ORGANIC DIGITAL MARKETING PLAN FOR HORAMI ACADEMY

Khanh Ong Thi Gia

Univerzita Tomáše Bati ve Zlíně
Fakulta multimediálních komunikací
Ústav marketingových komunikací

Akademický rok: 2020/2021

ZADÁNÍ DIPLOMOVÉ PRÁCE
(projektu, uměleckého díla, uměleckého výkonu)

Jméno a příjmení:	**Thi Gia Khanh Ong**
Osobní číslo:	**K18544**
Studijní program:	**N7202 Media and Communications Studies**
Studijní obor:	**Marketing Communications**
Forma studia:	**Prezenční**
Téma práce:	**Organic Digital Marketing Plan for the HORAMI Academy**

Zásady pro vypracování

1. Provide the theoretical background to explain digital marketing and its prerequisites in order to achieve one of the main business goals at the moment: to establish a digital presence.
2. Define the main goal, state the research questions, and choose adequate research methods for the thesis.
3. Conduct primary research regarding qualitative methods using interviews and personal observation.
4. Provide an interpretation of your findings, answer the research questions, and chose relevant results for your project.
5. Based on the research results, develop a project to developing an organic digital marketing plan for the case company.

Forma zpracování diplomové práce: **Tištěná/elektronická**
Jazyk zpracování: **Angličtina**

Seznam doporučené literatury:

CHAFFEY, D. (2019) Digital Marketing: Strategy, Implementation, and Practice. 7th edn. England: Pearson Education Limited.
HOLLIMAN, G. and Rowley, J. (2014) 'Business to business digital content marketing: marketers' perceptions of best practice', Journal of Research in Interactive Marketing, 8(4), p269-293.
KINGSNORTH, S. (2019) Digital marketing strategy: an integrated approach to online marketing. 2nd edn. London: Kogan Page.
KOTHARI, C.R. (2004) Research Methodology: Methods Techniques. 2nd edn. New Delhi: New Age International Publishers.
KOTLER, P. (2019). Marketing Management. 4th edn. Edinburgh: Pearson Education Limited.

Vedoucí diplomové práce: **prof. Mgr. Peter Štarchoň, Ph.D.**
Ústav marketingových komunikací

Datum zadání diplomové práce: **29. ledna 2021**
Termín odevzdání diplomové práce: **16. dubna 2021**

L.S.

_____
doc. Mgr. Irena Armutidisová
děkanka

_____
Mgr. Josef Kocourek, PhD.
ředitel ústavu

Ve Zlíně dne 6. dubna 2021

Master Thesis Author Statement

I hereby acknowledge that:

- I approve of the release of my Master Thesis in electronic form on the university information system, accessible for reading only;
- To my Master Thesis fully applies Act No. 121/2000 Coll., on Author Proprietary Rights, as well as the Modification and Amendment of Other Acts (Author Proprietary Rights Act), connected to author's proprietary rights and their changes in later versions of legal directives, esp. Section 35 Para 3;
- In accordance with Section 60 Para 1 of the Author Proprietary Rights Act, TBU in Zlin is entitled to enter into a licence agreement about the use of the Thesis to the extent defined in Section 12 Para 4 of the Author Proprietary Rights Act;
- In accordance with Section 60 Para 2 and 3, I can use my Master Thesis, or render the licence to its use, only with the prior expressed written agreement of TBU in Zlín, which is in such case entitled to require from me appropriate financial compensation to cover the cost of creating the Master Thesis (up to the total sum);
- If the software provided by TBU or other entities was used only for study and research (non-commercial) purposes in the development of the Master Thesis, it is not possible to use the Master Thesis commercially.
- If the output of the Master thesis is a software product, its source code or files the project consists of are also considered to be part of the Master thesis. Failure to submit these components may prevent a successful thesis defence.

I herewith declare that:

- I have created this Master Thesis on my own and cited all used sources. In case the results are published, I shall be cited as author.

In Zlín 16/4/2021

.... date

.... signature

Note: Relevant Czech legislation applied.

1

ABSTRAKT

Díky pandemii COVID-19 je digitální marketingu důležitější než kdy dříve. Digitální marketing umožňuje začínajícím a malým podnikům oslovit své zákazníky s velmi nízkým rozpočtem nebo dokonce bez utrácení peněz. Předložená práce je projektově zaměřená a jejím cílem je vytvořit plán digitálního marketingu pro společnost HORAMI Academy, což je e-learningový startup v Německu. Práce se skládá ze tří hlavních částí. Teoretická část vysvětluje pojmy a metody digitálního marketingu, představuje aspekty procesu marketingového plánování. Analytická část představuje společnost, současný stav digitálního marketingu, situační analýzu a odpovídá na výzkumné otázky. A závěrečná, projektová, část prezentuje plán digitálního marketingu vytvořený pomocí plánovacího modelu SOSTAC® P. R. Smitha, který tvoří teoretický základ a je přizpůsoben potřebám a preferencím dané společnosti. Plán obsahuje jasný návod, jak implementovat akce směřující k dosažení cílů v oblasti digitálního marketingu. Rizika a limity plánu jsou rovněž součástí poslední části práce.

Klíčová slova: digitální marketing, organický digitální marketing, marketingové plánování

ABSTRACT

With decreasing face-to-face interaction, the COVID-19 pandemic has made digital marketing more important than ever. Digital marketing enables startups and small businesses to reach their customers on a very low budget or even without spending money. This is a project-based thesis, which aims to create a digital marketing plan for the case company HORAMI Academy – an e-learning startup in Germany. The thesis consists of three major components. The theoretical part explains the digital marketing terms and methods, presents the aspects of the marketing planning process. The analysis part will describe the company, the current digital marketing, the situation analysis and answer the research questions. Lastly, the project part is the digital marketing plan was created using the SOSTAC® planning model by P. R. Smith, which utilizes the theoretical framework and is customized for the needs and preferences of the case company. The plan includes a clear stage-by-stage guide on how to implement digital marketing actions to reach digital marketing objectives. The risks and the limits of the plan also are reported in the last part of the thesis.

Keywords: digital marketing, organic digital marketing, marketing planning

ACKNOWLEDGEMENT

Throughout the writing of this dissertation I have received a great deal of support and assistance.

I would first like to express my deepest appreciation to my supervisor Prof. Peter Starchon and my mentor, doc. PhDr. Dagmar Weberova for their invaluable guideline and the insightful feedback that sharpen my thinking and brought my work to a higher level. I would also like to thank PhDr. Dagmar Weberova for accompanying me and providing me with genuine support not only throughout this thesis process but also throughout my whole study journey in Tomas Bata University in Zlin.

My sincere gratitude extends to my colleagues from my internship at HORAMI Academy in Germany for their wonderful collaboration and the opportunities I was given to conduct this research.

I am extremely grateful to my parents, my boyfriend and other friends for continuous encouragement and trust on me all through my studies. This accomplishment would not have been possible without them. Thank you.

CONTENTS

INTRODUCTION

There's no escaping the fact that internet users have skyrocketed in recent years. Statista (2021a) shows that more than 4.6 billion people use the internet regularly in 2020. Digital is becoming dramatically important in most sectors of the economy and the way people shop and buy has changed along with it. Marketing has always been about connecting with the audience in the right place and at the right time. Thus, that means the Internet is where the audience is already spending time and where the marketers want to meet their audience. Digital marketing is transforming how every business presents itself to the world and have become the fastest-growing form of marketing (Kotler & Amstrong, 2018, p513).

In the era of revolution in digital marketing, it's fair to say that everything is going digital. Education is not an exception. Statista (2020a) indicates the global online learning market was sized at approximately 101 billion U.S. dollars in 2019 and by 2026, the total market for e-learning worldwide is forecasted to grow exponentially, reaching over 370 billion U.S. dollars. Aligning with the rise of the online learning market, many startups have been established to penetrate this fast-growing industry.

Founded in September 2020, HORAMI Academy is a young e-learning startup in Germany. It provides an online educational platform for Vietnamese community-related language learners, at the present, it's focusing on the German market. The fact that the company has not utilized many digital marketing methods and created a comprehensive digital marketing plan, which leads to the low digital visibility of the company in general. Since HORAMI Academy is a digital business and most of its activities are operated online, the poor online presence is an important issue that has to be fixed. Moreover, we can see the huge potential of this company to grow in this digital era based on the forecasted data of the e-learning market. Therefore, the business needs a strategic marketing plan that includes a step-by-step guide with the most suitable digital techniques and specific actions. With lower costs and higher flexibility, a digital marketing plan does not require an arsenal of expensive tools and huge budgets. The main goal of the thesis is to create a one-year digital marketing plan for the case company to help establish a stronger digital presence, gain more customers and grow their business organically with financially free-cost methods since the young startup has a very limited budget.

The master thesis consists of three parts. The first part is focused on the literature review of digital marketing, the theoretical marketing planning model, and research methodology: SOSTAC. In the second part, the HORAMI Academy is introduced along with the competitors' analysis, SWOT analysis, research results' interpretation, and the answers to the research questions. In the final part is the specific digital marketing plan for the case company is presented and the risks and limitations of the research are also indicated in this part as well.

I.   THEORY

1 DIGITAL MARKETING

The first chapter provides the theoretical background of Digital Marketing, several Organic Digital Marketing types included Content Marketing, Social Media Marketing, Search Engine Optimisation, and Email Marketing and the methodology of the research.

1.1 Definition and role of Digital Marketing

On the basic level, digital marketing, known as the communication among the brand or the business and its customers through the digital channels (Kotler et al, 2009, p124). Kotler and Armstrong (2018, p515) indicated these interactive digital marketing channels including websites, online video, email, blogs, social media, mobile ads and apps, etcetera. Kannan and Li (2017, p23) defined digital marketing as an adaptive, technology-enabled process by which businesses collaborate with customers and partners to jointly create, communicate, deliver, and sustain value for all stakeholders. In other words, Chaffey and Smith (2017, p13) stated digital marketing is getting closer to customers and understanding them better, adding value to products, widening distribution channels, and boosting sales through running digital marketing campaigns using digital media channels. In general, digital marketing can be simply defined as "achieving marketing objectives through applying digital technologies and media" (Chaffey & Ellis-Chadwick, 2016, p11).

Though there are many existing definitions of digital marketing, the benefits of digital marketing are indisputable. While traditional marketing might exist in print ads, phone communication, or physical marketing, digital marketing can occur electronically and online. This means that there are far more possibilities for brands to reach customers. Digital marketing helps the company engage directly with carefully targeted individual consumers and customer communities to both obtain an immediate response and build lasting customer relationships (Kotler & Armstrong, 2018, p512). Chaffey and Ellis-Chadwick (2016, p17) explained that digital marketing can be used to identify, anticipate and satisfy customers' requirements which aim to make a profit. In more detail, this means:

- Identifying: Digital marketing enables the marketers to conduct the market research and figure out what customers need or want.

- Anticipating: Digital marketing offers an additional channel through which customers can find products' information and make the buying decision.

- Satisfying: Digital marketing helps the marketers to achieve customer satisfaction.

In greater detail, Kotler & Armstrong (2018, p514) indicated the benefits of digital marketing to both buyers and sellers. Digital marketing enables buyers to access the Internet and search for an abundant assortment of goods, products and buying information anywhere, anytime. For sellers, digital marketing is considered as a low-cost, efficient, speedy way to reach their markets. The sellers can learn more about the customers' needs through interacting activities with them, then the sellers can customers products or services based on the customer tastes. Moreover, digital marketing also offers sellers greater flexibility because it's changeable. Macy (2020) stated the traditional marketing campaign is not able to be changed when it's live to drive better results and the marketers have to wait for the ad until the end of the campaign once the flyers or the billboard is up. But the online marketing has its unique to be changed whenever, the marketers can make ongoing adjustments to prices and programs or create immediate, timely, and personal engagement and offers (Kotler & Armstrong, 2018, p514).

In the conversation of digital marketing, it can not be dismissed to mention the various types of digital marketing activities. Having a profound understanding of the definition, tactics, and principles of each type to take most of the benefit from it and properly implement digital marketing. There are many online communications tools that marketers should integrate into an online marketing plan. Chaffey and Ellis-Chadwick (2016, p32-33) recommended that these online marketing tools are divided into six main groups:

- Search Engine Marketing

- Online PR

- Online Partnership

- Social media marketing

- Display advertising

- Opt-in email marketing

Figure 1 below shown these tools of each group:
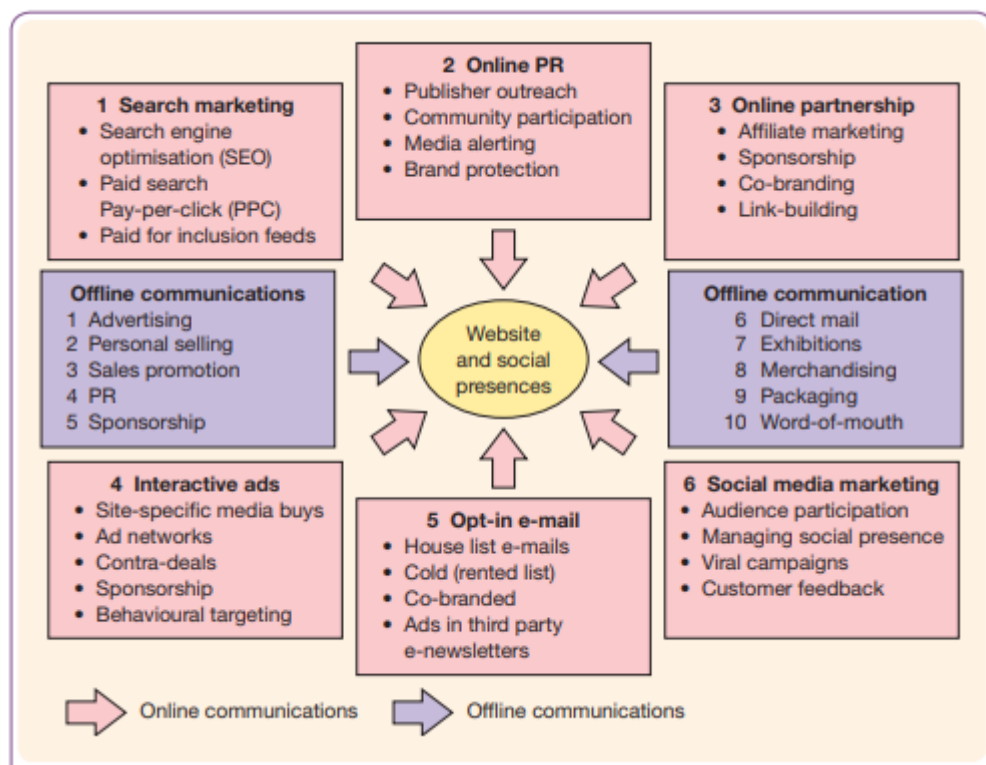
Figure 1. Six categories of e-communications tools or media channels.
Source: Chaffey and Ellis-Chadwick (2016)

While several digital marketing types exist, the fundamental of each one falls under one of two categories: organic or paid.

1.2 Paid and Organic Digital Marketing

Paid digital advertising is defined as a marketing method where companies pay a publisher like a search engine or website owner each time someone clicks or views their ads in a search result, on a website, on social media, or on a miscellaneous digital platform (Spencer, 2020). Equally important, Jessica (2018) added that paid digital marketing approach allows the business to target, reach, engage, and convert their audiences quickly and directly since paid marketing effort produces "pushing" content, mainly in the form of ads, directly to the target audiences. Taking those actions as examples for profound knowledge of this term: the company paid or bidding for their high space on the search engine, or the company implements the marketing campaign that their advertisements are paid to expose on social media platforms that their potential customers are using. Another effort is that the business spends money on display ads, often banner ads, which are shown to the target audience when they are browsing the Internet.

On the other hand, organic digital marketing in this thesis refers to the act of getting your customers to come to you naturally over time without paying any charges for advertisements to any platform instead of 'artificially' via paid links or boosted posts (CMO, 2017). This approach will produce long-term results that help you maintain your audience (Daniel, 2019). For a bit deeper understanding of this term, some instances of this are a company can get listed higher on search engine's organic results through their organic marketing efforts, as opposed to paying the search engine for top positions or all posts on the company's social media channels without paid advertisements are fall under their organic marketing practices. Moreover, Brafton (2020a) clarified that it's important to emphasize the term "organic marketing" does not mean that no money is spent. The company's still going to invest in human resources to implement the marketing strategy and any related software such as Hubspot for inbound, MailChimp for email lists, Buffer or Sprout for scheduling organic social media posts, etcetera. Rather, organic means marketers are not paying to boost the specific post itself.

The top advantage of the organic approach is that brands can share information at essentially no cost. Plus, Jessica (2018) also figured that organic marketing is best used to develop a brand voice, enable authentic interactions with customers, educate and convert blog readers, and drive traffic to landing pages, websites, and other online assets. It often feels more authentic to audiences because rather than being a sales pitch, the content is educational, relevant, and helpful for viewers. Aligned with this statement, Daniel (2019) said that the digital marketing approach is cultivated over longer periods, ultimately helping the business build credibility because it is not paying for a spot on the internet to get in front of its audience as well as a brand that customers want to visit regularly who are a steady stream of loyal traffic called "authentic audience". As can be seen, organic digital marketing is done on the merit of quality & is sustainable in long term. This is the reason why 51% of today's website traffic comes from organic search and over 40% of revenue is the result of organic traffic, according to a recent report from Bright Edge (2020) and the first five organic results account for 67.60% of clicks in Google (Zero Limit Research, 2021).

As previously mentioned, when it comes to the definition of organic digital marketing strategies, anything the business does not spend money on directly such as blog posts, case studies, guest posts, or social media updates, falls under the umbrella meaning of organic marketing. From that, all cost-free elements are organic digital marketing channels.

1.3   Content Marketing

This subsection presents the definition of the term "content marketing" then providing its importance in the success of a business. It then goes into more detail by discussing the actual types of content marketing. After this, the metrics used to measure content marketing success are addressed.

Chaffey and Ellis-Chadwick (2016, p44) defined content marketing as the management of text, media, audio and video content published through print and digital media that aims to engage customers and achieve business goals. Added to this definition, Content Marketing Institute (2021) stated in content marketing the content delivered has to be valuable, relevant, and consistent to attract, retain an audience and, ultimately, drive profitable customer action. Instead of pitching the products or services, the marketers are providing truly relevant and useful content to their prospects and customers to help them solve their issues. Another simple interpretation is that a piece of content could be part of a content marketing campaign if people seek it out and want to consume it, rather than avoiding it (Holliman & Rowley, 2014). In a nutshell, content marketing is the art of communicating with your prospects and customers without having to sell to them (Content Marketing Institute, 2021).

After various of the definition, the next part dives into why content marketing plays the important role in digital marketing. Chaffey and Ellis-Chadwick (2016, p44) claimed success in marketing requires exceptional, compelling content which helps the business gain permission, encouraging sharing and ongoing engagement through websites and social media. Agreed with this statement, Holliman and Rowley (2014) proposed content marketing help to create and reinforce brand awareness; convert and nurture leads and customers; then create loyal subscribers. Moreover, Kingsnorth (2016, p33) also suggested providing interesting and informative online content, building customer relationships and engaging customers in direct value-added discussions are core activities of a business. Hubspot Academy (2020) explains that when content marketing has been done correctly, this helps create a relationship with the target audience, which leads to trust. And when the audience members trust the brand, they're ready to make a purchasing decision. Thus, the return on investment for content marketing can be phenomenal if executed correctly. According to Chaffey and Ellis-Chadwick (2016, p449), content marketing should be at the heart of digital marketing for all types of brands because other main digital marketing

channels such as search, social media, or email marketing all require content that helps a brand increase the visibility, engage target customers, and generate demands.

There are tons of digital content formats which are increasingly diverse. Brafton (2020b) suggests that content falls into 5 categories:

- Written: blog articles on the website, product descriptions, press releases, FAQs, eBooks, white papers, case studies, etc.

- Video: Event footage, Product demos, Video interviews or testimonials, etc

- Graphics: Infographics, Wireframes and site mockups, etc.

- Social: User-generated content, complementary social posts, Quizzes, Polls/surveys, etc.

- Podcasts: Webinar, Audio, etc.

In the B2C Content Marketing Report in 2020, Content Marketing Institute shows the top types of content B2C marketers use are social media content (94%) and blog posts/short articles (80%):
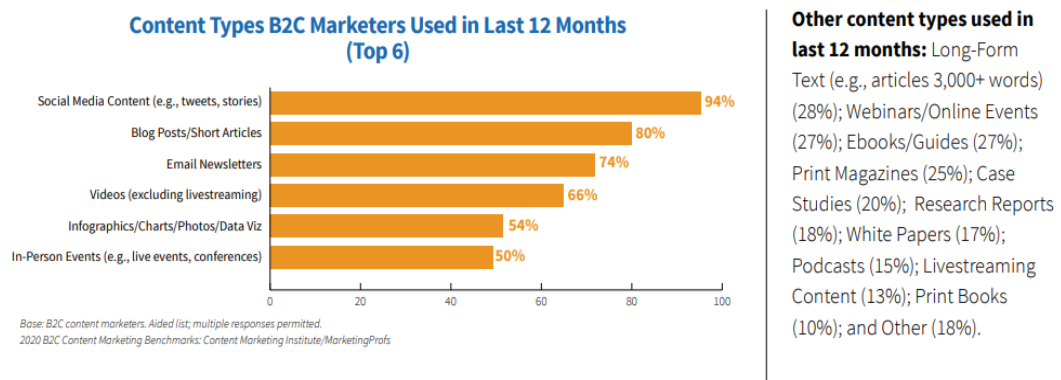
Figure 2. B2C Content Marketing Report

Source: Content Marketing Institute, 2020

Although lots of content marketing types exist, some types are popular and usually used by marketers. They can change often based on customer expectations, user demands, and the brand's messages that the company wants to convey to their target customer as well as the goals that the company expects to achieve in each marketing campaign. There are several popular forms of content marketing such as:

a) Blog posts: In the early stages, a blog was a personal web blog or journal in which someone could share information or their opinion on a variety of topics. Nowadays, a blog is a regularly updated website or web page and can either be used for personal use or to fulfill

a business need (WP Beginner, 2019). Kirby and Marsden (2006, p158) indicated that a blog can help to achieve a variety of marketing objectives such as generating interest, creating goodwill, and establishing expertise because blogs are considered to be independent and therefore a trustworthy source of information. Blogs are also a fresh, original, personal, and cheap way to reach consumers online. The companies should monitor and listen to the customers by using the insights from their online conversations to improve the marketing programs (Kotler & Armstrong, 2018, p521).

b) Infographics: Infographics are defined as a form of visual content, presents and explains often complex information in a visually appealing and simplified manner. It's generally long, vertical graphics that include statistics, charts, graphs, and other information (Midori, 2020). Because of the attractive way that information is displayed, it greatly simplifies our digestion of complex information and has much more attention-grabbing capabilities than plain text. Gate 39 Media (2017) found that non-visual data table pulled out of excel does not have much potential to go viral but infographics, on the other hand, "have repeatedly proven that they can easily go viral and bring a massive amount of exposure to their publishers". Successful infographics do share some common traits such as covering a narrow topic and explaining it with detail, giving advice, explaining a very specific process or simply offering captivating information (Gate 39 Media, 2017).

c) Videos: According to Kotler and Armstrong (2018, p519) the online video audience is soaring and kinds of videos can go viral, producing engagement and positive exposure for a brand. MarketingSherpa (2017) in their case study says that video marketing helped the case company - Tigerfitness.com achieved a 60% returning customer rate, which is three times the norm for their industry. In one research, Wyzowl (2020) shows several key statistics that prove that huge impact of marketing video: 68% of consumers say the pandemic has impacted the amount of video content they have watched online, with the overwhelming majority (96%) saying this has increased. Animoto's Forecast (2020) states that 96% of businesses use video as a marketing tool in 2021. The Content Marketing Institute's findings (2020) are similar: there are 71% of B2B marketers use video marketing and 66% of B2C marketers use video marketing.

One of the most common is the explainer video, which is a short video explaining the products or services. It's been seen on the home page of a website, or a product, or a landing page (Jacinda, 2021). What's more, Jacinda (2021) indicated other types of video content marketing include:

- Vlogs (video blogs)
- Video interviews
- Tutorial videos
- Videos of presentations
- Product demos and reviews
- Video testimonials
- Live streams

d) Marketing Testimonials: Franz-Rudolf (2018) described the term testimonial, also known as customer review, as an advertising method in which a person offers positive comments about a product or brand aimed to create trust and strengthen brand credibility. Testimonial is considered as a highly believable or likable source endorsing the product and it could be from ordinary people say how much they like the specific product (Kotler & Armstrong, 2018, p461).

Because there are many different types of content, some are quick to create, others take more time and need planning or resourcing; an editorial calendar is required to schedule the content and manage the content creation process (Chaffey & Ellis-Chadwick, 2016, p225). A third-party scheduling tool is used by more and more businesses, which help to save time and resource, boost productivity and all members in the team can quickly log into one system, check and track what's going on (Ballance, 2017). According to Beck (2020), Buffer and Hootsuite continue to lead the market as top social media management tools. Buffer is recommended for small business users and the medium or enterprise users, Hootsuite is more suitable.

To measure content marketing efforts, Marketing Insider Group (2021) proposed notable metrics below:
- Pageviews: the number of times the individual blog posts have been viewed on the website.
- Average time on page: the amount of time, on average, that visitors spend reading the blog post. tells you whether or not people are reading the content on websites such as blog posts.
- Average Pages Per Session: the number of pages of a website in total that a visitor viewed during his/her visit (session).
- Returning visitors: the number of people who have returned to the site to read specific content such as blog posts.

Google Analytics can generate up to 85 different reports that will help to analyze all possible data about website traffic, becoming is undoubtedly the most widely used web analytics application (Paul, 2009).

1.4 Social Media Marketing

The simple interpretation of this term is using social media as a marketing tool. Firstly, it is necessary to understand what social media is**.** Social media is "independent and commercial online social networks where people congregate to socialize and share messages, opinions, pictures, videos, and other content" (Kotler & Armstrong, 2018, p521). Baker (2020) concludes social media marketing comprises creating content actions to promote your business and products on various social media platforms.

The Global Overview Report 2020, We Are Social (2020) shows social media now is used by more than 3,8 billion people worldwide and has fast become one of the defining technologies in our life. Another study conducted by Oberlo (2019) shows that 90.4% of Millennials, 77.5% of Generation X, and 48.2% of Baby Boomers are active social media users:
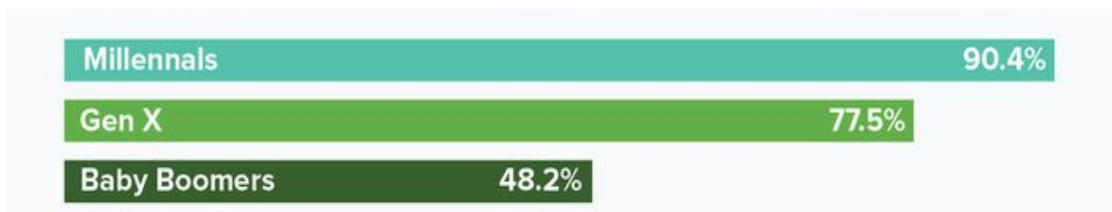
Figure 3. Social media users by generations
Source: Oberlo, 2019

The given numbers have strongly proven social media is a powerful marketing channel providing an opportunity for businesses to present the product or brand visually through images and videos.

Social media marketing is a cost-efficient way for publishing great content on social media profiles, listening to and engaging followers, analyzing results, and running social media advertisements to can build better relationships with customers and increasing sales, and driving website traffic (Buffer, 2019). With the profound knowledge about organic digital marketing, it is obvious to infer that the term "organic" in social media marketing is the use of the free services and tools that each social media platform provides to its users.

Cooper (2020) indicated the purpose of organic social media is to build a community of loyal followers and customers by posting relevant content and interacting with those who communicate with the brand.

Creating a brand's presence on Social Media channels is an indispensable part of digital marketing today since it is the best way to nurture a connection with the customers at scale (Cooper, 2020) since social network marketing can be very advantageous for businesses. Kotler and Armstrong (2018, p523) presented many advantages of social media that are:

- Targeted and personal: the marketers can create and share tailored content with individual consumers and customer communities.

- Interactive: social media channel is a two-way communication method. It empowers the business to interact with their subscribers and followers, respond to their questions and comments, and providing them with any help they may need. It is also beneficial for the consumers because they can read the reviews from other actual customers, get more detailed information about the product, or can leave feedback.

- Immediate and timely: The marketers can reach customers on social media anytime, anywhere with "timely and relevant marketing content regarding brand happenings and activities".

- Real-time marketing method: social media allows marketers to create and participate in consumer conversations around situations and events as they occur. Marketers can now watch what's trending, conduct market research, monitor competitors, and create content to match.

- Cost-effective. Social media are free or inexpensive to use. The ROI of social media is often high compared with those of expensive traditional media such as television or print. Since social media is low-cost, small businesses and brands with limited financial resources can utilize it easily.

- Engagement and social sharing capabilities: This is the biggest advantage of social media. More than any other channel, social media enables the business to create customer engagement and community for getting customers involved with the brand and with each other by shaping and sharing brand content, experiences, information, and ideas.

To implement social media marketing, ensuring all efforts are on the right track to meet the stated goals is an essential step. Ten important social media metrics helping the business measure their efforts is figured out by Baker (2020):

- Engagement: This includes clicks, comments, likes, and replies on your social media posts. There are also platform-specific types of engagement such as "Saved" posts on Instagram and "Pinned" posts on Pinterest.

- Reach: The number of people who have seen any content associated with the page or profile.

- Followers: This is the number of people who have clicked the "Follow" button and see the content from the page in their feeds regularly.

- Impressions: This is the number of times a post from the profile or page is seen, whether or not the audience members click on it.

- Video views: On Facebook, Snapchat, Instagram, or any other social channel with video capabilities, this is the number of views each gets.

- Profile visits: The number of people who have opened the company's social media page

- Mentions: This is the number of times the specific profile has been mentioned by audience members in their posts.

- Tags: This is when the audience adds the name of the company's profile or the hashtag to another post.

- Shares: These are the posts your followers and audience take from your profile and share with their network.

To find the solution to the problem assigned by the case company, few social media channels were introduced in the following parts. The selection choice can be justified by the weight and buzz these social media are creating at the moment. Each network is unique, with its own best practices, own style, and own audience. The following is a brief overview of two popular social network platforms utilized in this project:

a) Facebook: With 1.79 billion daily active users worldwide (Statista, 2020b), Facebook is the biggest social media network on the market. The platform has an option for individual user profiles and others for businesses, celebrities, and other activities called Facebook Page. A Facebook Page lets companies create their business profiles, and offers several options on how to engage with audiences. (Facebook 2016.) Creating a Facebook company profile allows companies to share different types of content and engage audiences for free. In general, there are four main types of posts existing on your Facebook Page: photos, videos/stories, text updates, links (Facebook 2016). Among those types, videos seem to be

the most popular content format with twice the level of engagement than other post types on average (Buzzsumo, 2017). Figure 4 shows the average engagement of each type.
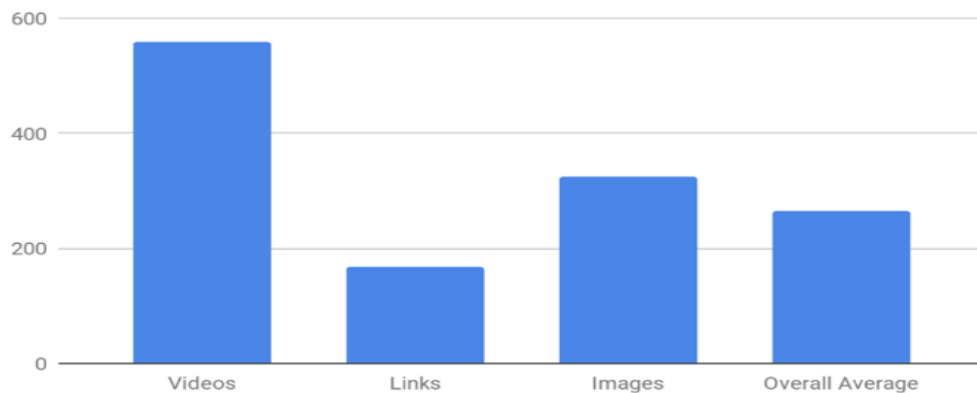
Figure 4. Average engagement by Facebook post type

*Source: Buzzsumo Analysis, 2017*

To dig deeper into each type, Alfred (2021) figures out that:

- Text updates are the most basic post type. It is the easiest to create, though possibly the least visible on the News Feed.
- Link posts (posts with a link) show a preview of the link attached, usually with an image, a headline, and a description.
- Image posts can have one or multiple images under an album, a carousel, or a slideshow format
- Video: According to the report from Statista above, video posts are ideal for engagement. With the increasing demand for video, businesses can be seen to be proactively producing different types of video content to meet this rising need.

Alfred (2021) also indicates another function from Facebook is Facebook Insights which helps the marketer measure the Facebook Page is performing, Facebook provides a helpful, comprehensive analytics dashboard. In summary, Facebook Insights tells the business how the Page is growing and how many people are engaging with content on it, when Page's followers are most active on Facebook and what the top-performing posts are.

b) Instagram is a mobile photo-sharing platform founded in 2010 by American entrepreneur and programmer Kevin Systrom and Mike Krieger (Wikipedia, 2020). The research about Instagram users of Statista (2021b) indicated that Instagram is one of the most popular social networks worldwide, with over one billion monthly active users. With an

audience of nearly 140 million users, the United States led the list of the countries with the most Instagram users in October 2020. Germany was tenth on the list. According to Statista (2021b), one-third of Instagram's global audience is made up of individuals aged between 25 and 34 years old. The second-largest share of Instagram users is individuals within the 18 to 24 years old age group. Older generations make up a far smaller share of Instagram's user base. In a little more detail, the majority age group of Instagram users is from 25 and 34 years old in Germany falling into the same age range of the target audience. Figure 5 (Statista, 2021c) shows the Instagram users as of February 2021 in Germany by age:
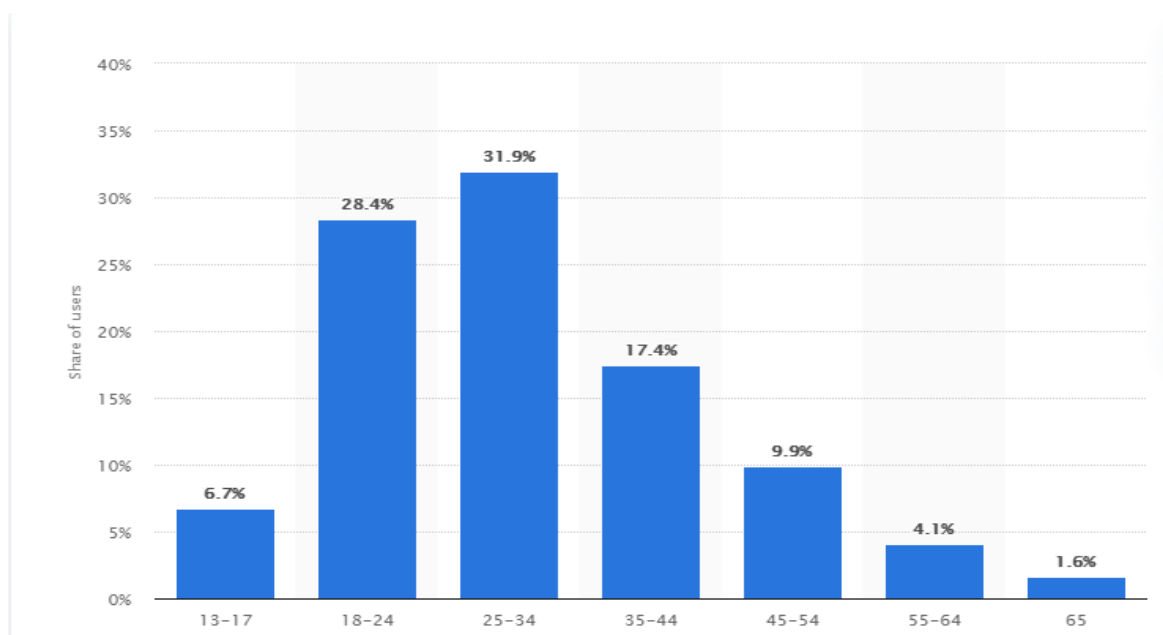

Figure 5. Distribution of Instagram users in Germany by age group
Source: Statista research, 2021c

When it debuted in 2010, Instagram was presented as a hipper, more exclusive, and overall more aesthetically-minded social network. Instagram itself has evolved from a photosharing community into a pivotal platform for advertising and content marketing, making sustainable follower growth there a priority (Alex, 2019). Thus, integrating Instagram into the organic marketing strategy is the wide choice of the businesses. Figure 6 below shows that Instagram is not just for personal use purpose:
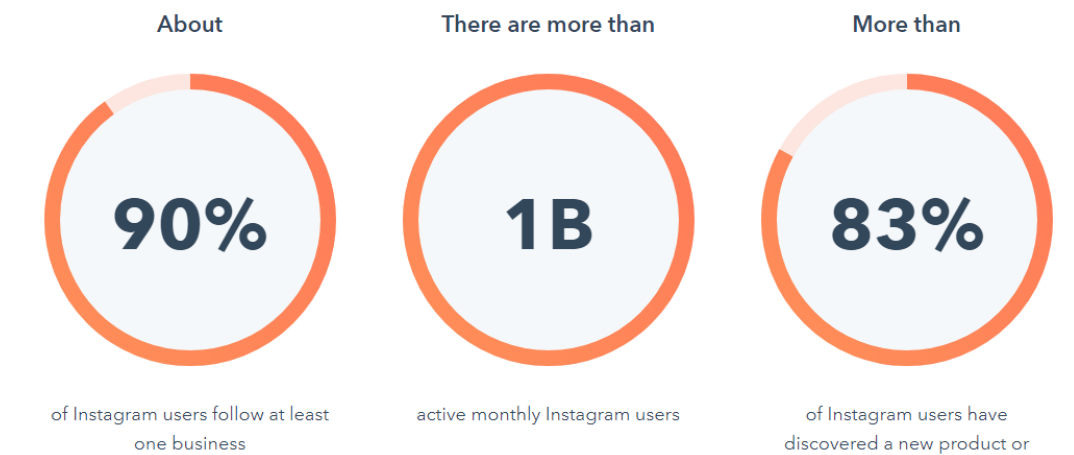
Figure 6. Instagram stats

Source: Hubspot research, 2020a

Creating an Instagram business account is free and easy. An Instagram profile comprises a profile image, a short bio with a 150-character maximum. The business can attach a hashtag or a website link to a call to action. (Hubspot, 2020a).

When in fact that video is the most engaging content for Facebook, there is no doubt that image is the common post on Instagram (Hubspot, 2020a). The images refer to capture the company culture with lifestyle shots and behind-the-scenes looks because Instagram users appreciate the variety and look for authentic content (HootSuite, 2020).

Some types of viral content recommended by Hubspot (2020a), HootSuite (2020), and Alex (2019):

- Behind-the-Scenes Posts: Instagram users are looking for genuine posts from brands, not blatant advertisements. This type of content is a great way to humanize your brand and connect emotionally with the followers because it shows the part of the business that they do not normally see.

- Motivational Posts: A motivational post combines a simple visual with an overlaid quote or uplifting text. These posts encourage your audience and amplify your brand values.

- Short questions: Asking questions creates opportunities to get the brand's followers to share their thoughts and ideas on practically any topic. These user insights can help you come up with even better content in the future or even help you come up with new product ideas.

- Testimonials: Share testimonials on Instagram will add to brand credibility and while enticing people to inquire about the products or service.

- Hashtag: is one of the most important aspects of promoting your Instagram. Hashtags categorize photos so that anyone searching for that topic can see your photo by searching for that hashtag then make the Instagram content discoverable. Posts including at least one hashtag score more engagement than those that feature none, and hashtags clue the business in on industry trends as well as what people are saying about their brand.

- Instagram Stories: Stories usually feature less-polished, authentic, more organic images and videos a disappear after 24 hours allowing users to post at a higher frequency without overposting and clogging up their main feed.

1.5 Email Marketing

There is the various theoretical definition of the term email marketing. At its simplest level, email marketing is a means of communication utilized by businesses to send commercial messages to audiences with the purpose to connect and nurture a relationship with them (Reimers et al., 2016). Or in its broadest sense, every email sent to a potential or already existing customer could be considered as email marketing (Fariborzi and Zahedifard, 2012). There are many previous studies were conducted to prove email marketing is still the king of the marketing kingdom with the highest ROI of any marketing channel. An annual report from Campaign Monitor (2016) shows that marketers make $44 for every $1 they spend on email marketing. It is 40X more effective than using social media to generate sales (Mc Kinsey & Co, 2014).

When used properly, email can be the ultimate direct marketing medium. Today, emails' messages are much more well-crafted, colorful, inviting, and interactive than the staid, text-only in the past. Email offers marketers the opportunity to send highly targeted, tightly personalized, relationship-building messages to their customers (Kotler and Armstrong, 2018, p518). It offers marketers greater ability to create customized campaigns based on the interactions of your customers and potential customers. When knowing the customers and their interests, the marketer can produce content that interests them marketing (Fariborzi and Zahedifard, 2012). The other advantage of this marketing tool is email has the greatest reach. With 4 billion users worldwide that means half of the global populace is accessible via email, the figure 6 below presents that the number of global e-mail users is projected to increase to 4.48 billion users (Satista.com, 2021b), to connect with the prospects and customers, there is no channel with a wider reach than email. The impressive numbers of email users are not indeed

surprising because email is the currency of the web, and anybody online must have an active email address to sign up for a website or create a Facebook or Twitter account.
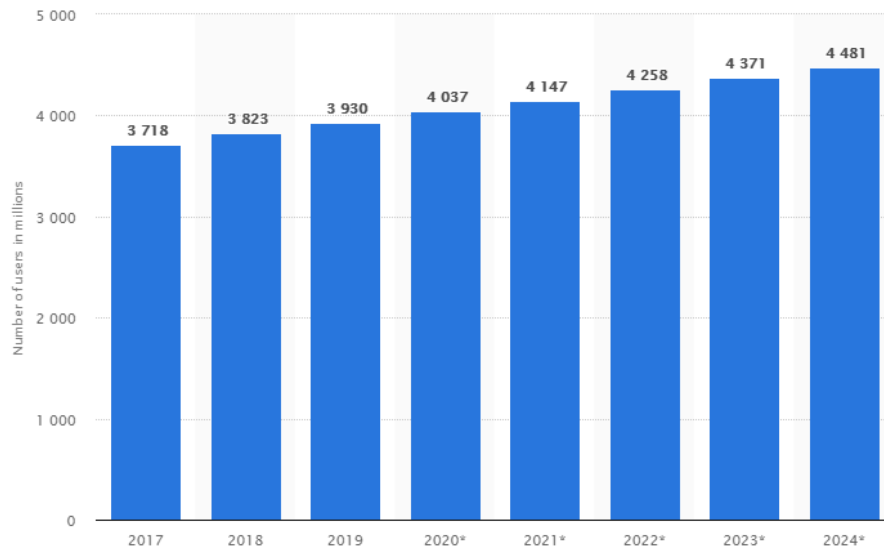
Figure 7. Number of e-mail users worldwide from 2017 to 2024 (in millions)
Source: Statista (2021d)

On another hand, according to Fariborzi and Zahedifard (2012), email is measurable. Almost every email marketing tool allows the business to know accurately the numbers of emails sent, the number of emails that have been opened and that those who have opened up, the number of people who clicked on the attached links. Also, Chaffey & Ellis-Chadwick (2016, p525) proposed many other benefits of email marketing tool such as the physical costs of email are relatively less than direct mail, lead times for the whole email campaign lifecycle tends to be shorter than traditional media and email is a relatively easy and cost-effective way for the marketers test different email messages.

But according to Kotler and Armstrong (2018, p519), there's also a negative side of email marketing. The explosion of spam unsolicited, unwanted commercial email messages in the email boxes has made the consumers feel intrusive and annoying. To solve this issue, most legitimate marketers now employ permission email marketing which means sending email pitches only to customers who opt-in. Opt-in means directly asking permission from customers to subscribe and receive emails from the brand (Chaffey & Ellis-Chadwick, 2016, p523).

But implementing email marketing is not as easy and simple as quickly drafting a message and hitting the "send" button. Successful email marketers adopt a strategic approach to email and develop a strategy that plans the frequency and content of email communications (Chaffey & Ellis-Chadwick, 2016, p524).

Chaffey and Ellis-Chadwick (2016, p524) also indicated several types of email marketing below:

- Conversion email: automated follow-up emails can be sent out to persuade the recipient to trial the service via the email address provided by the website's visitor.

- Regular e-newsletter: it is a weekly, monthly, or quarterly email with different content for different audiences and segments aimed to update on the latest products or promotions or offers

- House-list campaign: they are periodic emails which help to achieve different objectives such as encouraging trial product, new product announcements, repeat purchases or reactivation of customers who no longer use a service.

- Event-triggered or behavioral emails: These emails are sent out less regularly perhaps every three or six months when there is an event or an exceptional offer.

- Email sequence. The software can send out a series of emails with the interval between emails determined by the marketer.

Additionally, Chaffey and Ellis-Chadwick (2016, p525) also said that one of the best practices in effectively utilizing email marketing is the third-party professional email marketing software, known as email service providers (ESPs). ESPs provide a web-based service that helps the marketers manage their email activities with less recourse to an agency such as hosting email subscription forms or broadcasting and tracking (Chaffey and Ellis-Chadwick, 2016, p525). There are 75% of email revenue is generated through automated email campaigns (State of Marketing Automation report 2019) and 72% of marketers say that automation is beneficial to their organizational strategy and 78% of marketers say that the benefits of marketing automation contribute directly to revenue (The Ultimate Marketing Automation statistics, 2021).

With an overwhelming 450+ email marketing tools existing these days (Marcus 2021), in a rapidly-changing market, Hubspot is one of the worthwhile tools standing out from the crowd. And it is the software that the case company in this thesis is utilizing at the moment.

Hubspot is an American platform for digital marketing, established in 2005 by Brian and Dharmesh (Hubspot, 2021) and now is the number one of the best marketing software ranked by FinancesOnline (2021). According to Marcus (2021), Hubspot is "world-class in offering businesses an all-in-one" sales and marketing platform, that includes a CRM, landing pages, email marketing, marketing automation, chat, forms, and everything in between. Another review from Finances Online (2021) this is a popular marketing tool packed with all functionalities necessary to create compelling content, and to deliver it in a "fast and engaging manner". Hubspot position themselves as an affordable option for small businesses by offering limited free versions of their products and the paid version starts at $200 per month with the enterprise plan charged as high as $2,400 per month (Finances Online, 2021).

Mail performance can be measured in many ways with dozens of metrics provided by email marketing software to monitor and keep tracking the success of your email campaigns. Nevertheless, among all of them, there are some of the most important metrics that are for measuring listed by Chaffey and Ellis-Chadwick (2016, p526):
- Clickthrough Rate: shows how many customers, out of all those that received an email, clicked on the content.
- Conversion Rate: The percentage of email recipients who clicked on a link within an email and completed the desired action, such as filling out a lead generation form or purchasing a product.
- Open Rate: The percentage of email recipients who open a given email.

In conclusion, email marketing is not the new thing but it is still the dominant digital marketing channel that creates highly personalized and contextual conversations with the customers and makes a tremendous contribution to growing the business.

1.6 Search Engine Optimization

SEO, standing for Search Engine Optimization, is an indispensable part of digital marketing practices. Organic search plays a huge role in most businesses' website performance, as well as a critical component of the buyer journey and ultimately getting users to complete a conversion or engagement. According to the Global survey from Hubspot (2020b), with 64% of marketers actively invest in SEO, SEO is becoming more of a priority across all industries and cannot be underestimated in digital marketing.
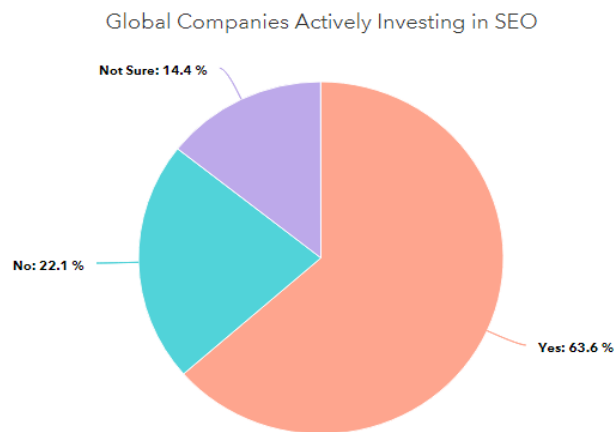
Figure 8. Global survey 2020
Source: Hubspot Research, 2020b

SEO can be defined as a marketing practice of enabling a website to appear in top Search Engine Result Pages (SERPs) for certain keywords by using some necessary optimization rules (Yalçın and Köse, 2010). In other words, SEO can be considered as "the practice of making a website attractive to a search engine by presenting its code and content in such a way that the search engine will assume that it will address a specific inquiry from a (human) searcher" (Charlesworth, 2014, p191). At its core, SEO focuses on expanding a company's visibility in organic search results (Jami, 2021). Regarding search engines, it is worth mentioning another approach for obtaining higher visibility on the result pages that is Search Engine Advertising (SEA). Both SEO and SEA fall under the term Search Engine Marketing (SEM) which is a key technique for increasing search visibility and generating quality visitors to a website (Chaffey & Ellis-Chadwick 2016, p484). The main difference between the two SEM approaches is that SEO helps improve search results ranking in the natural or organic listings whereas SEA involves delivering results from the sponsored listings within the search engines (Charlesworth, 2014, p190). In the scope of this thesis about organic digital marketing, the theoretical part's supposed to examine the organic aspect of the search engine: SEO.

According to figure 9 below (Statista, 2021e), Google has dominated the search engine market, maintaining a 92.47 percent market share as of January 2021. Currently, Google

owns a significantly larger portion of the search market than competitors like Yahoo, Bing, Baidu, and many others. Jami (2021) even said without at least some presence in Google, the business is "unlikely to survive long". Because of this reason, Jami (2021) goes with the general meaning of SEO as a sort of strategy to ensure that when someone "googles" the product or service category, they find the company's website.
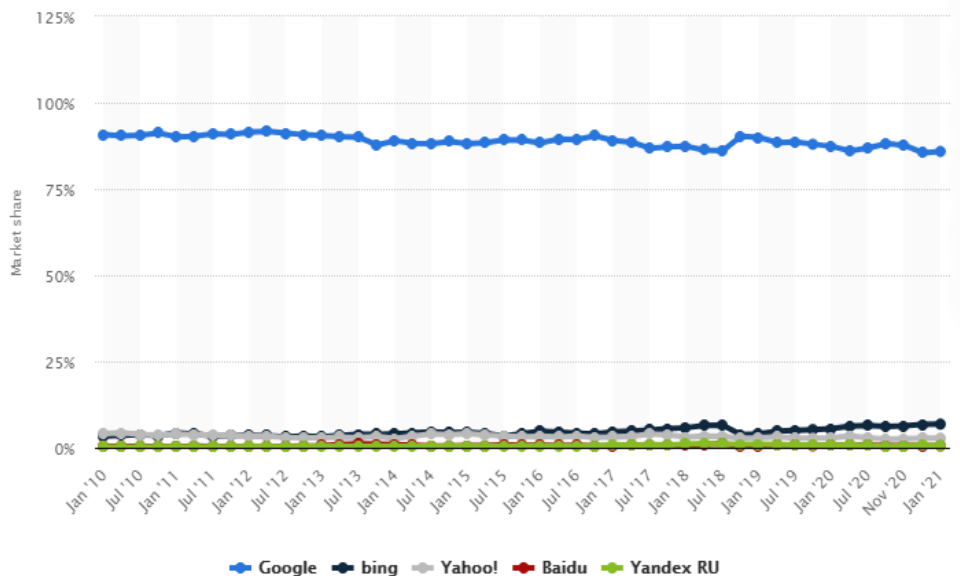
Figure 9. Global market share of search engines 2010-2021
Source: Statista, 2021e

Thus, being highly visible as a trusted resource by Google and other search engines is always prioritized by the brand. To do this, the brand has to understand the way search engines analyze the information. In general, Hubspot & MOO (2020) indicates two factors relates to how Google ranks a page:

- Relevancy between the search query and the content on a page. Search engines assess it by various factors like topic or keywords.

- Authority, measured by a website's popularity on the Internet. Google assumes that the more popular a page or resource is, the more valuable is its content to readers. In other words, a website is popular if other websites link to it.

The person's query is all about the keywords (Jami, 2021). When someone wants to find information, they type keywords on the search engine. The business must research the keywords that people would use when searching. In a little more detail, Jami (2021) describes the process of keyword research are firstly identifying terms and topics relevant to

your business. Then, converting them into initial keywords. And finally, conducting extensive research to uncover related terms the target audience would use.

There are several ways to approach SEO to generate qualified traffic to the website. According to Lucy (2021), these include:

- On-page SEO: This type of SEO focuses on all of the content that exists "on the page" when looking at a website. It ensures that search engines understand a page's topic and keywords, and can match it to relevant searches. There are two elements related to on-page SEO:

- Keywords optimization: There are several places where keywords can be attached: post's title, URL (the page's web address), meta-title, and meta-description tags. Search engines display meta-title as the search listing's title. Meta-description provides content for the little blurb below it (Jami, 2021). The most suitable keyword density is 5-8% which means there are 5-8 keywords in 100 words. The keywords should comprise of 2 or 3 words because competition in a single word is denser than the one with other preferences and using some different keywords can also be used to prevent usual typing errors (Yalçın and Köse, 2010).

- Non-keywords optimization: This process is all about external link building and internal link architecture. Internal links are hyperlinks that direct the reader to the other pages within the website, whereas an external link is a hyperlink gained from third-party sites. Those links are very important features for attaining high rankings. They allow search engines to vote for the page. So pages and sites with more internal and external links will be ranked more highly (Chaffey & Ellis-Chadwick 2016, p488).

- Off-page SEO: This type of SEO focuses on all of the activity that takes place "off the page" when looking to optimize the website. Off-page SEO is all about links that are references to the content on other websites (Jami, 2021)

Like any other digital marketing channel, SEO monitoring is an essential part to evaluate and improve the strategy further. Joe (2020) states some common metrics that lots of company use currently such as:

- Organic traffic, is defined as traffic the company's website earns from appearing in the SERPs without paying for placement. This is one of the strongest indicators of SEO performance.

- Clickthrough rate: Google Search Console offers a Search Analytics report that shows the average percentage of people who click on one of the links after seeing it in the search results. That percentage is called the click-through rate.

- Keyword Rankings: This is simply where you rank for a set of keywords

- Referring domains: Referring domains are the number of different sites that link to you. Not the number of total backlinks.

In the end, organic marketing mostly takes time, not money. This marketing approach helps build an authentic audience, organic marketing is indeed the great long-term investment of the business.

2 DIGITAL MARKETING PLANNING AND SOSTAC PLANNING MODEL

Every marketing effort needs a specific plan since that plan gives the right direction for future actions that will have a repercussion on the digital growth of the company. Chaffey and Smith (2017, p557) stated planning is essential and without a realistic plan, a business drifts unknowingly and can end up anywhere. Planning also puts everything under control and reduces stress because it gives a step-by-step guideline so the team can follow the plan and work in harmony. The SOSTAC methodology is a planning model, developed in the 1990s by Smith P.R and became one of the leading planning models used by several companies as their marketing planning guide (Chaffey, 2020).

According to Chaffey and Smith (2017, p559-560), SOSTAC name corresponds to the acronym of:

- **Situation:** Where is your business right now?
- **Objectives:** Where would you like to go? What objectives would you like to achieve?
- **Strategy:** How will you get there?
- **Tactics:** What tactics will you use to achieve it?
- **Action:** What actions will you carry out?
- **Control.** Measuring the results.

Figure 10. SOSTAC planning model

Source: Chaffey & Smith, 2017

In the following sub-chapters, the author goes through all the steps of the SOSTAC model in detail and explains all the other marketing tools that are used in the analysis.

2.1 Situation Analysis

In the first stage of the SOSTAC model, situation analysis answers the strategic question: "Where is your business right now?". A thorough situation analysis is the foundation of a great plan (Chaffey & Smith, 2017, p562). Matrix Marketing (2018) defines situation analysis refers to a set of methods that marketing managers use to analyze a company's internal and external environment to understand the organization's capabilities, customers, and business environment.

Chaffey and Smith (2017, p563) proposed the situation analysis could contain a thorough analysis of:
- Customers
- Competitors
- Partners (and intermediaries)
- Competencies (including competitive advantage)
- Performance/Results (KPIs and strengths and weaknesses)
- Market trends (Political, Economic, Social and Technology (PEST) factors identify opportunities and threats)

A customer analysis means getting detailed answers to three big questions: 'Who?', 'Why?' and 'How?'. The business needs to know customers better than they know themselves. The businesses can categorize whichever way but Who, Why, and How may help to categorize and remember at least these three big questions. Understand the customers help the organization make their business customer-obsessed (Chaffey & Smith, 2017, p564).

Another useful tool to analyze a company is a SWOT analysis. Kotler and Amstrong (2019, p79) defined SWOT analysis as an overall evaluation of the company's strengths (S), weaknesses (W), opportunities (O), and threats (T).

- Strength – internal capabilities and positive situational factors that may help a company achieve its objectives.
- Weakness – include internal limitations and negative situational factors that may interfere with a company's ability to achieve its objectives.
- Opportunities –the external factor that the company may be able to exploit to its advantage.
- Threat – unfavorable and emerging external factors that may challenge the company's performance.

Conducting a SWOT analysis helps the business match the company's strengths to attractive opportunities in the environment while terminating or overcoming the weaknesses and minimizing the threats (Kotler and Amstrong, 2018, p80). In other words, Gürel (2017, p995) said SWOT analysis helps the organization identify which areas they can improve the weak points and maximize opportunities, while simultaneously identify negative factors that might be obstacles to success.

Gürel (2017, p995) SWOT analysis included all the attributes shown in a simple figure below:
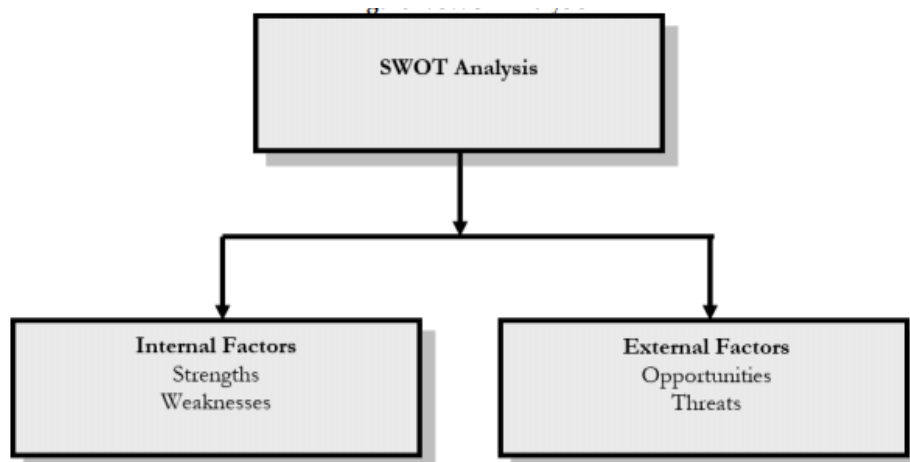
Figure 11. SWOT analysis

Source: Gürel, 2017

Competitor analysis also belongs to the situation analysis stage of marketing planning. To win in today's marketplace, companies must gain a competitive advantage, deliver more value and satisfaction to target customers than competitors do. Competitor analysis is the process of identifying key competitors, evaluating their products, and marketing

strategies, strengths and weaknesses (Kotler and Amstrong, 2018, p542). In the specific, Chaffey and Smith (2017, p556) listed out the questions that help the company know what to do: "Who are they? What do they offer on their web sites that you do not? What are their strengths and weaknesses, How do they compete against you? How do you compete against them? Do you play to your strengths? Can you identify your competitive advantage?"

2.2 Objectives

Without clear goals to drive forward, the business will not know if it is making progress or not. Objectives mean the specified goals that the company wants to achieve. One of the effective methods used for setting objectives is SMART principles. According to Chaffey and Ellis-Chadwick (2016, p203), the SMART goal-setting system consists of five quantifiable factors:

- Specific: Is the objective sufficiently detailed to measure real-world problems and opportunities?
- Measurable: Can a quantitative or qualitative attribute be applied to create a metric?
- Actionable: Can the information be used to improve performance?
- Relevant: Can the information be applied to the specific problem faced by the manager?
- Time-relate: Can the information be constrained through time?

With SMART objectives, the target is clearer and progresses towards it and action can be taken to put the company back on target (Chaffey & Ellis-Chadwick, 2016, p203).

2.3 Strategy

Once the objectives are clear, the marketer applies strategies to reach the determined goals. Strategy summarizes "How do we get there?" and strategy summarizes how to achieve the objectives and guides all the subsequent detailed tactical decisions (Chaffey & Smith, 2017, p581). The business would generate several strategic options then carefully chose the best strategy. With each state is and this then eventually cascades down into the tactical details (Chaffey & Smith, 2017, p582).

Chaffey and Smith (2017, p553) also stated that all marketing strategies should include segmentation, targeting, differentiation and positioning analysis. The strategy very useful when creating marketing communications plans since it helps marketers to prioritize

propositions and then develop and deliver personalized and relevant messages to engage with different audiences (Smart Insight, 2021). Figure 12 shows four consecutive steps of Segmentation, Targeting, Differentiation and Positioning strategy stated by Kotler and Armstrong (2018, p212):

Figure 12: Segmentation, Targeting, Differentiation and Positioning strategy

Source: Kotler & Armstrong, 2018

- Segmentation involves "dividing a market into distinct groups of buyers who have different needs, characteristics, or behaviors and who might require separate marketing strategies or mixes" (Kotler & Armstrong, 2018, p212). The characteristics for segmenting the market could be demographic, geographic, psychographic, or behavioral. Figure 13 lists out variables that might be used in segmenting consumer markets suggested by Kotler and Armstrong (2018, p213):

Segmentation Variable	Examples
Geographic	Nations, regions, states, counties, cities, neighborhoods, population density (urban, suburban, rural), climate
Demographic	Age, life-cycle stage, gender, income, occupation, education, religion, ethnicity, generation
Psychographic	Lifestyle, personality
Behavioral	Occasions, benefits, user status, usage rate, loyalty status

Figure 13: Major Segmentation Variables for Consumer Markets

Source: Kotler & Armstrong, 2018

- Targeting is evaluating, selecting market segments for targeting online that are most attractive in terms of growth, profitability and the company can serve best. (Chaffey & Ellis-Chadwick, 2016, p216; Kotler & Amstrong, 2018, p221)

- Differentiation and positioning involves creating the value proposition and developing a differential advantage over competitors aimed to arrange an outstanding position in the minds of target consumers (Chaffey & Ellis-Chadwick, 2016, p221; Kotler & Amstrong, 2018, p223)

2.4 Tactic

Tactics are the details of the strategy. As the strategy tends to be longer-term and more enduring, the tactic is short-term and flexible. But tactics must also be developed only after the strategy is agreed and set. All the e-marketing tools that will be used should be listed in this part of the plan (Chaffey & Smith 2017, p590).

2.5 Action

This stage of the plan focuses on how to execute the plan into action (Swan, 2018). The action phase can also be designated as the execution or implementation phase. Every single tactic becomes a project or process that requires actions that must be taken. For this stage, tasks are assigned to specific people with specific timescales. (Chaffey & Smith 2017, p600).

2.6 Control

The final stage of the process where the strategist determines which metrics need to be measured at different times (Smith, 2018). The metrics, defined by Paul et. al. (2020) are quantifiable values to measure and track the performance of a campaign or a plan or analyze the impact of the increase in companies' use of digital marketing. In this phase, the marketers assess which marketing methods work and which do not. All of the objectives that were set need to be measured and monitored. Performance must be assessed regularly. After figuring out what does not work, marketing tactics can be changed if necessary. This section should point out which metrics will be monitored, who will monitor them and how often, and who takes action if required (Chaffey & Smith 2017, p601)

3   METHODOLOGY

3.1   Main goal

The main goal of this thesis is to develop an actionable digital marketing plan for the case company: HORAMI Academy.

The plan is followed the SOSTAC theoretical planning model and is based on the results of the primary and secondary research.

3.2   Research questions

To meet the main goal, the following research questions were stated:

RQ1: Which digital marketing strategies are applicable to the case company?

RQ2: Which content should the case company share on their digital marketing channels?

RQ3: How should the company's digital marketing plan be managed?

3.3   Research Methods

In the research methodology, qualitative research was used. Qualitative research is based on a subjective evaluation of the opinions, behavior, attitudes of the people and the purpose of the qualitative research approach is to understand the inside perspective of the participants (Kothari, 2004, p5).

As the active intern of the company (the year 2020 – 2021), the author's observations, and direct experiences were used as the insight and input for the research. The primary data was also collected from the in-depth interview with two Founders of HORAMI Academy. Interviews help the researcher collect valid and reliable data that will contribute to answering the research question(s) and completing research objectives (Saunders et al. 2016, 388). The researchers can obtain participants' subjective perspectives, attitudes and ways of thinking regarding an investigated topic (Wilson 2010, 138). Since the interview of the thesis focused on gaining insights regarding the understanding of HORAMI Academy's capacities and its objectives, the existing customers, and current marketing activities, the choice of interview method seems to be appropriate. The type of interview the author conducted is structured and in-depth interview because it provides much more detailed information that can be collected by other research means, offers informants to express their views freely and flexibly allowing for more suitability in gaining insight (Horvat et al, 2012). Moreover, as

the goal of the project is to create the digital marketing plan, the interview with people who run and control the company made the plan more applicable and reliable.

The secondary data is assimilated from the insight of the company's analytic tools, books, journals, trusted websites, the competitors' websites, social media and online statistical data. The deductive approach was used for this research. The pre-existing marketing theories and aspects of the marketing planning model were presented before the data analysis and result interpretation to be able to reach conclusions based on theories and the primary data results. That is to say, the author utilized general principles to achieve a specific conclusion and answer the research questions with the help of empirical sources (Passer 2014, p43).

II.   ANALYSIS

4 CHARACTERISTICS OF HORAMI ACADEMY

The case company HORAMI Academy is a very young startup that was official established in Berlin, Germany on 09/2020. It is the first e-learning language platform for Vietnamese and Vietnam-connected communities worldwide. The company's vision is to become the best language platform for Vietnamese and Vietnam-related communities on global with a variety of teaching languages and create a unique online learning experience for learners.

Figure 14. The logo of HORAMI Academy

Source: HORAMI Academy

At the first stage of operation, HORAMI Academy is currently concentrating on German language courses for Vietnamese living in Germany. The business is run only by two Founders, the other staff is a temporary internship with a 6-month-contract. For now, four interns are working for Business Development and Marketing activities. The end-users of HORAMI Academy are diverse from the age range and professions such as housewives, students, workers who have desired to learn German. One of the special things that should be mentioned is that the target market, for now, is the Vietnamese community living in Germany, they prefer teachers who can communicate Vietnamese. Targeting this niche market is the huge opportunities for HORAMI Academy since this group is the largest group of East Asians in Germany with approximately 185 000 residents in Germany with a "migrant background" connected to Vietnam (Minority Rights, 2018) and there is an increase in exporting labor force from Vietnam to Germany (Vietnam Economics Time, 2020).

Even though the company has been established just for 6 months, it has obtained 27 customers purchasing German courses. It's a positive signal for the growth of the business in the future. The business model of HORAMI Academy is that a client will book and pay

for the course online via the company's platform directly. Their profit simply coming from the courses sold after paying teachers.

5 RESEARCH CHARACTERISTICS

The qualitative research was conducted included a semi-structured, in-depth interview with the company's representatives.

- **Interview participants** are two Founders of HORAMI Academy. Table 1 shows detailed information about the participants.

Table 1: Interview participants

Code name	P1	P2
Be in charge of	Business Development (HR, teachers management, partnership, finance)	Marketing, IT, others
Position	Co-founder and CEO	Co-founder and COO

Source: Own source

Since two Founders play different roles in the company, the author interviewed both two of them together to receive more various opinions from their positions.

- **Time and place:** The interviews were conducted via Skype during the research time in February 2021 and lasted about 30 minutes and the interview transcriptions are available on demand.

The author has a list of specific questions but some questions were omitted and added in line with the flow of the conversation. The list of interview questions is presented in Appendix 1. The results from the interview with the company's representative were used as the key input for this research concerning the company's current activities, customer groups, business objectives and environment around e-learning market.

Aside from the interview, to carry out a situation analysis of HORAMI Academy's digital marketing the author reviewed the secondary data. In the specific each analysis required different secondary data sources described in detail in table 2 below:

Table 2: The secondary sources

Analysis	Detailed sources
Customer analysis	The company's customers database noted from September 2020 to March 2021
The current state of case company's digital marketing analysis	Facebook Insight tools (known as Facebook Dashboard or Facebook Panel) and Hubspot Dashboard were accessed in March 2021
Competitors analysis	The author reviewed the competitors content and digital marketing on their websites and social media channels.
SWOT analysis	Sum up from the collection of above interview results and above sources

Source: Own source

6   RESEARCH RESULTS AND INTERPRETATION

After carrying out the interviews with two Founders, the author found out the research problem that because of the limited financial resources, all marketing activities that HORAMI Academy has conducted this far are cost-free and in the near future, they still concentrate on organic digital marketing approach and the company has not created or developed a proper digital marketing plan yet, even short-term or in long-term. That's the reason why the author decided to develop the one-year organic digital marketing plan for the company. The execution time lasts one year to match the company's current human resources capabilities.

In the discussion about the objectives in the next year, P1 said that although HORAMI Academy is a startup, they still need to consider the return on investment in their activities. Therefore, both sales-oriented and brand's digital presence objectives were established that are increasing sales and creating stronger online visibility for the company across channels.

6.1   Customer analysis of the company

To decide who are customers that the plan will target, the author accessed the existing customer's database and the results are shown in figure 15, 16 below:
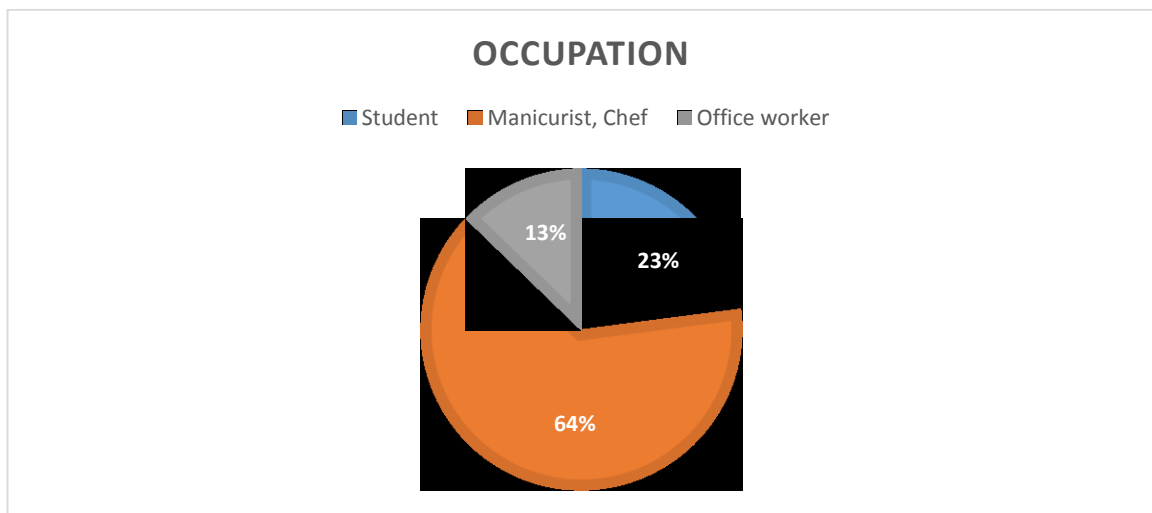
Figure 15. The company's customers by occupation.

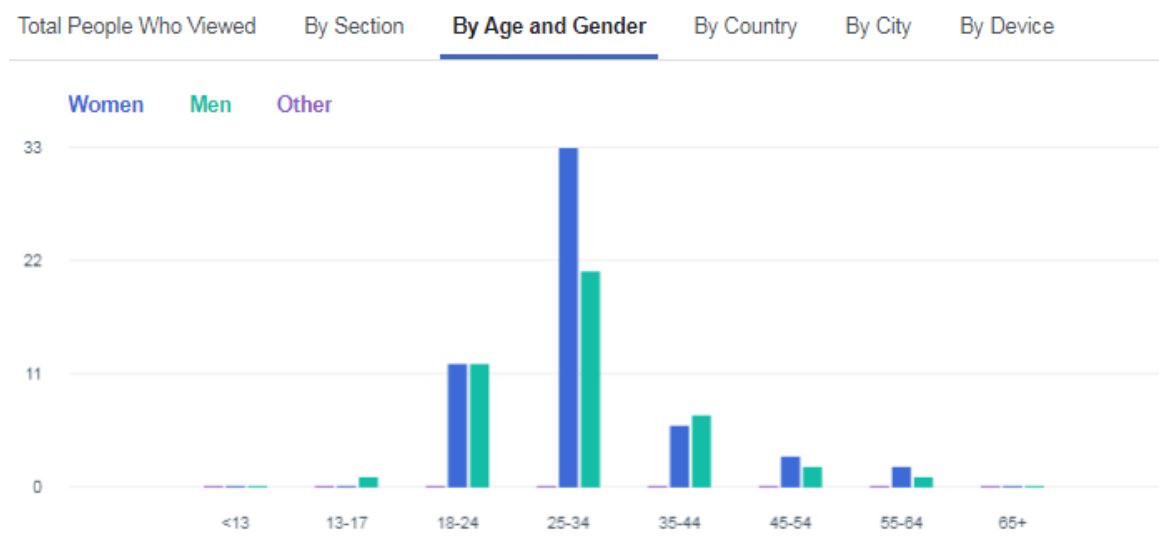*Source: HORAMI Academy database*

Figure 15 shows that among 27 customers, the manicurists and chefs account for the vast majority of our customers (64%), 23% of customers are students and a few customers are office workers.
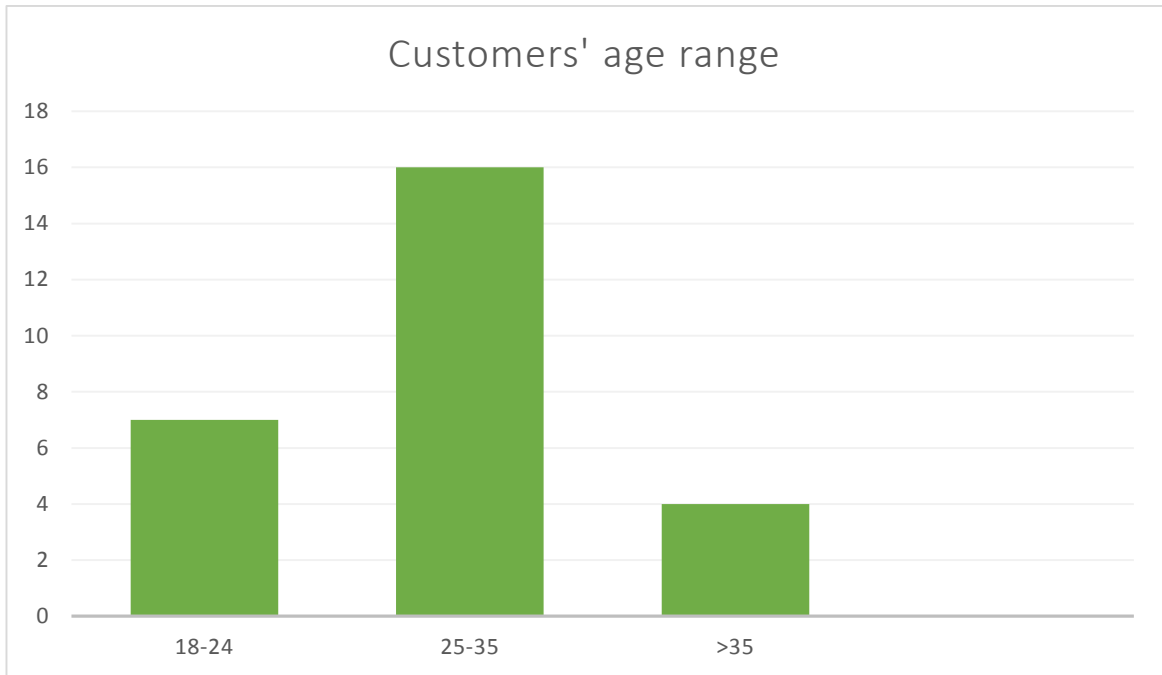
Figure 16. The company's customers by age.

Source: HORAMI Academy database

Figure 16 reveals the age range of the company's customers. Among 27 customers, there are 16 people from 25 to 35 years old, 7 people from 18 to 24 years old and the rest is above 35 years old. Besides the customer database, the author accessed the Facebook Dashboard to learn more knowledge about the insight of the page's viewers. The following Figure 17 and 18 below are the current viewers of the company's Facebook fan page:

Figure 17. Facebook viewers by age and gender

Source: HORAMI Academy Facebook Insight

Figure 17 shows that aligning with the customer database, the major viewers on Facebook have the same age range from 25 to 34 years olds and the women are slightly more than the men.
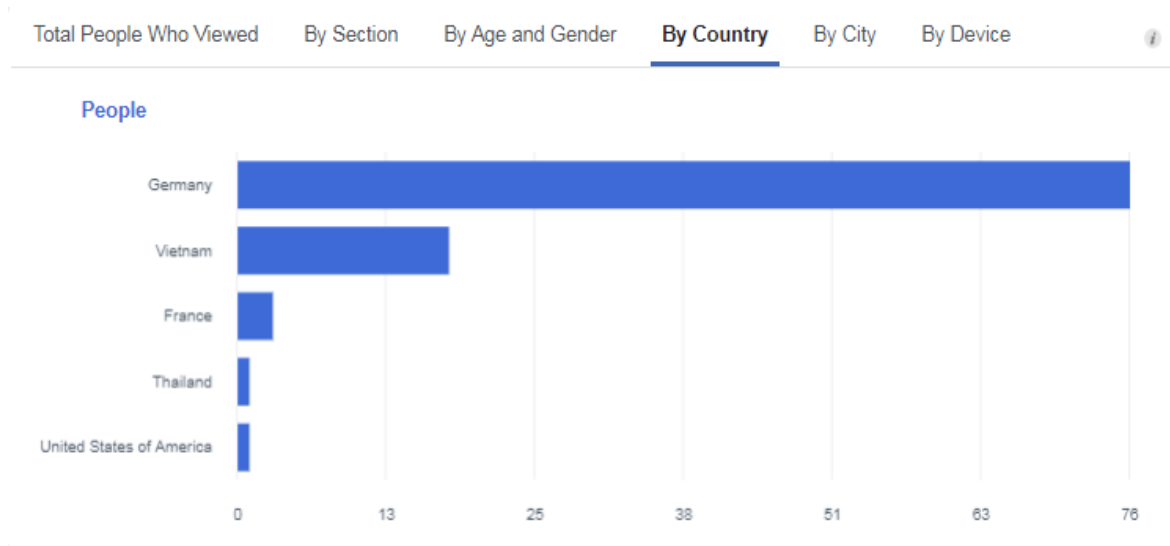
Figure 18. Facebook viewers by country
Source: HORAMI Academy Facebook Insight

Figure 18 above represents the Facebook viewers who mostly reside in Germany and there are just a few of them living in Vietnam and others countries.

When was asked about the customer group, the company's representative P2 stated their most beneficial group is Vietnamese aged from 25 to 35 who have a stable income, usually work at restaurants, food shops, laundries, or nail salons. According to P1, these people are actively seeking the German classes that are taught by teachers who can communicate in Vietnamese with them. Explaining this reason, P1 continually stated that they only speak Vietnamese and do not good at English so it's hard for them to not join any German classes in Germany since most of these courses are taught in English or other popular languages. These customers communicate a broken German they learned by listening and repeating in the workplace. Another problem is their working time lasting 9 up to 12 hours per day and there is only one day off in the whole week so they do not have too much time to join physical classes. The fact that there are more Vietnamese aged over 35 have the same demand about learning German but they get used to traditional learning method, do not want to adapt to the new technologies so they prefer the in-person classes. Besides this customer group, Vietnamese students living in Germany also are HORAMI Academy customers. They're

studying English program so they want to learn German to communicate with friends, locals and get well-paid jobs after graduation.

In conclusion, the beneficial group who has the stated characteristics were considered as the target customers of the plan. The unique selling points or differential advantages in comparison with key competitors on the market are the competent and experienced teachers who can speak the target audience's mother tongue, the customized courses based on customers' levels and needs, the flexible time that could be arranged between teachers and learners, and the systematic learning materials that are provided by the prestigious German publishers, and multilingual support team can speak both Vietnamese and German with customers.

6.2 Current digital marketing analysis of the company

It's important to emphasize that the website has not officially launched yet and it's still in build-up progress. Therefore, the company has not implemented an SEO approach or built content for the website. However, according to P2, the progress is about to finish and the website is going to launching soon. The blog content strategy and, integrate SEO into blog content strategy also be carried out in the plan. Producing regular blog posts on the website has different advantages and helps the company achieve many objectives according to the theoretical part. The interview results and experiences as the company's intern give the author a deep understanding of the target audience about their pain points, their needs, their motivations. Thus, the content themes distributed will express the empathy of customers' struggles and give solutions for them or giving free learning resources or materials related to the customers' jobs that add value to the blog content. Like social media, the blog posts also to be organized by calendars to manage the workflow and post content. It offers the manager the ability to ensure a consistent stream of content and creates accountability among all writers of the team. Since content marketing works exceptionally well alongside SEO and the two can benefit from each other, the other strategy in the plan is integrating SEO into blog content with keyword research, on-page SEO efforts and keyword optimization tactics.

Even the company has not launched the official website yet, it still has several highlights in its efforts to create a presence on Facebook. The Facebook fan page grows fast thanks to eye-catching designs and some engagement activities. The author realized that via the

Facebook Insight tool, the marketing team's regularly watching over the design format trend in the market and creating content with the latest trend designs. Facebook fanpage is also very active with some engagement activities such as sharing Facebook posts in language-related groups, communities and consistently posting 2-3 times per week with a calendar which is scheduled one month in advance. However, Facebook is the only social media channel of the company. They have not created Instagram or other platform's accounts yet since they are facing with lack of human resources to implement marketing activities on other channels. Because the company has only Facebook as its social media channels and based on the interview results and data about the numbers of Instagram users on global and in Germany in the theory part (Figure 5), the author decided to create an Instagram account for the company.

Accessed the Insight tool, the author found out what are the effective tactics of Facebook marketing. The posts that were shared in the private language learning group have reached larger numbers of people with higher numbers post-click. Figure 19 is the summary of Facebook five lastest posts as of 03/2021:


Published	Post	Type	Targeting	Reach		Engagement	
03/31/2021 4:39 PM	How to stay motivated while learning a language! 🔥 Đó là một hành trình dài trong việc học ngôn ngữ và	🎥	🌐	23		3 1	
03/29/2021 4:16 PM	DE DE GIAO TIẾP TIẾNG ĐỨC LƯU LOÁT HƠN SAU 8 TUẦN Nếu bạn cảm thấy mình học mãi mà chẳng nói	🎥	🌐	1K		42 32	
03/24/2021 5:51 PM	DE Nếu bạn vẫn chưa thể giao tiếp lưu loát về những chủ đề quen thuộc trong cuộc sống hoặc bạn thường	▢	🌐	9.9K		385 94	
03/20/2021 3:29 PM	Is it stressful to learn a new language? ‼️ 🎈If you're thinking about learning a new language but don't know	▢	🌐	167		3 3	
03/19/2021 1:07 PM	♥ CẢM NHẬN HỌC VIÊN [LỚP TIẾNG ĐỨC GIAO TIẾP] ♥ HORAMI Academy xin gửi lời cảm ơn đến các	▢	🌐	178		5 5	

Figure 19. Five lastest posts insight as of March 2021, by reach and engagement
Source: HORAMI Academy Facebook Insight

Figure 19 shows that among the five lastest posts on the Facebook page, the third post received much more reach and engagement in the comparison with the other posts since the third post was actively shared in the several relevant groups by the marketing team. Thus,

this is an effective tactic continually be implemented in the plan. The Facebook Dashboard also exposes which device the customers used most in figure 20:
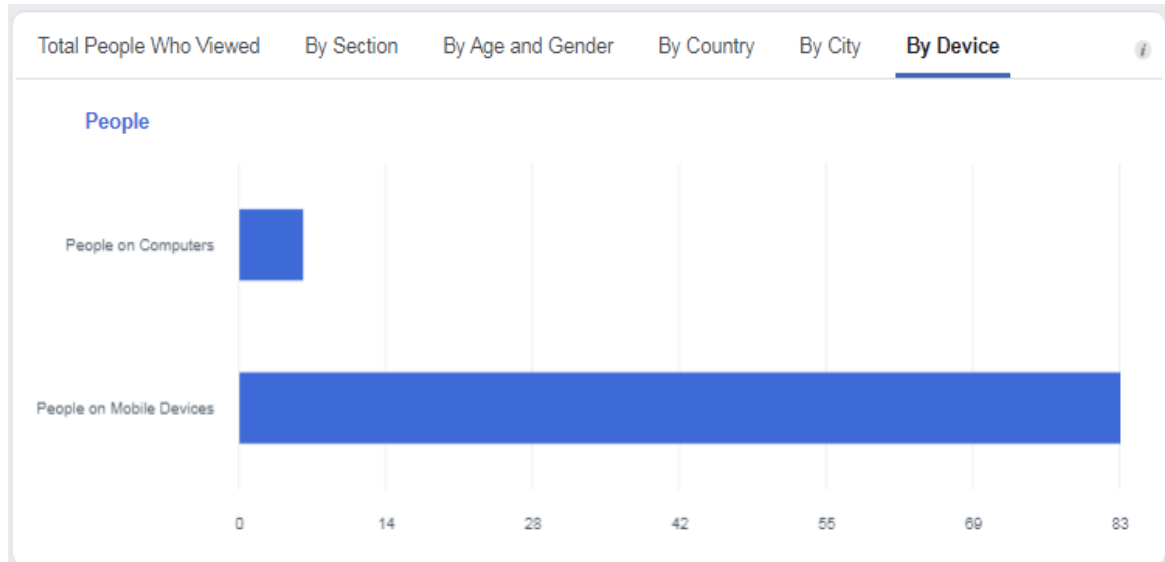

Figure 20. Facebook viewers as of March 2021, by device

Source: HORAMI Academy Facebook Insight

Figure 20 shows the mobile devices are the primary devices to access Facebook by the viewers. This means mobile optimization across channels will be the effective tactic in the plan.

Figure 21 from Facebook Dashboard below exposed the most engaging content format on the company's fan page:
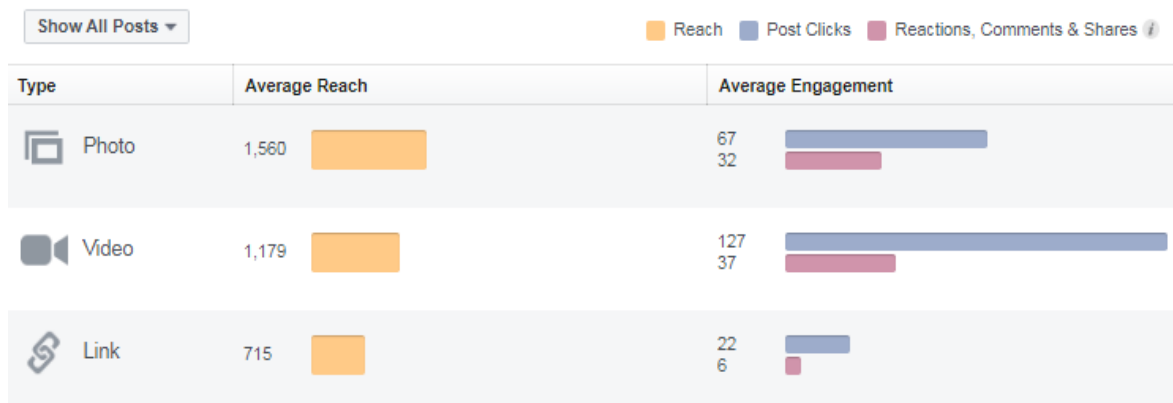
Figure 21. Content types and average reach on Facebook

Source: HORAMI Academy Facebook Insight

This figure disclosed video format drives more engagement on the company's Facebook fan page. In more detail, the photo post type reaches more people than other types but video creates more engagement from viewers. Moreover, according to figure 4 in the theoretical part, video is also the most engaging content format over other types. Video-based content will be focused on each channel but other formats also are utilised and tested in the plan.

One important channel that the company also needs to improve is email marketing. The company is using Hubspot free version as an email marketing tool but they have not used most of it. The email database comprises just 350 contacts (until March 2021) which were mostly collected from some trial classes were held by the so, in this plan, there are some actions to build the email list and then utilizing email as the marketing channel to directly promote the courses to the contact list. The email list was segmented based on language levels for further marketing purposes such as sending highly targeted email marketing to recipients. However, HORAMI Academy has not used them effectively for marketing purposes and implemented any marketing strategies for emails. The author accessed the Hubspot Dashboard and it turned out the company only sends an average of 6 to 8 mails each month for class announcements or confirmations. Figure 22 shows the numbers of emails were sent out in 03/2021:
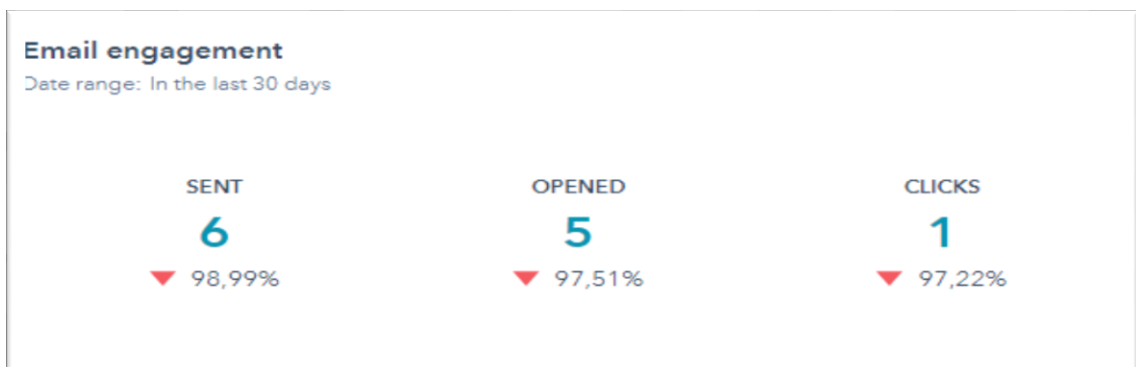
Figure 22. The email engagement in March 2021
Source: HORAMI Academy Hubspot Dashboard, 2021

According to P2, the company has not created and delivered the emails about their courses or other marketing purposes, most of the emails were sent out are announcements from teachers, courses confirmation or receipts, and course instructions. There are no newsletters or promotional emails that have been sent out this far. Therefore, the author will use the Hubspot email tool as the email marketing to deliver post-purchase emails such as upselling emails, and monthly newsletters consisting of upcoming courses or sharing blog posts with

useful learning materials that could lead to increase the repeat purchase from existing customers.

6.3 Competitor analysis

At the present, HORAMI Academy has two significant competitors: Lingoda and Italki, whose services are close substitutes for one another. The analysis was conducted primarily based on watching over the social media channels and websites of the competitors.

Lingoda is a start-up by two founders based in Germany, was established in 2015. Lingoda positions itself as the number one trusted online language school, offer online classes face-to-face with native language teachers. At the present, Lingoda became Europe's leading online language learning school with almost 100 employees, coming from over 30 countries and speaking over 40 languages (Lingoda 2021). Another competitor is Italki. Italki is a global language learning community that connects students and teachers for 1-on-1 online. Their headquarters is in Hong Kong but their brand awareness is spreading globally with over 5 million students and 10,000 high-quality teachers teaching more than 130 languages (Italki 2021). The author carried out two types of competitor analysis: one is the strengths and digital marketing tactics and the social media content analysis of key competitors to figure out what specific content should be used for Facebook and Instagram of the company in the plan.

The noticeable strengths and digital marketing tactics are condensed in Table 3:

Table 3. The key competitors' analysis

COMPETITOR	COMPETITION / PRODUCT STRENGTHS/ E-MARKETING TACTICS
LINGODA	- Popular Instagram with 86 000 followers and the average likes on posts was about 800.
	- Strong Facebook presence with 128 000 fans
	- Weekly blog posts and sharing blog on social media
	- Content for blogs: Culture and lifestyles, soft skills, tips and guidelines for career
	- Good branding with a consistent design across all digital platforms with chosen themes

ITALKI	- Utilised various content formats
	- 55 000 Instagram followers with an average of 200 likes each post
	- 295000 fans on Facebook page
	- Link social media in the website
	- Frequency social media advertising
	- There is no blogs on the website
	- Aesthetic design with quality content and many engagement activities on social media
	- Effective influencer marketing and partnership program
	- Using the relevant hashtags for all posts on social media

Source: Own analysis

It can be seen from Table 3 above that Italki and Lingoda have created the very strong presence that HORAMI Academy should learn from them many effective tactics:

- Conduct research and then using the relevant hashtags for social media posts.

- Creating consistent design themes for different digital channels

- Regular blog posts with content relating to culture, tips and guidelines for career, language learning, etc.

- Link the social media account on the website contact section.

Table 4 and Table 5 below uncovered the content strategy on Facebook and Instagram of two competitors. The author consolidated on 40 most recent posts as of March 2020:

Table 4. The competitors' Facebook content analysis

	Italki	Lingoda
Content categories	Sharing tips 50% Product 45 % Career 5%	Sharing tips 25%, Product 40%, Enagement 15%
Content	Funny expressions, short-video with students' testimonials, engagement content such as asking	Sharing tips on language learning, German culture, and food, product, random facts about a specific language, etc

	questions, new phrases, idioms, words, etc	
Most engaging posts	Content: Short videos illustrating one-one teaching class	Content: A funny joke about the German language
Frequency of posting	3~4 times per week	1 post per day except for weekends

Source: Own analysis

On the subject of specific content for Facebook, HORAMI Academy can learn from both competitors and keep posting consistently at least 3 times per week on their social media channels as their competitors. Regarding the content categories, the company can include 4 categories: sharing tips, product, engagement and career with the average neutral percentage between both competitors.

Table 5. The competitors' Instagram content analysis

	Italki	Lingoda
Content Category	Engagement: 50% Sharing tips: 30% Meme: 20%	Sharing tips: 40% Engagement: 30% Products: 20%
Most engaging posts	Short videos	Funny images and learning material
Content	- Sharing story - Interview - Synonyms in different languages - Quotes - Guessing words - Funny images	- Funny Expressions - Communicate with followers through questions - New phrases/idioms/ words - Short videos - Sharing customers' stories
Frequency of posting	3~4 times per week	2 post per week

Source: Own analysis

Like Facebook, HORAMI Academy can learn from both competitors about the specific content they should post on Instagram. However, it should be more entertaining and fun content. The company's Instagram will be updated 3 times per week and included 4 content

categories: sharing tips, products, engagement and memes with the average percentage between both competitors.

However, this direction about posting time and content categories totally can be adjusted after ongoing monitoring of the performance.

6.4 SWOT analysis

The summaries of strength, weakness, opportunities and threats of the company are listed in table 6 below:

Table 6: HORAMI Academy's SWOT analysis

Strengths	Weaknesses
• Vietnam-connected communities focused => niche services • Partnership with other publishers for exclusive learning materials • Facebook has established 5 months but grows fast with 750 fans at the present • Utilized email marketing tools (Hubspot) • Email lists were segmented properly • Using Insight tool to keep an eye on the key competitors' Facebook • Consistent posting on Facebook	• Human resources uncertainty: two Founders run the business, other employees are temporary interns • The official website has not launched yet, still in the build-up process. • No SEO activities and blog posts so far • No Instagram account yet • Still no promotional emails or newsletters • A few contacts in the email list (350 contacts)
Opportunities	Threats
• Increasing in exporting labor force from Vietnam • No direct competition in the area in the same services • The growing demand for language learning online • Many Vietnamese living in Germany online groups and communities on Facebook	• Competitors have already established a strong online presence and an effective content strategy on different platforms and websites. • Competitors are very active on social media and keep up with new marketing trends • Some of the potential target customers prefer offline courses

Source: own analysis

The company should focus on the niche market where no direct competitors are offering the same products. The content messages should express the value propositions of the company that are Vietnam-connected communities focused, the exclusive learning materials.

The first thing of the plan is that the target audience has to be determined. Therefore, the Segmentation-Targetting-Differentiation and Positioning strategy is implemented first. Because one of the company's objectives is increasing sales, the plan will target both existing customers and potential customers to encourage repeat purchases from the current customers and acquire new purchases from the potential customers. The target customers have the same characteristics who are Vietnamese people, manual labor, financially stable, aged from 24 to 35, living in Germany and having a busy working schedule. They want to communicate German properly with colleagues, customers, suppliers, locals, etc in their workplaces. After choosing the target audience, the plan will indicate the value propositions for the company's positioning and differentiation from the others competitors. Next, the multi-channel marketing strategy is employed in the plan to help the company achieve its objectives that is establishing the digital presence. The multi-channel approach means creating a presence and connecting with the target audiences on different channels where they spend most of their time. The channels in the plan consist of Facebook, Instagram, email marketing for the website. As the Facebook fanpage is growing quite fast, the plan will continue with some effective tactics that the company is utilising. There are several engagement activities and posting tactics for both Facebook and Instagram that are also proposed in the plan. Besides, email marketing is leveraged by building up the email lists firstly and then sending out the follow-up emails and monthly newsletters to promote the courses. The blog content strategy is another strategy of the plan, which means producing the content for regular blog posts on the website because the website is going to be launched soon. The specific actions for content creation and distribution are also included in the plan. And the last strategy is integrating SEO into the blog posts which enables the business to rank on Google for determined keywords and drive organic traffic into the company's website. This strategy comprises several tactics relating to keyword research, keyword optimization and on-page SEO activities.

Because of the uncertainty of the human resource, the plan had to consider time constraints. The organic digital marketing plan will be implemented in one year. In the first and second months of the plan, the company will focus on opening an Instagram account, conducting several SEO activities and preparing for learning materials as downloadable files. In the next three months, the editorial calendars will be scheduled for Facebook, Instagram and blog posts then using the tool to upload it automatically, integrate SEO for blog posts, social media and then keep tracking the data for better efforts in the future. In the last six months, HORAMI Academy will adjust actions based on efficiency, keep implementing the best methods and at the end of the plan, the initial objectives will be monitored. The plan also included ongoing actions, such as replying to comments, posting content follow an editorial calendar, collecting emails or monitor each activity with determined metrics and modify each action properly.

7   ANSWERING THE RESEARCH QUESTIONS

This section discusses the findings of the research questions. The conclusions about three research questions are:

RQ1: *Which digital marketing strategies are applicable to the case company?*
First and foremost, the Segmentation-Targetting-Differentiation and Positioning strategy is implemented to determine the target audiences for the plan. Secondly, the multi-channel marketing strategy is applied, which includes creating a digital presence on Instagram, optimize Facebook and email marketing. The third strategy implemented is the blog content strategy, which means blog posts will be published regularly on the website. Lastly, the plan will integrate SEO into the blog on the website which empowers the blog will be easily found on the SERPs which drive more traffic to the website as well as social media channels.

RQ2: *Which content should the case company share on their digital marketing channels?*
The company should focus on creating content with the video-based format since it is the most engaging type according to the Facebook Insight data. It could be, live-action video, live streaming or animated video made from many still images, etc. Aside from video, others content types will be used such as infographic, ebook, downloadable files as PDF, images. The content themes have to be consistent across channels: informative and educational, show the professionalism and differentiation with the value proposition of the courses, kick off the learning experience with a positive and professional message, deliver realistic expectations after courses. The company should offer readers value-added eLearning content, not barrage them with self-promos every day such as downloadable templates, PDF files, ebook, etc
In a little more detail, the content on Facebook and Instagram could be quick learning tips, new words or slangs and idioms, sharing testimonials to make a stronger impact, teachers' introduction, ask compelling questions to spark an online discussion to encourage readers to leave comments or reply to others, etc.
For the blog post, the content could be sharing learning tips directing to the pain points of the target audiences, some interviews with customers who share their learning experiences, inspiring stories of other fellow learners, etc. With promotional emails, the content to send out via emails are welcome, onboarding emails, some teaser information about the upcoming courses, limited time offers, upselling emails for preferring the others relevant courses, etc.

RQ3: *How should the company's digital marketing plan be managed?*

Each objective of the plan has specific key performance indicators to measure that are the number of new customers, the percent of repeat purchase, the website's traffic and numbers of followers on social media. These KPIs will be evaluated at the end of the plan. However, However, there is yet another immensely important thing about digital marketing is constantly audit the progress and adjusting the performance accordingly. It's a must to carry out ongoing monitoring of key metrics of each channel. Several times per week, the company should keep tracking of the websites by Google Analytic tool, measure social media channels' performance by Facebook and Instagram Insight tool, and supervise the emails' effectiveness by looking at the Hubspot Insight. At the end of the month, the marketing team should make a summary and report about the performance of each channel, what the effective actions then make suitable adjustments based on the data collected for the next months.

III.   PROJECT

The project is presented in the following sub-chapters detailed steps from the SOSTAC model including objectives, strategy, tactics, actions, control and the limits and the risks of the research, and provides from the authors' point of view the most suitable activities for the organic digital marketing plan of HORAMI Academy.

8 THE PLAN'S OBJECTIVES

The author followed the SMART goals model to set the plan's objectives in one year. The integrated marketing plan is created for the HORAMI Academy to achieve the following objectives

Objective 1: Increase sales within one year:

- Acquire 80 new customers more

- Increase 70% repeat purchase

Objective 2: Increase brand visibility, establish a stronger digital presence with these sub-objectives:

- At least 150 visitors per month measured by website traffic

- Increase to 2000 Facebook fan page's followers and at least 800 Instagram followers within one year measured by the numbers of followers on each platform.

9   STRATEGY

The objectives will be reached by Segmentation – Targeting – Differentiation and Positioning strategy, multi-channel marketing strategy, and content strategy.

> ➢ Segmentation – Targeting – Differentiation strategy

- Segmentation: The following variables will be used in creating target audiences. In table 7 below are presented distinct variables from which the HORAMI Academy can create segments:

Table 7. The customers' segmentation

VARIABLES	
PSYCHOGRAPHIC	• Language learning's motivation: get a well-paid job, communicate well with locals, customers, friends, suppliers.
DEMOGRAPHIC	• Age: 18 – 35 • Income: Stable and medium-range, were supported by parents • Languages: Vietnamese • Occupation: students, manicurist, chef, restaurant owners
GEOGRAPHIC	Germany
BEHAVIOURAL	• Benefits sought: customized course, size of class, teacher quality, class time, language used in the class, price. • User status: prospects, first-time purchase

Source: Own research

- Targeting: From customers database, customers insights on Facebook, it's clear that the most beneficial clients are Vietnamese people living in Germany, age from 25 to 35. They are manual laborers working in nail salons, restaurants, bistro or laundries, etc with stable income. Their goals to enhance German language skills to be able to communicate properly with customers, colleagues, suppliers, etc. They are seeking a qualified teacher who can speak their mother tongue and desired a flexible class schedule. Their purchase behavior is strongly influenced by a group of friends, colleagues, other Vietnamese relatives, acquaintances.

- Differentiation and Positioning:

By defining the key features and understanding the problems of the target audiences. The company can differentiate itself from the competitors with these value propositions:

- Customised content of each course based on levels

- German teachers who can communicate well in Vietnamese

- Time of class is highly flexible and adjustable based on learners' schedule

- The customers' services and staff can communicate in Vietnamese in case the learners need IT assistance or any inquires

- The systematic and exclusive learning materials are provided by the German partner publishers.

The company in the minds of the consumers could be perceived as Vietnamese-related, customized, personal, quality, professional teacher, trustworthy.

➢ Multi-channel marketing strategy:

The multi-channel strategy of the plan will include:

- Social media marketing: create a presence on Instagram, optimize Facebook fanpage.

- Email marketing: increasing the email list and delivering newsletters.

Blog content strategy

Producing regular blog posts on the website which are SEO-driven, well-written and following the content themes.

➢ Integrate SEO into blogs and website.

Keyword research, other on-page SEO activities and keyword optimization

➢ Content direction

- The messages that are shared should be included functional value (high flexibility, adjustable schedule, customized course curriculum), emotional value (Vietnamese community connected and focused), and delivering realistic expectations after courses.

- The content types could be short-form and SEO-driven blog posts with images, short videos, monthly newsletters, downloadable PDF, infographics.

- The content themes: relevant and resonated with target audiences. Some suitable topics: language learning tips, vocabulary in nail salons and restaurants. The target audiences would favor the topics since these topics: Great for implementations in the workplace right away.

- The content's workflow is managed by editorial calendars.

- The content categories for Facebook and Instagram are shown in figure 23 and 24 below:
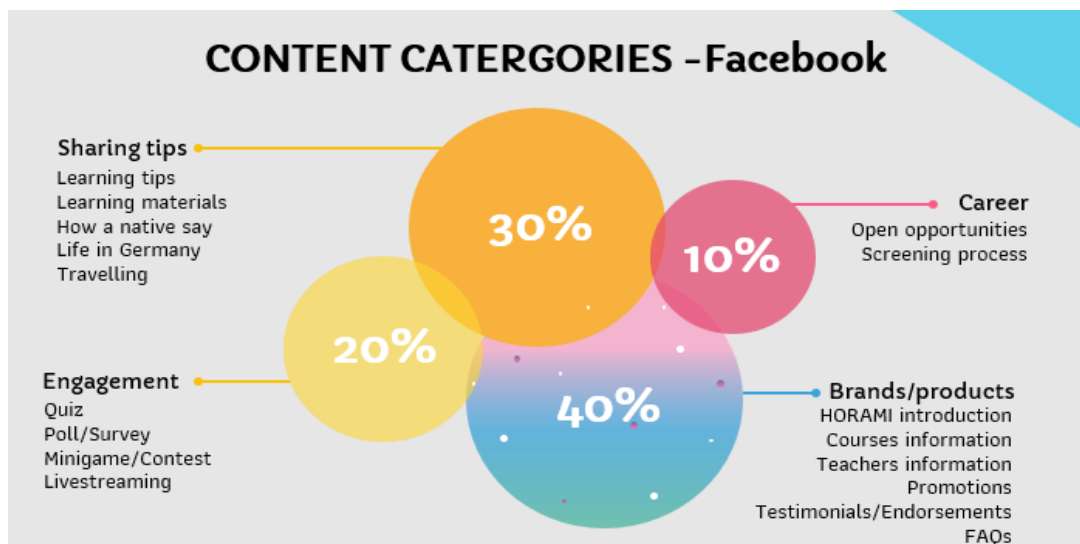
Figure 23. Facebook content direction for the plan

Source: own research
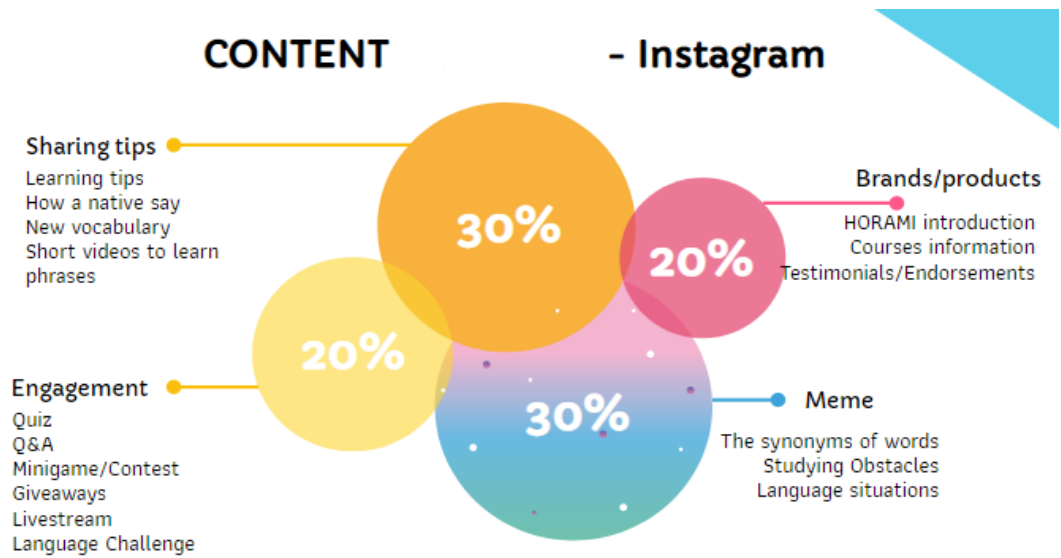
Figure 24. Instagram content direction for the plan

Source: own research

10 TACTICS AND ACTIONS

10.1 Specific activities

Table 8 shows the tactics with the specific actions implemented for each strategy:

Table 8. Strategies – Tactics – Actions of the plan

Strategies	Tactics	Actions
Create a presence on Instagram	Open an Instagram account	- Choose the business account type with the Insight analysis function and the ability to run the ads feature in the future. - Create a killer Bio section with a high-quality profile image (it should be the company logo), link to the website and a brief, concise description. - Build up an aesthetic look for the Instagram feed with consistent designs, filters across all of the posts.
	Posting relevant and quality content	- Research relevant and trending hashtags then attach them in the posts (using "Later" as a hashtag research tool). - Choose the type of feed post with target audiences' resonated content. - Create and publish content following the content direction. - Design compelling, clear, easy-to-read images, videos, ensure an overall flow with a consistent design style - Caption writing: capture brief, important information. Decide tone of voice: it could be interesting and curious.
	Establish posting strategy	- Determine post frequency 3 times per week - Create an editorial calendar for content and team's workflow management - Align Instagram scheduling tool with a content editorial calendar to post consistently

		and automatically (recommended Buffer as scheduling tool)
	Boost engagement	- Replying to comments, questions and inquires - Interacting, connecting (like, share, follow) with others relevant accounts, prospects' accounts - Sharing content on the stories feature after posting it - Link Instagram to email footers, contact section's website, Facebook fan page.
Optimise Facebook fanpage	Social listening	- Still monitor the Facebook Insight tool to keep an eye on the key competitors' social media activities - Pay attention to what people respond through their comments under posts.
	Make Facebook page easy to find	- Include a link to Facebook Page in the newsletter, website's contact section. - Add Facebook Share and Like buttons to blog posts.
	High-quality and applicable content	- Producing more content under video format for more engagement. - Create and publish content following the content direction. - Analyse social listening results frequency to find the trendy content as well as creating content that focuses on what audiences are talking about recently
	Determine posting strategy for content	- Create a content calendar - Keep consistent posting at least times/week - Using Buffer schedule posts in advance

	Engagement activities	- Continue sharing posts to relevant Facebook groups such as German learning groups, the Vietnamese community in German after posting it - Tagging other brands to relevant posts to expose Page to new audiences - Reply to comments, messages daily. - Monitor Facebook Page Insights regularly to better target future Facebook efforts.
Blog content strategies	Produce regular blog posts for the website	- Define the informative and practical content topics direct to target audiences. Recommend: learning tips blog series comprises several blog posts. - Schedule blog posts with an editorial calendar (time post, deadline, title, assignee, etc) - Share and link the new blog on social media channels for reaching larger people. - Check post preview on different channels - Test which distribution methods get the most engagements on various types of posts (subject, title, headlines, images, etc.) - Refine the approach to distribute the blog content where it will be best received.
Integrate SEO into blog posts	Keyword research	- Brainstorming list of relevant keywords - Using keyword research tools (e.g. Google Keyword Planner, SEMrush) to analyze each keyword in term of search volume, % average trend, % average competition - Determining which keywords should be prioritized
	On-page SEO	- Installing an SEO application for the website - Link to website from social media channels as much as possible. - Adding relevant external links for blog posts

		- Including internal links at least 2-4 internal links per blog post.
	Keyword optimization	- Attached keywords to the first 100 words or the first paragraph of the blog - Attached keywords to page titles and meta descriptions of blog posts - Attached keywords to URL of blog posts
Email list building	Encourage audiences to opt-in email lists	- Include social sharing buttons and subscribe button marketing emails for gaining access to audiences' network. - Add the Sign-up email button to the top of the Facebook page - Create a post with asking email signup on social media channels - Include an email signup form on the website or bottom of the blog post.
	Gather emails by offering free and useful resources	- Collect emails from trial-classes - Develop and include useful content resources on blog posts, Facebook such as a free learning ebook, vocabulary lists, exercises on the website and social media channels to ask visitors to provide their email addresses to download it.
Leverage email marketing	Post-purchase email sending	- Welcome/onboarding products emails, which familiarize the customer with the company and the courses. - Upselling email: introduces customers to the next level of the courses that are related to their recent purchase - Post-purchase discount offer emails.

	Sending monthly newsletters	- Send emails about upcoming courses with personal messages - Use Hubspot to schedule emails and send them automatically - Use compelling email templates for mobile and preview email carefully before sending.

Source: Own research

10.2 Time Schedule

The scheduled time table included the following steps taken in the order of execution is described in table 9 below:

Table 9. Schedule of the plan

Month 1-2	1. Set up an Instagram account 2. Hashtag research for Instagram 3. Link Facebook, Instagram to the website and email footer 4. Create a post with asking email signup on social media channels 5. Include an email signup form on the website or bottom of the blog post 6. Keyword research for SEO strategy 7. Create downloadable learning materials
Month 3-6	8. Create content and plan the editorial calendar for Instagram and Facebook 9. Scheduling and publishing content automatically on social media channels 10. Create content for blog posts with the calendar 11. Distribute and test which distribution methods get the most engagements on various types of blog posts on the website 11. Create content and send out follow-up emails, newsletter automatically by using Hubspot 12. On-page SEO, keywords optimization

	13. Monitor the data for better target future efforts
Month 7 - 12	15. Adjusting the tactics and actions according to efficiency
	16. Continuing with the most effective methods
	17. Monitoring the results

Source: Own research

On-going activities are shown in table 10:

Table 10. On-going activities of the plan

Everyday	1. Reply comments, messages, stories interact with prospects
Several times per week	2. Monitor the website, social media analytics, Hubspot Insight
	3. Create or re-share content related to new courses on the social media channels
	4. Collect and update the emails list
	5. Share several posts (useful tips, learning materials) to the relevant Facebook groups after posting on the feed.
	6. Sharing content on the Instagram stories feature after posting it
Once a month	7. Social listening from target audiences and key competitors for content ideas and adjustments in the upcoming month
	8. Make reports and adjust, plan, update the content of the editorial calendar accordingly (Facebook, Instagram, blog, emails, newsletter) for next month.

Source: Own research

10.3 Resources

- Budget for the plan: The digital marketing plan for HORAMI Academy is an organic approach so all the activities are cost-free. However, the company needs to pay to use Buffer scheduling tool which costs 15 euro monthly for the Pro account. Other tools: Google Analytics, Google Keywords Planner, Facebook Analytic, Instagram Analytic, Hubspot and Later Hashtag tool are all can use the free version in the scope of the plan.

Table 11. Budget of the plan

Monthly budget	15 Euro
Total cost (from 3rd month) of the plan	150 Euro

Source: Own research

- Human resources:

Two marketing interns carry out each step of the plan, conduct ongoing activities, monitor the performance following the scheduled time and make the reports every week. Committed working time is at least 30 hours per week.

The Manager (COO) is in charge of supervising the process, commit to working at least 30 hours per week.

11 CONTROL

With the increased sales objective, the effectiveness of the plan is measured by the number of new customers purchased the courses and the percent of repeat purchase from existing customers.

With the objectives of increasing brand visibility, the website's traffic and numbers of followers on social media channels are measured. However, it is also important to identify other key metrics for performance's ongoing tracking by collecting customers' feedback or accessing the website, email, and social media insight analysis tools. Table 12 illustrates key metrics and tools used. All recommended tools have the free version.

Table 12. Metrics and tools to monitor the plan

	Metrics	**Tools to monitor**
Website and SEO	1. Number of unique visitors 2. Number of returning visitors 3. Average time on page 4. Numbers of average pages per session 5. Most read articles 6. Keyword rankings 7. Search engine ranking 8. Search engine referrals	Google Analysis Google Search Console
Facebook, Instagram	9. Engagement (Post Shares, Post Reactions, Post Saves, Post Comment, Post Interactions, Photo Views, Link Clicks) 10. Number of people reach each post 11. Most engaging hashtags	Facebook Insight Instagram Insight
Email	12. Number of contacts	Hubspot Insight

	13. Open rate 14. Clickthrough rate 15. Unsubscribe rate	

Source: Own research

12 RISKS AND LIMITS

Because of the company's human resource shortage and instability, the author designed this marketing plan within one year to reduce the pressure for the CEO. However, it also brings risk. Since the current staff only work for six months, it is difficult for new employees to continue the progress. This makes the plan more prone to not keeping the right track or omission. This can be reduced by the clear and well-organized management, assignment of the CEO. Another risk of the plan is that even though social media platforms are great tools, some engagement activities will lead to a loss of followers or reduce the brand image. For example, if the company shares posts to some Facebook groups frequently, the members in these groups will be getting annoyed or irritated. To reduce the risk, the company must evaluate the content carefully and share the most relevant posts. Besides, the marketers should monitor the reactions of each post to adjust the actions regularly.

The limiting factor of the plan is that the author was not able to organize the interview with the group of HORAMI Academy's customers since the customers were unwilling to join the interview. The semi-structured interview with the case company's Founders, coupled with access to the company's customer database, Facebook Dashboard, Hubspot Insight, and the variety of other online information related to the Digital Marketing approach was sufficient to develop the marketing plan. However, conducting a focus group interview with existing customers would have been helpful and led to even more suggestions for the plan. The final limitation is that the plan presented in this thesis is focused only on financially cost-free methods and tools, so it might not the best alternative. It's obvious that the free version of the tool is not the best version such as the free Hubspot hosts only 2000 emails and has a limited choice of email templates. Sometimes paying for these tools is a good investment, and this is not addressed in the plan.

CONCLUSION

The main purpose of this thesis is to develop and execute the digital marketing plan in terms of the organic field to enhance digital visibility and obtain the sales objective of the company. In the digital era, it's extremely necessary to establish and manage a decent online presence, not to mention that HORAMI Academy is an e-learning business. Before considering the future of being the best e-learning platform for the Vietnamese and Vietnamese related-community in global, the company should start in the market it resides in – Germany.

A deductive method was applied throughout the study. The primary data was collected from the interview with two Founders of the company and the author's experience during the six months internship. The secondary data was assimilated from the company's customer database, data insight of Facebook and email marketing analytic tools, books, journals, and other reliable internet sources. The first part of this thesis is a literature review to obtain profound knowledge of digital marketing, digital marketing channels, and the theoretical framework SOSTAC planning model. The second part of this thesis is presenting the company's characteristics, the internal and external analysis, the results' evaluation and interpretation. And the project part is a comprehensive marketing plan presented stage by stage according to the SOSTAC framework: objectives, strategies, tactics, actions, and control. Since the startup can not afford the paid advertising or others paid marketing tools, the plan is focused only on organic digital marketing tactics and cost-free tools. Moreover, the project also considers the human resources shortage of the company so the designed time frame is one year which will decrease the constraints for the company and makes the plan more realistic. Regarding the risks of the plan, the project also indicated some solutions to reduce the risks to achieve better results in the previous section.

The validity of the research can be considered to be high. Nonetheless, to achieve a solid return on investment at a faster rate, the paid marketing should be integrated into the further plan. Thus, the recommendation for future study could emphasize the ideal balance between paid and organic marketing approach. In conclusion, all of the research questions were answered and the ultimate goal of the thesis was met.

BIBLIOGRAPHY

Books and Journals

Chaffey, D. and Smith, P., (2017). *Digital marketing excellence: planning, optimizing and integrating online marketing*. 5th ed. Routledge.

Chaffey, D. and Ellis-Chadwick, F., (2016). *Digital Marketing: Strategy, Implementation and Practice*. 6th ed. Harlow: Pearson Education.

Charlesworth, A. (2014). *Digital marketing: a practical approach*. Routledge. New York

Fariborzi, E. and Zahedifard, M. (2012), E-mail Marketing: Advantages, Disadvantages and Improving Techniques. *International Journal of e-Education, e-Business, e-Management and e-Learning*, **2**(3).

Gürel, E. (2017). SWOT Analysis: A Theoretical Review. *The Journal of International Social Research*, **10**(51), ISSN: 1307-9581

Holliman, G., Rowley, J. (2014). Business to business digital content marketing: marketers' perceptions of best practice. *Journal of Research in Interactive Marketing*, **8**(4), p 269-293.

Horvat, E. et al. (2012). *Doing qualitative research*. New York: Teacher College Press

Kirby, J. and Marsden, P. (2006*). Connected Marketing: The Viral, Buzz and Word of Mouth Revolution.* Taylor & Francis

Kannan, P. and Li, H., (2017). Digital marketing: A framework, review and research agenda. *International Journal of Research in Marketing*, **34**(1), pp.22-45.

Kothari, C. R. (2004). *Research Methodology: Methods Techniques*. 2nd edition. New Delhi: New Age International Publishers.

Kingsnorth, S. (2016). *Digital marketing strategy: an integrated approach to online marketing*. Philadelphia: Kogan Page.

Kotler, P. and Armstrong, G. (2018). *Principles of Marketing - global edition*. 17th global ed. India: Pearson Education Limited.

Kotler, P., Keller, K., Brady, M., Goodman, M., Hansen, T. (2009). *Marketing Management.* 1st European ed. England: Prentice Hall.

Passer, M.W. (2014). *Research Methods: Concepts and Connections*. New York: Worth Publishers, Macmillan Higher Education.

Paul W. Farris, Neil Bendle, Phillip E. Pfeifer, David Reibstein, (2020). *Marketing Metrics: The Definitive Guide to Measuring Marketing Performance,* 4th ed. Pearson.

Reimers, V., Chao, C. & Gorman, S. (2016). Permission email marketing and its influence on online shopping. *Asia Pacific Journal of Marketing and Logistics*, **28**(2), pp. 308-322.

Saunders, M., Lewis, P. & Thornhill, A. (2016). *Research Methods for Business Students: Seventh Editio*n. Essex, England: Pearson Education Limited.

Wilson, J. 2010. Essentials of Business Research: A guide to doing your research project. SagePublications.

Yalçın, N. and Köse, U., (2010). What is search engine optimization: SEO?. *Procedia - Social and Behavioral Sciences,* **9**, pp.487-493.

Online sources

Animoto (2020). Social Video Trends Marketers 2020. [online]. Available at: https://animoto.com/blog/news/social-video-trends-marketers-2020 [Accessed 12 March 2021].

Alex (2019). How to grow Instagram users organically | Brafton. [online] Available at: https://www.brafton.com/blog/social-media/how-to-grow-instagram-followers-organically/ [Accessed 12 March 2021].

Alfred (2021). How to use Facebook to market your business | Buffer. [online] Available at: https://buffer.com/library/facebook-marketing/ [Accessed 12 March 2021].

Baker, K. (2020). Social media marketing: A Ultimate Guide | Hubspot. [online] Available at: https://blog.hubspot.com/marketing/social-media-marketing [Accessed 12 March 2021].

Ballance, M. (2017). Top 5 Benefits Of Scheduling With Software [online] Available at https://www.scheduleit.com/blog/10672/top-5-benefits-of-scheduling-with-software [Accessed 12 April 2021].

Beck, B. (2020). Hootsuite vs Buffer: We Rate 12 Key Factors For Each |Clear Voice [online] Available at: https://www.clearvoice.com/blog/hootsuite-vs-buffer-put-2-social-media-posting-tools-test/ [Accessed 12 April 2021].

Buzzsumo (2017). Why Facebook engagement for brands and publishers fell 20% in 2017. [online] Available at: https://buzzsumo.com/blog/facebook-engagement-brands-publishers-falls-20-2017/ [Accessed 12 March 2021].

Brafton (2020a). How to get started with organic marketing | Brafton. [online] Available at: https://www.brafton.com/blog/content-marketing/how-to-get-started-with-organic-marketing/ [Accessed 10 March 2021].

Brafton (2020b). What is content marketing? [online] Available at https://www.brafton.com/content-marketing/ [Accessed 10 March 2021].

BrightEdge. (2020). Organic Share of Traffic Increases to 53%. [online] Available at: https://www.brightedge.com/blog/organic-share-of-traffic-increases-to-53 [Accessed 10 March 2021].

Buffer (2019). Social Media Marketing [online] Available at: https://buffer.com/social-media-marketing [Accessed 12 March 2021].

Campaign Monitor (2016). Annual report 2016. [online]. Available at: https://www.campaignmonitor.com/company/annual-report/2016/ [Accessed 13 March 2021].

Chaffey, D. (2020). SOSTAC® marketing planning model guide | Smart Insight [online]. Available at: https://www.smartinsights.com/digital-marketing-strategy/sostac-model/ [Accessed 13 March 2021]

Content Marketing Institute (2020). B2C Content Marketing Report. [online] Available at: https://contentmarketinginstitute.com/wp-content/uploads/2019/12/2020_B2C_Research_Final.pdf [Accessed 12 March 2021].

Content Marketing Institute (2021). What is Content Marketing?. [online] Available at: https://contentmarketinginstitute.com/what-is-content-

marketing/#:~:text=Enter%20content%20marketing.,to%20drive%20profitable%20custom
er%20action . [Accessed 10 March 2021].

Cooper, P. (2020). Organic vs Paid Social Media | Hootsuite. [online] Available at: https://blog.hootsuite.com/organic-vs-paid-social-media/#:~:text=An%20organic%20social%20media%20strategy,Support%20and%20retain%20existing%20customers [Accessed 12 March 2021].

CMO (2017). What is Organic Marketing, and How is it Different from Paid Marketing?. [online] Available at: https://www.ondemandcmo.com/blog/what-organic-marketing/ [Accessed 10 March 2021].

Daniel. (2019). How Organic Marketing Benefits Businesses | Clutch. [online] Available at: https://clutch.co/agencies/digital/resources/how-organic-marketing-benefits-businesses [Accessed 10 March 2021].

Facebook (2016). Building a better news feed. [online] Available at: https://about.fb.com/news/2016/06/building-a-better-news-feed-for-you/ [Accessed 12 March 2021].

Franz-Rudolf (2018). Testimonial | Gabler Wirschaftlexikon [online] Available at: https://wirtschaftslexikon.gabler.de/definition/testimonial-47670/version-270933 [Accessed 12 March 2021].

Finances Online (2021). Hubspot marketing review [online]. Available at: https://reviews.financesonline.com/p/hubspot-marketing/ [Accessed 13 march 2021].

Gate 39 Media (2017). The rise of the infographic [online]. Available at: https://www.gate39media.com/the-rise-of-the-infographic/#:~:text=The%20infographic%20has%20essentially%20emerged,be%20understood%20by%20virtually%20everyone [Accessed 12 March 2021].

Hubspot and MOO (2020). Digital marketing for small businesses. E-book format [online]. Available at: https://offers.hubspot.com/beginners-guide-to-digital-marketing . [Accessed 10 March 2021].

Hubspot Academy (2020). Content marketing workbook. E-book format [online]. Available at: https://offers.hubspot.com/content-marketing-training-workbook [Accessed 10 March 2021].

Hubspot (2020a). Instagram Marketing [online]. Available at: https://www.hubspot.com/instagram-marketing [Accessed 12 March 2021].

Hubspot (2020b). Global survey 2020 [online]. Available at: https://www.hubspot.com/state-of-marketing/seo-trends#:~:text=In%20the%20most%20recent%20HubSpot,a%20priority%20across%20all%20industries [Accessed 13 March 2021]

Hubspot (2021). Our story [online]. Available at: https://www.hubspot.com/our-story [Accessed 13 March 2021].

Hootsuite (2020). The 21 Best Instagram Marketing Tips For 2021 [Online]. Available at https://blog.hootsuite.com/instagram-marketing/ [Accessed 12 March 2021]

Italki (2021). About us [online] . Available at https://www.italki.com/about?hl=en [Accessed 10 March 2021].

Jacinda, S. (2021). Video Marketing Statistics: What You Must Know for 2021| Optinmonster [online] Available at: https://optinmonster.com/video-marketing-statistics-what-you-must-know/ [Accessed 12 March 2021].

Jami, O. (2021). The Ultimate Guide to SEO in 2021 [online]. Available at: . https://blog.hubspot.com/marketing/seo [Accessed 13 March 2021]

Joe, K. (2020) 15 Critical SEO Metrics You Need To Track | Agency Analytics [online]. Available at: https://agencyanalytics.com/blog/seo-metrics [Accessed 13 March 2021]

Jessica, T (2018). *Organic Marketing vs. Paid Marketing | Saleforce* [online] .Available at: https://www.salesforce.com/blog/paid-organic-marketing-strategy-blog/   [Accessed 10 March 2021].

Lingoda (2021). About us [online] .Available at: https://www.lingoda.com/en/about-us/ [Accessed 10 March 2021].

Lucy, A. (2021). The who, what, why, & how of digital marketing [online]. Available at: https://blog.hubspot.com/marketing/what-is-digital-marketing [accessed 13 march 2021]

Marketing Insider Group (2021). 5 Metrics to measure content marketing performance? [online] Available at: https://marketinginsidergroup.com/content-marketing/metrics-to-measure-content-performance/ [Accessed 12 March 2021]

Matrix Marketing (2018). Situation analysis: A Guide To your Marketing Situation analysis that works [online]. Available at: https://matrixmarketinggroup.com/marketing-situation-analysis [Accessed 13 March 2021]

Minority Rights (2018). Vietnamese in Germany [online]. Available at: https://minorityrights.org/minorities/vietnamese-2/#:~:text=There%20are%20185%2C000%20residents%20in,restaurants%2C%20food%20shops%20and%20laundries. [Accessed 30 March 2021].

Macy, S. (2020). *6 Best Benefits of Digital Marketing (& Online Advertising) | WebFX Blog* [online]. Available at: https://www.webfx.com/blog/marketing/benefits-of-digital-marketing/ [Accessed 10 March 2021].

Marketing Sherpa (2017). How Tiger Fitness has grown its fan base through high-value video content. [online]. Available at: https://www.marketingsherpa.com/article/case-study/tigerfitness-content-marketing-strategy [Accessed 12 March 2021].

Marcus (2021). 5 Best Email Marketing Software & Email Automation Tools of 2021[online]. Available at: https://www.ventureharbour.com/email-marketing-software-tools-one-best/ [Accessed 13 March 2021].

Midori, N. (2020). *What is the infographics? | Vengage.com* [online]. Available at: https://venngage.com/blog/what-is-an-infographic/ [Accessed 12 March 2021].

Mc Kinsey & Co, (2012). Why marketers should keep sending emails [online] Available at: https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/why-marketers-should-keep-sending-you-emails. [Accessed 13 March 2021].

Oberlo (2019). 10 Social Media Statistics. [online] Available at: https://www.oberlo.com/blog/social-media-marketing-statistics [Accessed 12 March 2021]. Paul, A. (2009). A guide to Google Analytics and useful tools | *Smashing Magazine* [online] Available at: https://www.smashingmagazine.com/2009/07/a-guide-to-google-analytics-and-useful-tools/. [Accessed 12 March 2021].

Statista (2020a). E-learning: global market size by segment | Statista. [online] Available at: https://www.statista.com/statistics/1130331/e-learning-market-size-segment-worldwide/ [Accessed 10 March 2021].

Statista (2020b). Number of daily active Facebook users worldwide as of 4th quarter 2020 [online] Available at: https://www.statista.com/statistics/346167/facebook-global-dau/#:~:text=During%20the%20first%20quarter%20of,percent%20of%20monthly%20active%20users.&text=With%20over%202.6%20billion%20monthly,most%20popular%20social%20network%20worldwide [Accessed 12 March 2021].

Statista (2021a). Internet users in the world 2021 | Statista. [online] Available at: https://www.statista.com/statistics/617136/digital-population-worldwide/ [Accessed 10 March 2021].

Statista (2021b). Number of monthly active Instagram users. [online] Available at: https://www.statista.com/statistics/253577/number-of-monthly-active-instagram-users/ [Accessed 12 March 2021].

Statista (2021c). Instagram users in Germany. [online] Available at: https://www.statista.com/statistics/1018019/instagram-users-germany/ [Accessed 12 March 2021].

Statista (2021d). Number of email users worldwide [online]. Available at: https://www.statista.com/statistics/255080/number-of-e-mail-users-worldwide [Accessed 13 March 2021].

Statista (2021e). Global market share of search engines 2010-2021[online]. Available at: . https://www.statista.com/statistics/216573/worldwide-market-share-of-search-engines/ [Accessed 13 March 2021]

Smith, P.R. (2018). SOSTAC® Planning. PRSmith Marketing Success blog. URL: https://prsmith.org/sostac/ [Accessed 30 March 2021].

Swan, S. (2018). How to create a digital marketing plan using PR Smith's SOSTAC® Planning model. Smart Insights. [online]. Available at: https://www.smartinsights.com/digital-marketing-strategy/sostac-plan-example/ [Accessed 30 March 2021].

Spencer, B. (2020). *Your Quick Guide to Paid Digital Advertising | Magneti.* [online] Available at: https://www.magneti.com/blog/quick-guide-paid-digital-advertising/#:~:text=Paid%20digital%20advertising%20is%20a,on%20a%20miscellaneous%20digital%20platform [Accessed 10 March 2021].

Vietnam Economics Time (2020) [online]. Available at: https://vneconomictimes.com/article/society/vietnam-targets-sending-130-000-workers-overseas-this-year [Accessed 30 March 2021].

WP Beginner (2019). What is blog and how is it different from a website explained. [online] Available at: https://www.wpbeginner.com/beginners-guide/what-is-a-blog-and-how-is-it-different-from-a-website-explained/ [Accessed 12 March 2021].

Wyzowl (2020). Video Marketing Statistics. [online]. Available at: https://www.wyzowl.com/video-marketing-statistics/ [Accessed 12 March 2021].

Wikipedia (2020), Instagram history. [online] Available at: https://en.wikipedia.org/wiki/Instagram [Accessed 12 March 2021].

We Are Social (2020). Global Digital Overview Report 2020 [online] Available at: https://wearesocial.com/blog/2020/01/digital-2020-3-8-billion-people-use-social-media [Accessed 12 March 2021].

LIST OF ABBREVIATIONS

SEO   Search Engine Optimisation

SEM   Search Engine Marketing

SEA   Search Engine Advertising

ESP   Email Service Provider

CRM   Customer Relationship Management

SERPs   Search Engine Results Pages

ROI   Return On Investment

CEO   Chief Executive Officer

COO   Chief Operations Officer

KPI   Key Performance Indicators

LIST OF FIGURES

LIST OF TABLES

APPENDIX: INTERVIEW QUESTIONS

1. What are the business objectives for HORAMI Academy?

2. What digital marketing activities do you think the company doing best and what activities do you want to implement in the near future?

3. What types or groups are the customers of HORAMI Academy?

4. How the company brings value propositions for the customers?

5. How would you describe the main characteristics and needs of the most beneficial group?

6. What are the obstacles that is the company facing when implementing digital marketing activities?

7. Do you plan to pay for marketing in the near future? If yes, how is your company financial capacities?

8. Who are the toughest competitors of the company in the market?

9. What are the opportunities for the company's growth?