quality, reasonable tuitions feed and scholarship for excellent students with advisory team. Feeling free to contact.

## Email marketing

Email marketing is a tool that has been totally forgot by universities in Vietnam. As most of university do not have a subscription system. The email marketing could be done by automatically sending information about enrollment and scholarship of Ton Duc Thang university. Email marketing can be considered as a supporting tool for other platforms as it could remind and increase students' awareness about Ton Duc Thang university.

In summary, a subscription system needed to be designed, and at least one content email must be sent to the subscriber per week. After achieving a large number of subscribers, automation system of email marketing can be applied such as contents or information will be delivered automatically based on the location of the customers.

## 6.2 Social Media Platform

The social media platforms that can be exploited to develop digital marketing plan is: Facebook, Instagram and YouTube together with the cooperation of KOLs.

**Facebook:** As most of Ton Duc Thang Facebooks' post are mostly quotes about how to become good people, how to be educated well or about some good student inside the university, information that are totally useless for students and parents if they want to start their higher education in a university. To make Facebook become an advertisement tool, Ton Duc Thang university need to reform this page. As the effective of this social media platform are hardly to recognize, yet it is critical to make people recognized the presence of this channel.

To have an effective Facebook pages we need to:

- Post contents or video about university's activity or about how are students' life in Ton Duc Thang with the target is 4-5 post a week.
- Share news about job opportunities, research result of the university.
- Share content's about education opportunity like exchange program.
- When the enrollment season starts, we can also use Facebook ads to promote more audience by choosing the group of people we want to target.

When posting a Facebook content, only a limited number of organic users can reach the post, meaning that not all the followers can see the post in their timelines. Consequently, to maximize the effective of Facebook channel, when it is near the enrollment season we can spend a large amount of money to attract new followers, and, in Facebook ads, it is decided by the demographic. So, before promoting a post, we must ensure that contents are related to the target group of people.

**Instagram:** As Instagram is a very free tool to advertisement platform, many organizations still neglect it. This channel can be used to attract and inspire potential customers, especially young audiences who nowadays usually own an Instagram profile.

Ton Duc Thang university still does not have a profile on this channel. How to optimize Instagram profile.

To make Instagram become usefully, the marketers should do:

- Post at least 1 post per day.
- Uses ads function to target to high school students.
- Each post should focus on the future of students, opportunities about the job or which job is “hottest” now.
- University’s life such as club working or sports competition.

These trends will absolutely attract students more than traditional ways of universities in Vietnam as they usually post contents about education or how to become good people.

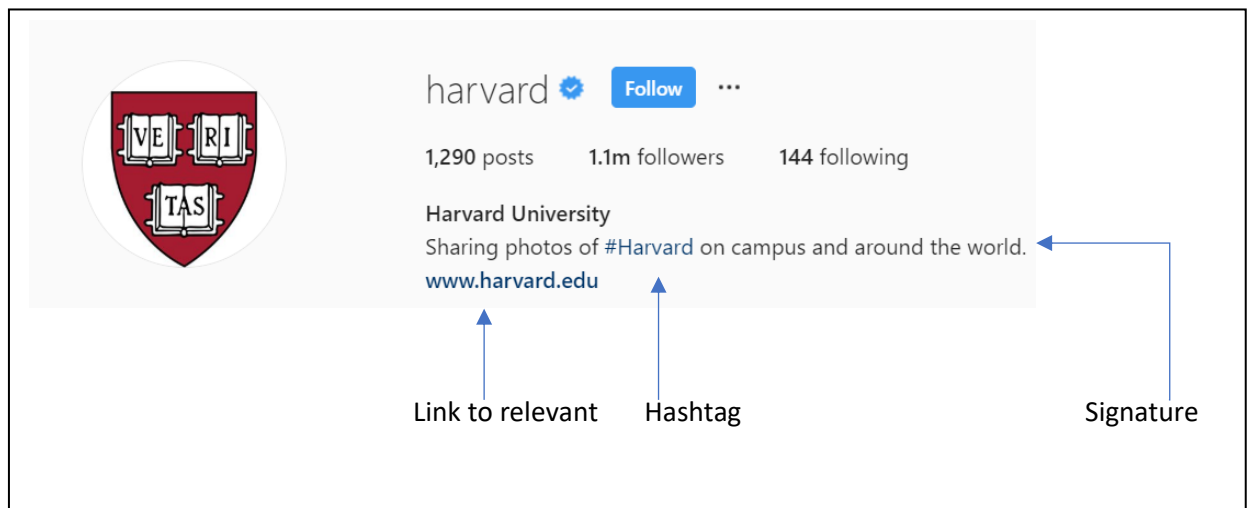


Figure 17: Example of Harvard university’s Instagram profile. (Reprint from Instagram 2019)

To make sure Instagram is optimized, the main profile need to pointed out the . Firstly, the profile needs to be public. Secondly, there must be a signature hashtag as #tonducthanguni, which is a way to let people refer Ton Duc Thang university in their picture or profile. A new trend of hashtag can only maximize its value if they can refer directly to the organization. A short contact information and every link pages of the university should also be included in the signature.

Moreover, in each post there should be a consistent theme or messages that want to attract the followers. In this case, it could be university’s life in Ton Duc Thang. And each post also need to specify the location of in which people later can refer to this profile.

Furthermore, as Instagram is already acquired by Facebook, marketers can link the profile on Instagram to Facebook by a widget, and it could be extremely useful in the future when people want to use the hashtag #tonducthanguni. Becoming partner with some KOLs may also help the university increase the number of followers significantly if the marketers can choose the right

KOLs to approach the target group of students; in particular, the target customers are last year high school students whose families' income are above average.

### **KOLs to cooperate**

As KOLs is now a part of young peoples' life, KOLs can have notably voice in their field, and this characteristic may be exploited to bring the target audiences to your organizations. Yet, KOLs usually have limited effect on their fields, so the marketers need to decide carefully which KOLs is suitable for the image of the brand unless KOLs, in some case, may even destroy the image of the company.

The following table are some prices of some notable KOLs that may have influences in education field in Vietnam. The prices are conducted according to some digital marketing companies in Vietnam as Creativity and VC corp. And the prices can be differed based on many other factors such as time, operating field or method of cooperating.

Name / Nickname	Main Job	Followers	Prices for one post or clip
Song Thu	Blogger	1,200,000	€ 350
Phan Anh	Editor	1,160,000	€ 800
Oc Thanh Van	Artist	406,000	€ 400
Pewpew	Blogger	2,000,000	€ 1200
Viruss	Blogger	2,200,000	€ 950
Miss Thy	Blogger	2,200,000	€ 1300
Le Tu Vi	Artist	433,000	€ 1100

Table 2: Some KOLs operating in Vietnam market (Kolviet,2018)

The project will cooperate with KOLs to make at least one content a week when the marketing campaign is in the last phase. The contents can connect to all other social media platforms such as YouTube, Facebook and Instagram.

## 7. PROJECT MANAGEMENT

A successful campaign has to be cost-effective, good time management and risk controlling. As there are many tasks require different period of time and different groups. Consequently, if there is no planning for a project, it would easily collapse as group members can not follow the schedule or do not know which exactly which phase we are being and which phase should be focus more at the moment. Or the cost analyzing will help the project manager know exactly the amount he/she going to use in each separate phase, and he/she can report to the directors when

Consequently, a project needs to be planned carefully before activating to ensure everything is on the plan and limited the risk. The project stakeholders or members participating in the project are shown as follow. In particularly, this project needs the participation of both internal and external resources.

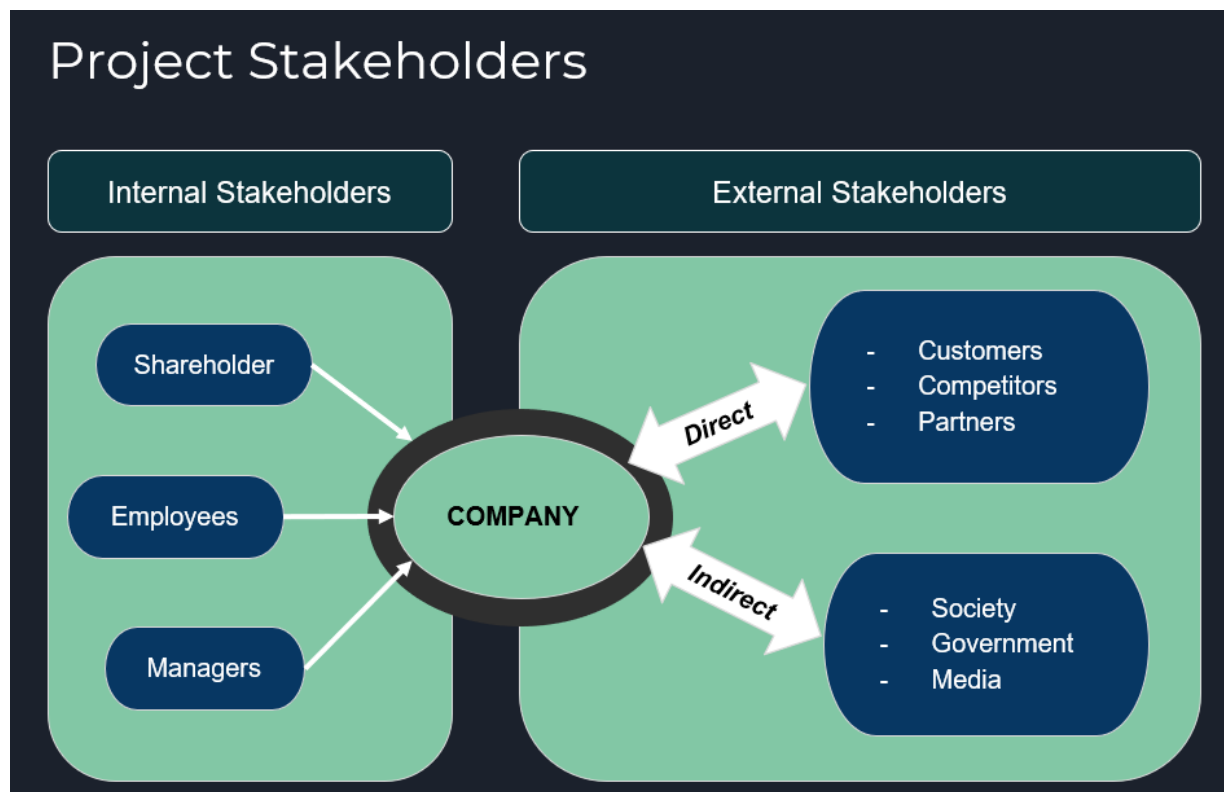


Figure 18 Project Stakeholders

### 7.1 Time Management

To ensure the project still on the plan, we need to have a clear schedule to help member know which stage they are exactly in, and which is the next stage. Firstly, a concrete Work Break Structure is designed as followed:



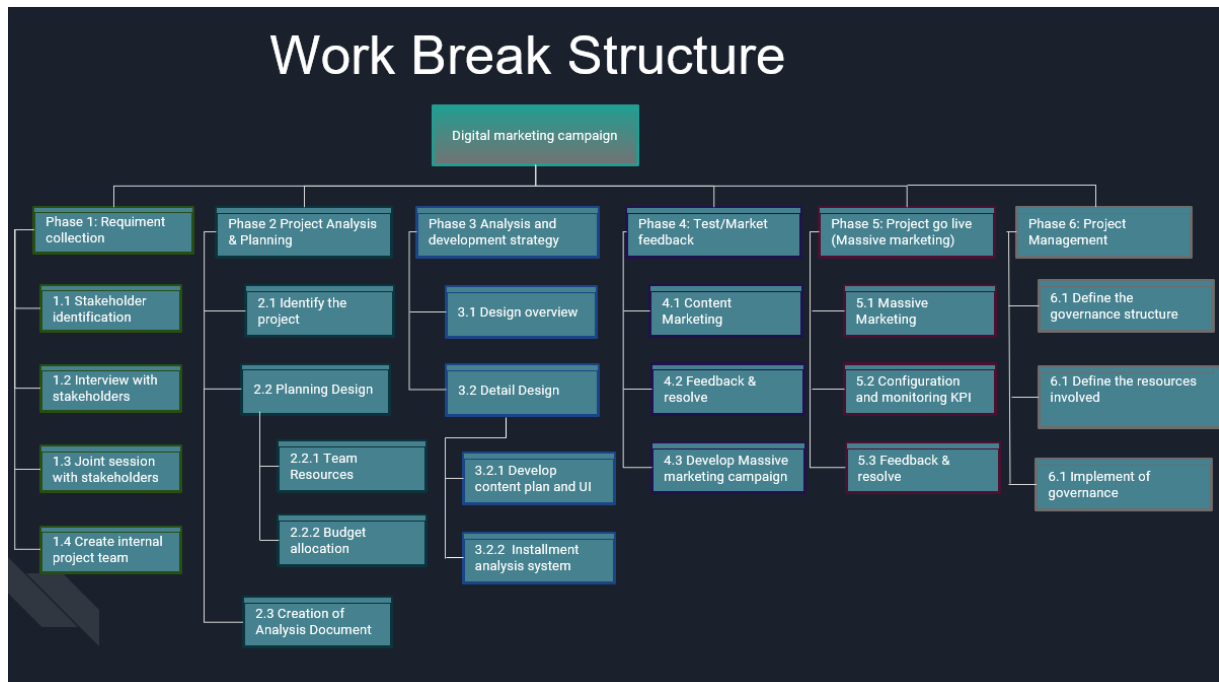


Figure 19: Work Break Structure of project.

The work, in general, can be divided into 5 phases. In the very first phase, the project manager needs to work together with inside and outside stakeholders, who will response or give funding to the project, to define the overall targets and goals of the project. On the second phase, the project manager will have to work with the marketing manager to allocate suitable fund and human resources needed for the project; on this phase, some general analysis also must be done. Thirdly, a detail of designing plan are designed; in this phase marketing manager need to work with other executive to design a general plan and design user interface for each platform such as Ton Duc Thang university need a mobile version for there website or install analytics code by Google Analytics. Afterwards, on fourth phase, the marketing plan will go live with daily contents update to increase the awareness of the potential students; the result will be analysis based on feedbacks of students get experiences and design a massive marketing plan for the next phase. On phase 5, this is the main step of the campaign when all the marketing channel will operate massively as Google ads and Facebook ads only be used on this phase. Phase 6 is the general management phase in which the project manager and marketing manager will have to follow the project during the whole period.

Coming up with the general structure of the plan, a concrete working time table is then created as followed to define clearly the work of each phase:



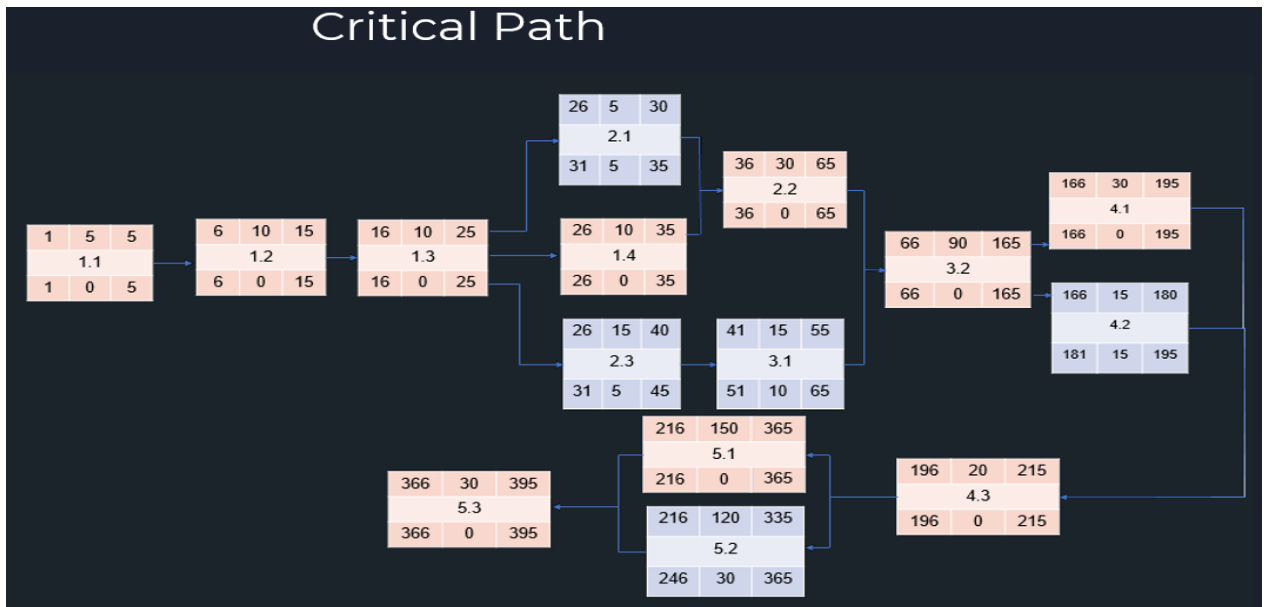


Figure 20: Critical Path of project.

The red box shows the starting and ending day of each phase, and these phases must strictly follow the deadlines as it can not be delayed due to any problems. On the other hand, the blue boxes are steps that can be stretched with a limited day. The Critical Path helps the member understand which step needs to be prioritized from which they can create a plan for themselves.

## 7.2 Cost Management

As the income of the university is € 2.1 million, and the profit of academic year 2017 is roundly € 1.2 million I suggest 35% of this amount of money, equal to € 450,000, should be re-invest for marketing activities. This number may vary from 30% to 50% depend on the business field of the organization.

The allocated cost of the project will be divided into two parts; the first one will be allocated for management and human resources cost in which it will be used to pay salary, hire the outsources to analysis and create an appropriate campaign. The second part will be budget for digital marketing tools such as payment for Google ads or Facebook ads or to pay for the cooperation with the KOLs.

Human resources and their working duration are conducted in the following table

<b>Position</b>	<b>Employees</b>	<b>Duration</b>
Project Manager	1	52w
Marketing Manager	1	46w
Account Executive	4	20w
Marketing and Content developers	5	24w
IT supporter	2	46w

Table 4: Members and working duration in project.

The project manager, who will response for the whole project, will have to follow the project since it starts. The project is simply divided into two teams, media team and information technology team, and both of these team will work together with marketing manager to report directly to the project manager. Marketing managers will follow after the first phase when the general plan is set up. The account executive will response in the third phase for only 5 months with the main responsibility is to analysis the market, create suitable contents planning for the projects.

Two Information technology staffs will also be recruited to work together with the IT manager to develop the analysis system, create new mobile version of the website and upload contents, or develop the subscription system for the university; two IT supporters have to follow the whole projects which is 46 weeks.

A detail funding for human resources and management cost are created in the below table. The salary of staffs and managers are based on the average salary in Ho Chi Minh city of these position. And the management cost is the incurred cost in case of there are some other problem with the government or the cost to invite customers.

1						
2	<b>Analysis and development strategy (15 WEEKS)</b>	<b>per month</b>	<b>per week</b>	<b>Employees</b>	<b>Duration (m)</b>	<b>Total</b>
3	Project Manager	€ 1,500.00	€ 375.00	1	15w	€ 5,625.00
4	IT Manager	€ 1,500.00	€ 375.00	1	15w	€ 5,625.00
5	Account Executive	€ 600.00	€ 150.00	4	9w	€ 5,400.00
6	<b>Total Cost</b>					<b>€ 16,650.00</b>
7	<b>Costs per week:</b>					<b>€ 1,110.00</b>
8						
9						
10	<b>Project analysis and planning: (6 WEEKS)</b>	<b>per month</b>	<b>per week</b>	<b>Employees</b>	<b>Duration</b>	<b>Total</b>
11	Project Manager	€ 1,500.00	€ 375.00	1	6w	€ 2,250.00
12	Project Executive	€ 700.00	€ 175.00	4	6w	€ 1,400.00
13	<b>Total internal cost</b>					<b>€ 3,650.00</b>
14	<b>Total Cost</b>					<b>€ 3,650.00</b>
15	<b>Costs per week:</b>					<b>€ 608.33</b>
16						
17						
18	<b>Requirement collection: ( 5 WEEKS)</b>	<b>per month</b>	<b>per week</b>	<b>Employees</b>	<b>Duration</b>	<b>Total</b>
19	Project Manager	€ 1,500.00	€ 375.00	1	5w	€ 1,875.00
20	Business development Executive	€ 600.00	€ 150.00	3	5w	€ 2,250.00
21	<b>Total</b>					<b>€ 4,125.00</b>
22	<b>Costs per week:</b>					<b>825.00</b>
23						
24						
25	<b>Test/market feedback</b>	<b>per month</b>	<b>per week</b>	<b>Employees</b>	<b>Duration (m)</b>	<b>Total</b>
26	Project Manager	€ 1,500.00	€ 375.00	1	7w	€ 2,625.00
27	IT Manager	€ 1,500.00	€ 375.00	1	7w	€ 2,625.00
28	Marketing and content developer	€ 400.00	€ 100.00	2	7w	€ 2,800.00
29	<b>Total</b>					<b>€ 8,050.00</b>
30	<b>Costs per week:</b>					<b>€ 1,150.00</b>
31						
32	<b>Project go live ( 24 WEEKS )</b>	<b>per month</b>	<b>per week</b>	<b>Employees</b>	<b>Duration (m)</b>	<b>Total</b>
33	Project Manager	€ 1,500.00	€ 375.00	1	6m	€ 9,000.00
34	IT Manager	€ 1,500.00	€ 375.00	1	6m	€ 9,000.00
35	Account Executive ( partner sales)	€ 600.00	€ 150.00	5	20w	€ 15,000.00
36	Marketing and Sales Executive	€ 600.00	€ 150.00	8	6m	€ 28,800.00
37	Marketing Service ( external service )	€ 600.00	€ 150.00			€ 3,600.00
38	<b>Total</b>					<b>€ 65,400.00</b>
39	<b>Costs per week:</b>					<b>€ 2,725.00</b>
40						
41						
42	<b>Project management Cost</b>	<b>Yearly</b>	<b>Monthly</b>	<b>Weekly</b>		
43		120000	10000	2500		

Table 5: Human Resources Cost

In summary, the total cost of Human resources and the project management cost roundly € 250,662.50. The cumulative cost of each phase is showed below:

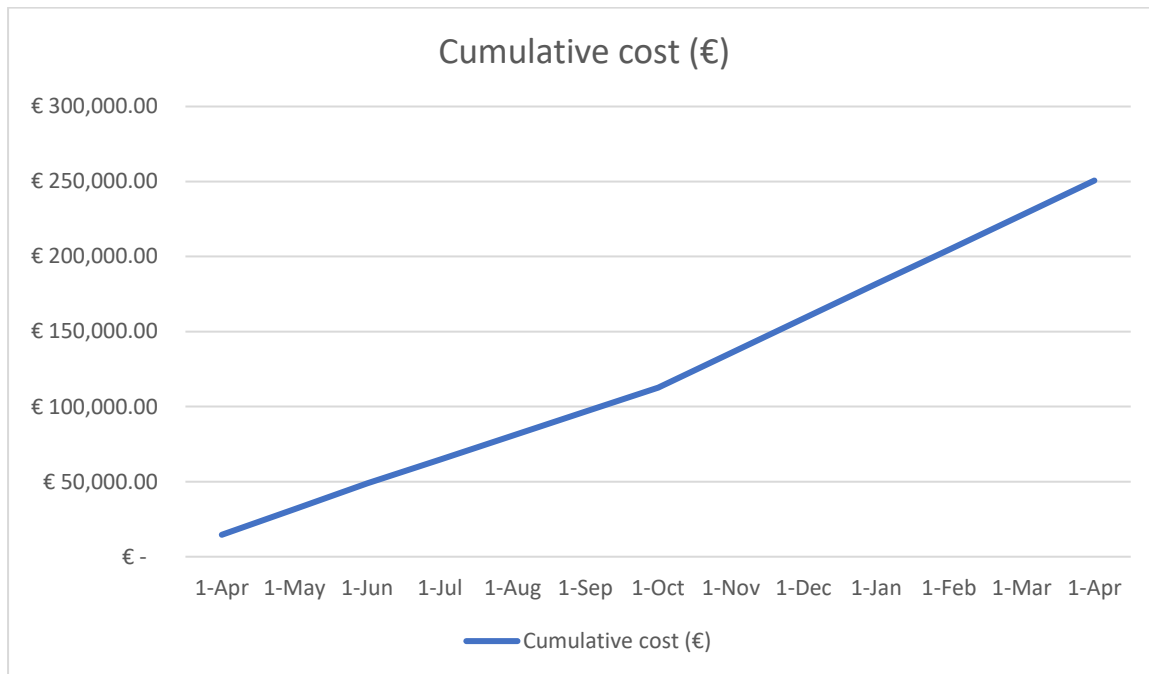


Figure 21: Cumulative cost for management the project

The rest of the budget will be allocated for the marketing campaign as this is the core of the project as the marketing budget could be divided into two separate parts. The first part will be allocated 10% of the marketing budget, which is € 20,000, on the 4<sup>th</sup> phase which is testing and waiting for responding from the market. This phase will last on 7 weeks, meaning that merely € 2,850 can be used weekly because this step focuses mainly on free marketing tools. And the details of weekly spending are shown in Appendix 3.

The rest of € 180,000 will be allocated to the massive marketing campaign in phase 5 which will last for 180 days or 24 weeks meaning € 7,500 per week will be allocated for digital marketing campaign during this phase.

### 7.3 Risk Evaluation

To control the risk, risk matrix table has been applied. Risk matrix in general is an assessment tool to classify the level of risk based on the likelihood and probability it may happens. Although risk matrices have been adopted and used widely because of its simple and easy to approach, the risk results are quite ambiguous as all of the event are relied on predictions.

1		Very Low (≤1000)	Low (≤2000)	Medium (≤3000)	High (≤4000)	Very High (>4000)	Unit: Euro
2	Frequent (L > 20%)		RBD005	RBD004 RTD004		RBD005	
3	Moderate (L ≤ 20%)				RPL012		
4	Occasional (L ≤ 15%)					RCF004	
5	Remote (L ≤ 10%)	RHR002		RBD006		RBD014	
6	Unlikely (L ≤ 5%)	RBD003				RPL013	
7	Unit : Percentage						

Figure 22: Risk Matrix

A details of risk assessment form is included in the Appendix 4, describing all the detail of each ID, and its risk rating together with the likelihood it may happen.

The risk matrix here are created base on the likelihood it may happen together with the potential lost it may create. Each event is assigned by a code, which are described in detail in the Appendix 3. In the risk table, red region includes all the risk that may significantly threaten the project in which it may have high chance to occur, come together with a serious lose; the yellow region is the region that need to need to be careful as it might deteriorate the project at some level. And lastly, all the event in green area will not heavily influence to the success of the project but the project managers still need to follow to maximize the effective of the project.

## CONCLUSION

Digital marketing is continuously evolving. Together with new technologies, Internet nowadays becomes the cornerstone of influencing marketing strategy.

The main objectives of the project, in general, has been accomplished. The digital marketing plan, and how to control it has been created. In order to adopt into a real plan, there still a lot of thing to be regulated. Because, in case of Vietnam, a Communist country, cultural, politics, and economic are extremely different from analyzing. But the project generally provided a detail plan for Ton Duc Thang university and help them to improve the digital marketing channel in which they still have not applied or barely applied.

The marketing will continue to evolve, and each company will have to change themselves, take risk and follow the new trend to understand the customers. Understanding customers' needs and wants is always the key to ensure the sustainable development of the organization.



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## **LIST OF ABBREVIATIONS**

CPM: Cost Per Impression

CPC: Cost Per Click

KPIs: Key Performance Index

KOLs: Key Opinion Leaders

SEO: Search Engine Optimization

UI: User interface

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## APPENDICES

The data was conducted and collected from March 2019 from 50 students who will participate on the next entrance examination in summer 2020 in Vietnam and their families. The result could be bias as most of the surveys was done mostly by students coming from the South of Vietnam and especially in Ho Chi Minh city; the result however, in general, will tell.

My name is Linh Vu Viet, and I am currently a Master student from Univerzita Tomáše Bati ve Zlíně in Czech Republic. I am writing my thesis with the topic of designing an online marketing campaign for Ton Duc Thang university in the next enrollment seasons. I extremely appreciate if you can spend your time to help me fill the questionnaire and the MBIT test to help me accomplish my research. Moreover, after accomplishing the MBIT test, I will score and send back the result as it might help you understand yourself better and have a suggestion for the field you might be good at. The responses will be recored and analyzed only for this thesis purpose; and once scored are recorded, names of the participating student will be remove.

The MBIT test was conducted and refer totally personalitymax with 63 different question. This test is currently used by varying different enrollment offices of Universities in Vietnam. There is only some small adjustment to be fitted and easier to understood.

**APPENDIX P I: Student Surveys****Student's Full name:****Name and location of High school you are studying:**

1./ Will you participating the next entrance examination ? Yes or No

If you circled no please list the reasons below.

---

2./ Which field or business sector you are interested in ?

Please list only one field you are interested in most.

---

3./ Which is your average GPA of the first semester of the 12th year?

A. Under 5.0

C. From 6.5 to 8.0

B From 5.0 to 6.5

D. From 8.0 to 10.0

4./ Do you attend or take any class outside school to help you prepare for the entrance examination ?

If yes, please indicate the all type and class you participate.

---

5./ Have you already know specific sector and university or colleges to apply for ? Yes or No and please specify field and name of the University

---

6./ How many hours a day you spend for social media platform (e.g Facebook, Youtube or Chat Apps like Zalo). Please choose only 1 answer.

A. Less than 1 hour

C. 2 to 4 hours

B. 1 to 2 hours

D. More than 4 hours



7./ Which social media platform you usually use ? Please choose all the correct answer answer.

A. Chats Apps (e.g Facebook messenger, Whatsapp, Zalo)

B. Video sharing platform (e.g Youtube)

C. Photosharing platform (e.g Instagram)

D. Social networking platform (e.g Facebook, Linkedin)

E. Others platform (Please indicate) \_\_\_\_\_

8./ Does the Key Opinion Leaders (e.g Pewpew, Virus or some famous people on social channels) affect to you when you need to make any decision as shopping or get suggestion ?

A. Totally not

B. Rarely

C. Often

D. Significant

**APPENDIX P II: Questionnaire result**

1./ Will you participating the next entrance examination ? Yes or No

Yes	No
43	7

Reason for No:

- Studying abroad: 4
- Going to military services: 1
- Doing home business: 1
- Participate in a professional football team: 1

2./ Which field or business sector you are interested in most ?

Field	Number of students
Business, economic	19
Industrial and information engineering	8
Health care industry (e.g doctor, nurse...)	4
Civil engineering and architecture	3
Political and Social Sciences (e.g Law)	1
Humanities	2
Artistic (e.g musicology, painting)	1
Life sciences (e.g Physics, mathematics..)	2
Teacher Education	2

3./ Which is your average GPA of the first semester of the 12th year?

GPA	Number of students
Under 5.0	5
From 5.0 to 6.5	13
From 6.5 to 8.0	21
Over 8.0	11

According to Vietnamese education system, GPA are varying from 0.0 to 10.0 with the namely band:

Under 5.0: Under average

From 6.5 to 8.0: Good

From 5.0 to 6.5: Average

Over 8.0: Excellent

4./ Do you attend or take any class outside school to help you prepare for the entrance examination ?

Yes	No
41	9

Particularly, the number of students participate in:

Subject	Number of students
Mathematics	38
Literature	9
Biology	7
Chemistry	25
Physical	27
English	33
French	1
History	2
Geography	2

5./ Have you already know specific sector and university or colleges to apply for ?

Yes	No
31	16

6./ How many hours a day you spend for social media platform (e.g Facebook, Youtube or Chat Apps like Zalo).

Number of hours	Number of students
Less than 1 hour	8
1 to 2 hours	23
2 to 4 hours	16
More than 4 hours	3

7./ Which social media platform you usually use ? Please choose all the correct answer.

Social media platform	Number of students
Chat Apps	50
Video sharing platform	50
Photo sharing platform	36
Social networking platform	48
Other	0

8./ Does the Key Opinion Leaders (e.g Pewpew, Virus or some famous people on social channels) affect to you when you need to make any decision as shopping or get suggestion ?

Rate of affecting	Number of students
Totally not	13
Rarely	24
Often	9
Significant	4

**APPENDIX P III: DETAIL COST PLANNING**

	Apr/17	17-May	17-Jun	17-Jul	17-Aug	17-Sep	17-Oct	17-Nov	17-Dec	18-Jan	18-Feb	18-Mar	18-Apr
1 Requirement collection	€ 3,300.00	€ 825.00											
2 Project Analysis & Planning		€ 2,433.33	€ 1,216.67										
3 Analysis and development strategy		€ 2,220.00	€ 4,440.00	€ 4,440.00	€ 4,440.00	€ 1,110.00							
4 Test/market feedback						€ 3,450.00	€ 4,600.00						
5 Project go live								€ 10,900.00	€ 10,900.00	€ 10,900.00	€ 10,900.00	€ 10,900.00	€ 10,900.00
6 Management	€ 10,000.00	€ 10,000.00	€ 10,000.00	€ 10,000.00	€ 10,000.00	€ 10,000.00	€ 10,000.00	€ 10,000.00	€ 10,000.00	€ 10,000.00	€ 10,000.00	€ 10,000.00	€ 10,000.00
7 Total	€ 13,300.00	€ 15,478.33	€ 15,656.67	€ 14,440.00	€ 14,440.00	€ 14,560.00	€ 14,600.00	€ 20,900.00	€ 20,900.00	€ 20,900.00	€ 20,900.00	€ 20,900.00	€ 20,900.00
8 Extra Cost (Cost overrun, 10%)	€ 14,630.00	€ 17,026.17	€ 17,222.33	€ 15,884.00	€ 15,884.00	€ 16,016.00	€ 16,060.00	€ 22,990.00	€ 22,990.00	€ 22,990.00	€ 22,990.00	€ 22,990.00	€ 22,990.00
9 Accumulate	€ 14,630.00	€ 31,656.17	€ 48,878.50	€ 64,762.50	€ 80,646.50	€ 96,662.50	€ 112,722.50	€ 135,712.50	€ 158,702.50	€ 181,692.50	€ 204,682.50	€ 227,672.50	€ 250,662.50

APPENDIX IV: DETAIL RISK PLANNING

Risk assessment of online marketing campaign

Note : Likelihood was calculated based on Probability of occurrence method in which the value varies from 0 to 1.

Date of conducted: 01/04/2019

Next review : 15/06/2019

Risk Classification			Risk description			Risk rating				
Risk ID	Internal/External	Class	Description	Impact	Cost ( C )	Time ( T )	Magnitude ( M = C + T )	Likelihood ( L )	Exposition ( E = M * L )	
RBD003	Internal	Business developer	Conflict among big shareholders and board of director as this is a large and risk project, cosuming a large amount of money and time.	As the conflicts arise, board of director will need more time to convince shareholders, leading to the delay of the project.	€ 2,000.00	€ 1,500.00	€ 3,500.00	5%	€ 175.00	
RTD004	Internal	Technology	IT team can not develop an easy-to-use and effective system to analysis and control the project leading to the delay in every phase	Decrease the interested of students and parents the university, or the competitors will approach the potential first.	€ 6,000.00	€ 4,500.00	€ 10,500.00	30%	€ 3,150.00	
RBD005	Internal	Business developer	The time to develop the contents and find suitable KOLs is longer than expected time	Increase the cost to develop the plan, lasting the time to launch the massive marketing plan	€ 5,000.00	€ 10,000.00	€ 15,000.00	40%	€ 6,000.00	
RHR002	Internal	HR department	Find needed employees for an the project is not an easy task. As half of the employees as this campaign come from outside.	Do not have suitable high skilled employees for project could lead to a delay in application design phase.	€ 4,000.00	€ 1,500.00	€ 5,500.00	10%	€ 550.00	
RCF004	Internal	Financial	Shortcoming of our financial analysis, and budget reduction	Likely to affect the success ability of the project (e.g insufficient money to effectively promote the application to clients)	€ 20,000.00	€ 8,000.00	€ 28,000.00	15%	€ 4,200.00	
RPL012	External	Politic and legal	As Vietnam is a Communist country, there might be some changes in the way to enroll to a university. This could lead to a decrease in the enrollment number.	This matter could lead to a decrease in the number of enrolling student. This problem happened in some recent years as the Government change to entrance exam leading many students can easily enroll to top university.	€ 10,000.00	€ 8,000.00	€ 18,000.00	20%	€ 3,600.00	
RBD004	External	Project manager and Business developer	The execution of marketing plan does not work effectively	Customer awareness towards the company's product is not high as expected	€ 8,000.00	€ 13,000.00	€ 21,000.00	30%	€ 6,300.00	
RBD014	Internal	Business developer	University has some serious proble or the related image of the KOLs can reduce the image of the university	Reduce the company's reputation, lead to boycott products, victims may sue the company to claim for their damages	€ 50,000.00	€ 20,000.00	€ 70,000.00	10%	€ 7,000.00	
RBD006	External	Business developer	Othe universities can do exactly the same marketing plan which may reduce the effective of the campaign	Every others universities with bigger funding can easily do exactly the same marketing campaign.	€ 15,000.00	€ 12,000.00	€ 27,000.00	10%	€ 2,700.00	
RPL013	External	Legal and politics	Mistake in education could lead to a temporary banned from enrolling as one university last year.	A banned from goveremnt could even threaten the whole project and cost significant amount to make aggrements	€ 70,000.00	€ 60,000.00	€ 130,000.00	5%	€ 6,500.00	