Output 6 — Teaching Material
Activity Code O6-A2

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Marketing Communications and Customer Relationship Management for start-ups.

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MARCIEE's aim is to identify the characteristics of marketing communication and customer relationship management for start-ups in different cultural settings. It is also our aim to identify how start-up centers can consider the challenges of internationalizations that start-ups are faced with when designing offers for entrepreneurs.

To be able to reach our aims we designed two assignments. The first assignment was to interview start-ups in different countries to find out how they are conducting their marketing communications and customer relationship management. Also to find out if and how they use the service offered of both start-up centers and Chamber of commerce. The first assignment also included interviews with individuals from start-up centers and Chamber of commerce in different countries to realize the offers they provide today and the offers they intend to provide in the future.

The second assignment involved designing both a marketing communications strategy and a customer relationship strategy for new start-ups along with evaluating what kind of a service would be valuable for such start-ups that start-up centers and Chamber of Commerce could possible offer.

Following is a description of (a) the strategy used when designing the assignments, (b) the designing of the assignment for the national teams, (b) the designing of the assignment for the international teams and (c) the evaluation criteria used to evaluate the work of the students in Vilnius.

The strategy used when designing the assignments

When designing the overall content of the ISP we started by focusing on two elements: a) the output we intended to deliver by the end of the ISP and b) the feedback we got from students after the ISP in 2015.

The output we intended to deliver after the ISP was clear. We wanted to write a valuable and useful report for start-up centers and Chamber of commerce that would include characteristics of marketing communications and customer relationship strategies for start-ups in different cultural settings and to find out how start-up centers and Chamber of commerce could consider the challenges of internationalization in their offers for start-ups and entrepreneurs. For our final reports we therefor realized that we would need the following:

- Discussion and evaluation of different marketing communication methods. Discussion and evaluation of how cultural settings affect marketing communication of start-ups.

- Discussion and evaluation of different customer relationship management methods. Discussion and evaluation of how cultural settings affect customer relationship management for start-ups.
- Discussion and evaluation of challenges of internationalization for entrepreneurs. Discussion and evaluation of how Start-up Centers (and Chamber of commerce) can help entrepreneurs deal with the challenges of internationalization

After the ISP in 2015 we got some valuable information and suggestions from students that we wanted to consider when designing the assignments. Overall the students gave positive feedback regarding the ISP. They were happy with the teamwork, said there were no free rider problems and were very happy with working in international teams. One of the things suggested was to start the international assignments earlier, about month before. They also wanted to work more with marketing communications, especially social media and to do more creative tasks. They thought that there were to many deliveries and rightfully pointed out that the report they did in the end was not evaluated, just their presentations. Finally they thought that there could have been a better fit between the assignment they did in the national groups and the international groups.

With a strong focus on the final output promised and the suggestions from students participating the year before we designed the two assignments, one for the national teams and one for the international teams.

Development of the assignment for the national teams

Student groups in each country were supposed to find start-up companies on the B2C market. We decided to focus on the B2C market rather than the B2B market since it is more likely to use diverse methods both in their communications strategies and their customer relationship strategies. The companies chosen should already be on the market, both in their home country and abroad. The reason for focusing on companies that are already on the market is that they have gained some experience regarding both communications strategies and customer relationship strategies, which was crucial for our final delivery. The reason we wanted the companies to be both on their home market and abroad is both because of the focus in internationalization in our final delivery, but also because it is reasonable to expect marketing communications and communication strategies to be in some ways different when focusing on a domestic market and international market. There are number of reasons this might be the case. One is the cultural aspect of marketing communications where companies that are working on an international market are likely to have to consider cultural differences and different habits in for example media usage among countries. We also asked the students to chose companies from different sectors in order to gain a broader view of methods used in marketing communications and customer relationship strategies. It is reasonable to assume

that the methods used might in some way be related to the sectors, so in order to get a broader view we wanted to focus on different sectors.

Each national team was supposed to choose four start-up companies and interview an entrepreneur within each company. With the final delivery in mind the focus of the interviews was supposed to be on the following issues:

- *Marketing communication strategies:* What elements of the marketing communication mix are the start-ups using? What has been successful and what has been less successful? Are different communication methods used on different segments or countries? What obstacles have the start-up faced regarding marketing communications?
- *Customer relationship strategies:* What methods are the start-ups using regarding customer relationship? What has been successful and what has been less successful? Are they using different strategies on different segments or countries? What obstacles have the start-ups faced regarding customer relationship?
- *Assistance from start-up centers and Chamber of commerce*: Have the start-ups gotten any assistance or advice from start-up centers or Chamber of commerce? If yes, what kind of assistance and was it useful? Is there anything more they would have wanted but didn't get? If they have not gotten any assistance, why was that? Did they not need any assistance or was there no assistance available? What kind of assistance would they like to get from start-up centers or Chamber of commerce?

The national teams were also supposed to interview one individual from a start-up center and one individual from Chamber of commerce. With the final delivery in mind the focus of the interviews was supposed to be on the following issues:

- What kind of assistance or solutions are the start-up centers and Chamber of commerce offering to entrepreneurs?
- What kind of assistance is mostly used or asked for by entrepreneurs?
- Are there any offerings they are not providing today but intend to provide in the near future?

Based on all the interviews and secondary data the students were supposed to write a report where they were supposed to describe the business environment for start-ups in their country, with a focus on the B2C market. They were also supposed to discuss different communication strategies used by start-ups in their country and discuss what has been successful and what has been less successful under various circumstances. The customer relationship strategies used by start-ups in their country was also supposed to be discussed, both what has been successful and what has been less successful under various circumstances. Finally, the report was supposed to include a discussion on how start-up centers and Chamber of commerce are assisting entrepreneurs in their internationalization and how they could improve their offerings.

The report was supposed to be handed in by the end of February, just over a month before arriving to Vilnius.

Development of the assignment for the international teams

In the beginning of March, a month before arriving to Vilnius, the students were divided into multinational teams and two supervising teachers assigned to each team. Each student got sent via email information on his or her team-members, their names, their gender, the name of their university, their email addresses along with information regarding their supervising teachers. At that point a Facebook page had been created for the ISP and students were encouraged to join that page in order for more interactive communications between students and also between students and the teachers. The students got a detailed description of the assignment they were supposed to work on in the international teams and also got access to the reports done by all the national teams. Students were encouraged to start working on the international assignment right away and in order to increase the changes they would do so, the first delivery was set the week before they were supposed to go to Vilnius. The reason we wanted the students to start working in the international teams before arriving to Vilnius was both because of a suggestion made by students the year before and also to try to balance the workload in Vilnius.

The assignment was divided into two parts. The first part involved designing an imaginary start-up company and the second part involved the students putting themselves in the shoes of a consulting agency, similar to a start-up center or Chamber of commerce.

Part 1

Each team was supposed to design an imaginary start-up company on the B2C market that had already gone through the development stage of the product life cycle and was supposed to be entering the market. As a response to suggestions from students the year before where they had suggested more creativity in the assignments, we thought it would be nice for the students to have the change to be creative and design a company on their own instead of working with an idea or a company that is already existing.

Each group was assigned a country of origin for their imaginary start-up but they were supposed to choose two additional foreign markets to focus on. Both the country of origin and the two chosen foreign markets were supposed to be among the countries participating in MARCIEE. The main reason is that the students could more easily access information regarding those markets since both students and teachers are from those countries and also they had access to the reports done about those markets by the national teams.

The assignment involved designing a customer relationship strategy for the company along with an integrated marketing communication strategy for the next 12 months. In the reports done by the national teams students had various information on different methods used by different companies in different sectors that they could use as inspiration to get ideas.

Since start-ups are faced with limitations regarding recourses we wanted to limit the budget and manpower of the imaginary companies, so they were more likely to be similar to real situations. Each company was therefor allocated a budget of 25.000 euros to use for implementation of the customer relationship strategy and the marketing communication strategy. But since in reality some start-ups are creative in getting additional budgets when needed, e.g. through crowdfunding, the teams were told that if they needed more money they had to design a believable strategy as to how they would get the additional money needed. In addition to the 25.000 euros budget each imaginary company was assigned four full time employees. When designing the customer relationship strategy and the communication strategy the teams had to allocate the budget and the man-hours in a reasonable and believable way.

Part 2
The second part involved the students to put themselves in the shoes of a consulting agency. Each team was allocated an imaginary start-up designed by another international team. They were supposed to design offers that were likely to help that company deal with challenges of internationalizations. In order to do so, they had access to all the national reports that included a description on what is being offered by start-up centers and Chamber of commerce in different countries along with the views and wishes of entrepreneurs in those countries. The teams had good access to the other teams they were supposed to give the advice to, so they could easily interview them whenever needed in order to find out what was likely to be the best and most valuable offer.

As discussed before the students got the international assignment description a month before arriving to Vilnius and started working together online, e.g. via email, social media, Skype and Google docs. The first delivery was the week before the arrived to Vilnius. It was a five page written report including an introduction of the designed company and information on which markets they were going to focus on. The report was supposed to include an analysis of the competition the company was likely to face along with analysis of the competitive environment in the three markets. In order to do this the information in the national reports the students had access to was valuable.

On the first day in Vilnius each group had a meeting with the two supervising teachers that gave feedback on the report and discussed how the teams would proceed with the assignment. Following that meeting each team was supposed to prepare a working plan of the whole week with milestones, at leas one for each day. The working plan was sent to the supervising teachers and based on the plan the teachers set up meetings with the teams, at leas one for each day, for discussion and feedback. In addition to that the supervising teachers were available more or less through all of the days so the teams could always get advice and discuss their work. By doing this, giving regular feedback and follow their work closely, we thought that many deliveries throughout the week were not necessary, thereby responding to comments from students that participated the year before that thought that the deliveries were to many throughout the week.

Like discussed before the first delivery was the week before arriving to Vilnius. The second delivery was in the end of the day on Thursday where the teams sent a report to their supervising teachers a final report and the third delivery was on Friday morning where they had a presentation in front of a jury of five teachers and three student teams.

Development of the evaluation criteria

The teams were evaluated based on four elements: The final presentation (40%), the final report (30%), evaluation of other students and (20%) the progress of the team throughout the week (10%).

The final presentation
The rubric for the evaluation criteria of the assignment in Vilnius was partly based on evaluation criteria from Dr. Edward Desmarais in Salem State University[1]. We had a good experience using the criteria the year before.

The content contributed to 50% of the evaluation and presentation performance contributed 50%. This was meant to emphasize that it is not only important to deliver good content, it is just as important to be able to deliver it in a clear and confidence manner within a specific time and answer questions related to the subject at hand.

Presentation performance was valued on four different metrics; coherence (20%), performance (20%), timeliness (2%), and question responsiveness (8%). Coherence involves formulating the content in a clear manner with good and logical flow. Performance is important to get the message to the audience and show confidence and professionalism. It is always important to respect the audience time and be within the set time limit. To be able to answer questions related to the discussion in a clear and confident manner shows professionalism and needs to be practiced.

A jury of five teachers evaluated each group. The supervising teachers were not assigned to a jury of a team they had been supervising in the assignment. Each jury member did her/his own evaluation, which were then summed up in the end and divided by five. The final score for the presentation was therefor the weighted average of the jury.

The final report
The rubric for the evaluation criteria involved three metrics; formal requirements (10%), content (80%) and literature and data usage (10%). Formal requirements involved things as layout, structure of the text, correct table of content and orthography. Content involved things like precise phrasing, clear conception and stringency of argumentation, application of theory,

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[1] See criteria from Dr. Edward Desmarais at Salem State University
http://w3.salemstate.edu/~edesmarais/courses/470general/performancemeasurement/presentationevaluationcriteria.doc

interpretation of the results, comprehensiveness of the discussion and the topic, objectivity and creativity. Literature and data usage involved things like use of current literature, correct references and use of data.

The final report was evaluated by the two supervising teachers. Each teacher did her/his own evaluation, which were then summed up and divided by two. The final score for the report was therefor the weighed average of the supervising teachers.

Evaluation of other students
When the students performed their final presentation three other teams of students listened to their presentations. Each student got an evaluation scheme, the same as the jury used, and filled it out at the end of each presentation. The evaluation from the students were then collected, summed up and divided by the number of students.

The progress of the team throughout the week
The progress of each team was evaluated by the supervising teachers together. In the evaluation the teachers evaluated how the team had progressed throughout the week, how they grew and evolved as a team.

Marketing communication and customer relationship strategies

MARCIEE group assignment for the international teams

Table of contents

Assignment description

The assignment is divided into two parts:

Part 1: Students put themselves in the shoes of entrepreneurs in a young start-up company

Part 2: Students put themselves in the shoes of a consulting agency

Part 1

Each group designs an imaginary start-up company that is on the B2C market. The company is supposed to have gone through the development stage (of the product life cycle), where the product or service has been developed, and is supposed to be entering the market (going into the introduction stage of the product life cycle). Each group is assigned a country of origin but should also choose two foreign markets to focus on. The country of origin along with the two additional foreign markets are supposed to be among the following countries:

Finland	Germany	Netherlands
France	Iceland	Lithuani
Hungary	Italy	

The assignment in part 1 involves the following:

- Design a customer relationship strategy for the company
- Design an integrated marketing communication strategy for the company for the next 12 months

Each company has a budget of 25.000 euros to use for the implementation of the customer relationship strategy and the marketing communication strategy. If more money is needed, the group has to design a believable strategy as to how to gain the additional money needed.

Each company has four full time employees. When designing the customer relationship strategy and the marketing communication strategy, the groups have to allocate the man-hours of these four employees in a reasonable and believable way.

When the groups present their customer relationship strategy and the marketing communication strategy, they have to give an overview and explain the allocation of resources, both the budget and man-hours.

Examples of evaluations and analysis needed:

- In order to be able to design the communication strategy the competition and the competitive environment of the company in chosen markets must be evaluated. It might be useful to evaluate the competitive environment before deciding which markets to focus on.
- In order to be able to design the communication strategy it is necessary to go through the STP process (segmenting-targeting-positioning).
- Cultural settings within each country and/or each segment will have to be evaluated to be able to design both the communication strategy and the customer relationship strategy.

Part 2

Each group puts themselves in the shoes of a consulting agency, similar to a start-up center or Chamber of Commerce. The groups will be allocated a start-up company that another international group in MARCIE has developed. The assignment involves the following:

- Design offers that are likely to help the start-up dealing with challenges of internationalization

Examples of evaluations and analysis needed:

- Information from the assignment of the national groups should be used to propose realistic and valuable offerings.

Deliveries

Delivery 1

Due: Wednesday the 30th of March 2016.

Form: Written report sent via email to the supervising teachers.

The report should include an introduction of the designed company and information on which markets (countries) it is going to focus on. The chosen markets need to be justified. An analysis of the competition the company is likely to face along with an analysis of the competitive environment in the three markets (the home market and the other two markets) should also be included in the report.

The report should be approximately 5 pages.

On Monday the 4th of April each group will meet their supervising teachers and get feedback on their report.

Delivery 2

Due: Thursday the 7th of April 2016.

Form: Written report sent via email to the supervising teachers.

The report should include an introduction on the company along with the customer relationship strategy. The strategy must be justified and all relevant information presented on how decisions were made regarding the strategy. The report should also include the integrated marketing communication strategy. The strategy must be justified and all relevant information presented on how decisions were made regarding the strategy. Finally, the offers of the consulting agency need to be presented and explained why those offers are considered important and valuable.

The report should be approximately 20 pages

Delivery 3

Due: Friday the 8th of April 2016.

Form: A 30 minutes PowerPoint presentation.

The presentation should include an introduction on the company along with the customer relationship strategy. The strategy must be justified and all relevant information presented on how decisions were made regarding the strategy. The presentation should also include the integrated marketing communication strategy. The strategy must be justified and all relevant information presented on how decisions were made regarding the strategy. Finally, the offers of the consulting agency need to be presented and explained why those offers are considered important and valuable.

Evaluation criteria

The final report 30%

The final presentation 40%

The evaluation of other students 20%

The progress the team has made throughout the week 10%

Marketing communication, customer relationship and challenges of the internationalization of start-ups.

Group assignment for national teams

Each national group should do an analytic report based on qualitative analysis of interviews and secondary data analysis. The report should be around 15 pages and should include the following:

- A description of the business environment for start-ups in their country, focusing on the B2C market.
- A discussion on different communication strategies used by start-ups in their country (B2C market). All elements of the marketing communication mix can be included. You should not forget the traditional advertising, direct marketing, personal selling, sponsorship, digital marketing, and public relations. What has been successful and what less successful under various circumstances?
- A discussion on customer relationship strategies used by start-ups in their country (B2C market). What has been successful and what less successful under various circumstances?
- A discussion on how start-up centers and chambers of commerce in the country are assisting entrepreneurs in their internationalization and how they could improve their offerings (focus on the B2C market).

Data for the report should be gathered with secondary data along with interviews. Each national group is supposed to interview four entrepreneurs in start-up companies from different sectors in their countries. All the start-ups should be on the B2C market. The companies must already be on the market, both in their home market and abroad. The groups are also intended to interview one individual from a start-up center and one individual from chamber of commerce.

In the interviews with the entrepreneurs the focus should be on the following issues:

- **Regarding marketing communications strategies:**
  - ✓ What elements of the communication mix are the start-ups using in their marketing communications?
  - ✓ What has been successful and what has been less successful?
  - ✓ Are there different communication strategies/methods used on different segments and/or different countries?
  - ✓ What obstacles have the start-ups faced regarding marketing communications?

- **Regarding customer relationship strategies:**
  - ✓ What strategies/methods do start-ups use regarding customer relationship strategies?
  - ✓ What has been successful and what has been less successful?
  - ✓ Are they using different customer relationship strategies on different segments and/or in different countries?
  - ✓ What obstacles have start-ups faced regarding customer relationship?

- **Regarding assistance from start-up centers and Chamber of commerce:**
  - ✓ Have the start-ups gotten assistance/advice from start-up centers and/or Chamber of commerce?
  - ✓ If yes, what kind of assistance and was it useful? Is there anything more they would have wanted from the start-up centers or Chamber of commerce but was not possible to get?
  - ✓ If they haven't gotten assistance, why was that? Did they not need any assistance or was there no assistance available? What kind of assistance would they like to get from the start-up centers and/or Chamber of commerce?

In the interviews with individuals from start-up centers and Chamber of commerce the focus should be on the following issues

- What kind of assistance or solutions do start-up centers and Chamber of commerce offer entrepreneurs?
- What kind of assistance is mostly used or asked for?
- Are there any offerings they are not providing today but intend to provide in the near future?

The interviews should be recorded on tape and the tape handed in with the report. A transcript of the interviews should also be handed in. If the interviews are not conducted in English the transcript needs to be translated so two transcripts need to be handed in; one in the original language and one in English.

The groups must have a signed agreement from all individuals that are interviewed that the information they give can be used by MARCIEE and their names and the names of their companies can be used.

The deadline is 29th of February and all documents should be sent via email to marciee@uni.kassel.de

Marketing Communications, Customer Relationship and Challenges of the Internationalization of Start-ups

Written in [month, year] by the [COUNTRY/CITY] team:
[names of students]

Introduction

[An introduction of what will be discussed in the report]

[Name of company 1]

[Short description of the company and the individual interviewed from the company]

[Name of company 2]

[Short description of the company and the individual interviewed from the company]

[Name of company 3]

[Short description of the company and the individual interviewed from the company]

[Name of company 4]

[Short description of the company and the individual interviewed from the company]

[Name of the start-up center]

[Short description of the start-up center and the individual interviewed from the center]

Camber of Commerce in [Country]

[Short description of Chamber of commerce and the individual interviewed from the chamber of commerce]

Method

[Describe the method used, both regarding the secondary data analysis and the qualitative interviews. Explain where the secondary data came from and explain how the interviews were conducted, for example how long they were and where they were taken. Also explain how the interviews were analyzed]

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The Business Environment in [country] for Start-ups

[A description of the business environment for start-ups in the country with a focus on the B2C market]

Communication Strategies used by Start-ups in [country]

[Discuss the different communications strategies used by start-ups on the B2C market. Discuss what has been successful according the individuals interviewed and what has been less successful under various circumstances. Discuss all elements included in the assignment description along with other issues that may have been addressed in the interviews regarding communications strategies.]

Customer Relationship Strategies used by Start-ups in [country]

[Discuss the different customer relationship strategies used by start-ups on the B2C market. Discuss what has been successful according the individuals interviewed and what has been less successful under various circumstances. Discuss all elements included in the assignment description along with other issues that may have been addressed in the interviews regarding customer relationship strategies.]

Assistance from Start-up Centers and Chamber of Commerce in [country]

[Explain what kind of assistance start-up centers and chamber of commerce offer to start-ups in the country. Discuss the most sought assistance and if there are any offerings they intend to offer in the near future that is not available now. Discuss if the start-ups have gotten assistance from start-up centers and/or chamber of commerce. If they have, discuss how useful it was for the companies and what they might have wanted that was not available. If they have not gotten any assistance discuss why and what kind of assistance they would like to get, if any]

References

[List all secondary sources used in the report]

CLASS: Media Strategy Game

Teachers: Gerrita van der Veen, Johan van Berkel

ISP Vilnius

April 2016

General description

The Media Strategy Game is developed to make professionals aware of the choices and opportunities involved in developing a communication strategy. Ways to communicate have changed since the arrival of the Internet and even more since the arrival of social media. It has become more difficult to control your message and manage what is being said. For instance, you cannot control what your customers are saying about your company on social media. Therefor it is important to make conscious decisions when it comes to a communication strategy. This is where the Media Strategy Games comes into play. The game is intended for everybody in the organization that is involved in communicating a message, both inside and outside the organization.

"Why?" is the central recurring question in this game. Apparently people (keep) forgetting to ask themselves why they use a certain communication strategy. The game will help professionals by combining four aspects: goals, instruments, activities and results. These aspects all have their own pre-formulated playing cards to help the players along. By playing the game, assumptions about the goals and results of the organization and existing practices are made explicit, and the players have to discuss why they make certain choices within the game.

Structure of the lecture

- Introduction media communication strategy (goals, instruments, activities and results)
- Introduction game
- Playing the game
- Discussion on outcomes of the game

Intended learning outcome – main objectives

The game conveys methods for an overall decision on communication activities and expected results of these activities in relation to instruments and goals. That decision is formed in a process of discussion on "good" combinations of these four aspects.

Related theories – research roots

Categorie	Model	Scope
Vision, mission, strategy	Porter five forces model	Competitive strengths and weaknesses
	Ashbridge mission model	Organisational culture and mission
	Blue ocean strategy	Value innovation and new markets
	Customer Relation Management (CRM)	Building and keeping relations with customers and responding to customer needs
Business models	STOF	Value creation in value networks
	Business Model Canvas	Value proposition and the organisation
	Business Model Brainstorm Kit	Visualisation of the business model with and for stakeholders
	Business Model Houtgraaf & Bekkers	Strategy, business processes and customer value proposition
Leverage	CASI	Effectiveness of campaigns
	Multi Chanel Integration	Influence of different mixes of communication channels for customer relations
	Honeycomb Framework	Use of social media, customer needs and involvement
	Crowdsourcing	Use of different forms of crowdsurfing
Performance Indicators	Result-based Accountability	Measuring work done and value created
	Marketing Balanced Scorecard	Measuring marketing performance and customer response
	Brand Report Card	Measuring brand recognition, consistency and associations
	Four Phases Model	Measuring the value of social media for the organization

Main readings

Malone, T.W., Laubacher, R., & Dellarocas, C. 2010. The Collective Intelligence Genome. *MIT Sloan Management Review, 51, 3, pp. 21-31.*

Richardson, J. & Visser, J. 2012. Digital Engagement Framework Workbook. (Downloaded 15 november 2012 from http://www.digitalengagementframework.com)

Stickdorn, M., & Schneider, J. (eds.). 2010. This is service design thinking. Basics -tools - cases. Amsterdam: BIS Publishers.

Van Vliet, H., Van Nus, C., Nobel, J. & Veldhoen, N. 2013. *Mediastrategiespel: Werkboek.* Utrecht: Hogeschool Utrecht.

General Description

http://docplayer.net/17146000-The-media-strategy-game.html

Link to the cards and board:

https://drive.google.com/folderview?id=0B1mGS3YUMZXOV3R5Zk1idWdkdms&usp=sharing

CLASS: SOCIAL MEDIA MARKETING

Teachers: Jenniina Sihvonen

ISP Vilnius

April 2016

General description

Social media marketing is a broad, yet a relatively recent topic in the marketing literature. The possible social media channels to use are numerous, so social media marketers face the challenge of choosing the right one(s) to meet company's marketing objectives.

This course addresses the issues specific to social media marketing adopting the perspective of customer-centricity in the choices of media channels and activities of a company. There are different motivations for consumers to use social media and also different ways of participating in social media. It is essential for a company to understand the consumer perspective to fit its own social media presence to that of its existing or potential customers. The integrated marketing communication is likely to result in synergy and greater benefits, however, as also the resources tend to be very limited, especially when it comes to start-up companies, a marketer needs to bear in mind the rationale of "not having it all at once".

Structure of the lecture

- Introduction to key concepts in social media, e.g. social media marketing.
- Illustration of the consumer perspective to social media, including a case example
- Discussion of how companies can meet consumers' social media activities, examples
- Budgeting for social media
- Data sources

Intended learning outcome – main objectives

After taking this class, students should be able to:

- Understand the key concepts and channels involved in social media
- Analyze the consumers' motivations for social media use.
- Identify possible ways of how companies can use social media in marketing
- Relate to and integrate social media marketing tactics into strategic business objectives
- Understand the basic logic of budgeting for social media marketing.

Related theories – research roots

Social media marketing relates to multiple research roots in marketing, such as

- Marketing communications strategy (e.g. Tuten, Solomon 2015)
- Integrated marketing communication (e.g. Madhavaram, Badrinarayan & McDonald 2004)
- Digital communication (e.g. Hoffman, Novak & Li 2015)
- Service-Dominant logic of Marketing (e.g. Vargo& Lusch 2004)
- Brand equity management (e.g. Brunello 2013)

Main readings

Brunello, A. (2013). The Relationship between integrated marketing communication and brand equity. International Journal of Communication Research, 3 (1), 9-14.

Heinonen, K. (2011). Consumer Activity in Social Media: Managerial Approaches to Consumers' Social Media Behaviour. Journal of Consumer Behaviour 10: 356-64.

Hoffman, D.L, Novak, T.P. & Li, Y. (2015). Online Consumer Behavior. The International Encyclopedia of Digital Communication and Society, 1-9.

Madhavaram, S., Badrinarayan, V. & McDonald, R.E. (2004). Integrated Marketing Communication (IMC) and brand identity as critical components of brand equity strategy. Journal of Advertising, 34 (4), 69-80.

Tuten, T.L. & Solomon, M.R. (2015). Social media marketing. Sage.

Vargo, S.L. & Lusch, R.F. (2004). Evolving to a new dominant logic for marketing. Journal of Marketing, 68 (1), 1-17.

Exercises

1) Analyze your own typical day of social media use. What channels do you use? Is your communication about consumer-to-consumer or consumer-to-business activities? How the business actors are present in your social media sphere?

2) Please look at Heinonen's (2011) article listed in the main readings and use the framework provided to deepen your analysis about your motivations for and inputs to social media.

Marketing Communication Innovativeness

of European Entrepreneurs

MARCIEE

WHY AND HOW DO WE USE SOCIAL MEDIA?

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AGENDA

1. Social media marketing

2. Consumer motivation & input in social media

3. How can a company meet consumers' some-activities?

4. Budgeting for social media

1.   **SOCIAL MEDIA MARKETING**

- Marketing that utilizes social media channels to achieve marketing objectives
  - Branding
  - Reputation management
  - Customer service
  - Customer acquisition
  - …

Social media has not changed the logic marketing

IMC

- Integrated Marketing Communication
  - replaces diverse, limited promotional tools
  - Initiates and maintains a continuing **dialogue** with the customers

(Vargo & Lusch, 2004)

➢ Customer Relationship Management (CRM)

You can also see the link from IMC to brand equity management

MC channels

- Facebook
- Google Adwords
- Search Engine Optimization
- Display advertising (banner)
- Newsletters, emails
- PR (newspapers etc.)
- Instagram, Pinterest
- Twitter
- Own website
- Events, trade shows
- Word-of-Mouth

CRM-tools

- Personal email contacts, responses
- Email newsletters, e-mail marketing
- Community management (FB..)
- Conferences, trade shows
- Phone/skype
- User feedback (tests, surveys)
- CRM-system (software)
- Google Analytics
- …
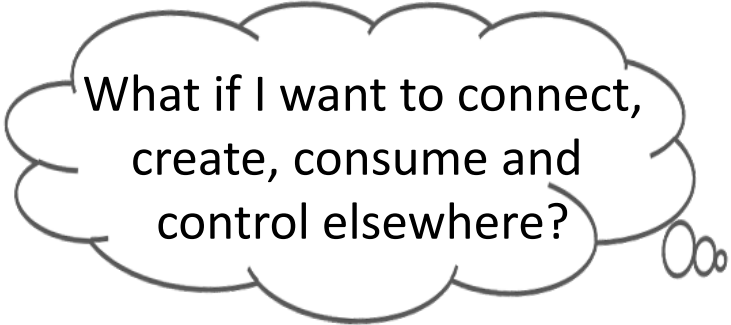
2. **CONSUMER MOTIVATION & INPUT IN SOCIAL MEDIA**

- Connect

- Create

- Consume

- Control

(Hoffman, Novak & Li, 2015)

What if I want to connect, create, consume and control elsewhere?

Consumer motivation	Consumption	Participation	Production
Entertainment	Escaping the real world and relaxing, Entertaining oneself	Becoming inspired, Mood management	Self-expression
Social connection	Social surveillance, Sharing and Experiencing with others	Belonging and Bonding, Being up-to-date	Creating and managing a social network, staying in touch
Information	Retrieving product Information or content, collecting factual information	Applying knowledge, Sharing and opinions and reviews	

Consumer input

Heinonen (2011)

Why was this ad the most watched
the year 2015?

Clash of Clans- Revenge

https://www.youtube.com/watch?v=GC2qk2X3fKA

3.

HOW CAN A COMPANY MEET CONSUMERS' SOME-ACTIVITIES?

Accepting consumer's
new active role as:

- Co-developer

- Promoter

- Explorer

- Auditor

Consumer motivation

	Consumption	Participation	Production
Entertain-ment	Creating games and online content	Creating creative tools for users' daily practices	Connecting users in real-time games
Social connection	Enabling interaction Between users, creating Chat functions and online communities	Supporting interactions, Demystifying company's image online	Facilitating new social connections, learning from and adapting to discussions
Informat-ion	Providing product Information and free downloads, linking company/offering to current happenings, consumer advocates	Creating real-time Reviews and tests of products, Clarifying the link between offering and customer lives	Providing tools facilitating daily practices, inviting customers in the product development

Consumer input

Heinonen (2011)

Relationship building

Dissemination of content

Generating Sales

Creating opportunities for fun and play

Social Community

Social Publishing

Social Commerce

Social Entertain-ment

4.

BUDGETING FOR SOCIAL MEDIA

Budgeting for Social Media

- **Set the objective!**
  - Specific, measurable, realistic, and time-lined
  - Target markets

- **Content generation**
  - Social media mix

- **Content management**
  - Fresh and relevant

- **Paid/Earned/Owned media**

> "Social media trades media costs for labor costs" *Charlene Li*
> *(see Tuten & Solomon, 2015)*

The 5 most basic ways to market your site (Volusion 2012)

https://www.youtube.com/watch?v=za7NdRtRIwY

Budgeting for your online advertising (Google AdWords)

https://www.youtube.com/watch?v=saaIn1JR0CU

AdWords: Create your first campaign

https://www.youtube.com/watch?v=Oz0V1Tqi7Wk

DATA SOURCES

Literature:

➤ Brunello, A. (2013). The Relationship between integrated marketing communication and brand equity. International *Journal of Communication Research*, 3 (1), 9-14.

➤ Heinonen, K. (2011). Consumer Activity in Social Media: Managerial Approaches to Consumers' Social Media Behaviour. *Journal of Consumer Behaviour* 10: 356-64.

➤ Hoffman, D.L, Novak, T.P. & Li, Y. (2015). Online Consumer Behavior. *The International Encyclopedia of Digital Communication and Society*, 1-9.

➤ Madhavaram, S., Badrinarayan, V. & McDonald, R.E. (2004). Integrated Marketing Communication (IMC) and brand identity as critical components of brand equity strategy. *Journal of Advertising*, 34 (4), 69-80.

➤ Tuten, T.L. & Solomon, M.R. (2015). *Social media marketing*. Sage.

➤ Vargo, S.L. & Lusch, R.F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68 (1), 1-17.

CLASS: DIGITAL MARKETING

Teachers: Marcin Łukasz Bartosiak.

ISP VILNIUS

April 2016

General description

We use the Internet everywhere: at homes, at schools, in offices, in the streets and anywhere else we go. People spend almost as much time using the Internet, as they spend for sleeping. Thus, modern marketing communication strategies should include activities designed for the "digital" audience. Especially start-ups should pay close attention to digital marketing. It offers them monetary savings and ease of reaching their specific target groups, making it far easier to gain new customers and keep the returning ones – both elements much needed for the development of a new company.

This course addresses the issues specific to digital marketing, including search engine marketing, e-Consumer Relationship Management and Big Data use for marketing, mobile marketing. It explains the link between digital marketing and innovative communication strategies.

Structure of the lecture

- Introduction to the concept if digital marketing – what it is and what it is not.
- Illustration of the "digital" trends – why digital marketing is so important nowadays.
- Discussion of digital marketing as a tool for start-ups' communication strategy.
- Introduction to e-Consumer Relationship Management
- Introduction to Search Engine Marketing
- Introduction to Mobile Marketing and Integrated Marketing.

Intended learning outcome – main objectives

After taking this class, students should be able to:

- Understand the concept of digital marketing.
- Explain why digital marketing is important in nowadays business communication.
- Identify advantages brought to start-ups by application of digital marketing.
- Be able to identify and apply basic tools of digital marketing.

Main readings

Ahonen, T. T., (2008), *Mobile as 7th of the Mass Media. Cellphone, Cameraphone, Iphone, Smartphone,* Futuretext.

Kemp S., (2016), *Digital in 2016,* We are Social, (available at: http://wearesocial.com/uk/special-reports/digital-in-2016, accessed: April 1st, 2016).

Kohavi, R., Randal M. H., Sommerfield D., (2007), *Practical guide to controlled experiments on the web: listen to your customers not to the hippo.* in: "Proceedings of the 13th ACM SIGKDD international conference on Knowledge discovery and data mining.", ACM.

Greenberg P., (2010), *The impact of CRM 2.0 on customer insight,* Journal of Business & Industrial Marketing, Vol. 25 Iss: 6, pp.410 – 419.

Mercer Ch., (2015), *Traditional vs. Digital Marketing. The real value of your Online Marketing Efforts* (available at: http://seriouslysimplemarketing.com/traditional-vs-online-marketing/, accessed: April 1st, 2016).

Stokes B., 2013, *E-Marketing,* Quirck.

Exercises

1) Imagine a website of a newly created business. Think about the main area of the business activities and its communication. Using the template of a website from slide #39, try to think about some key phrases for the company's website, to optimize it for the search engine marketing.

2) Please, look at your favorite companies and think how they could integrate digital marketing to their strategies.

Data sources

- http://googlemobileads.blogspot.it/2013/05/understanding-smartphone-use-in-stores.html
- https://www.domo.com/learn/data-never-sleeps-3-0
- https://www.google.com/insidesearch/howsearchworks/thestory/
- http://www.smartinsights.com/mobile-marketing/mobile-marketing-analytics/mobile-marketing-statistics/

Marketing Communication Innovativeness

of European Entrepreneurs

MARCIEE

DIGITAL MARKETING

Marcin Bartosiak

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University of Pavia
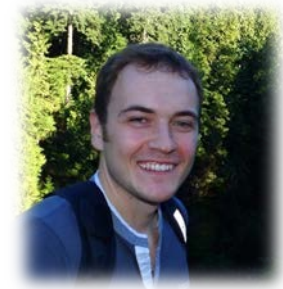
AGENDA

1. Introduction

2. Why are people crazy about digital marketing?

3. Why is digital marketing good for start-ups?

4. Know your customers

5. Let the new customers find you

6. Be with your customers (everywhere)

1.   INTRODUCTION

The **MARKETING** of products or services using **DIGITAL CHANNELS** to reach consumers.

The key objective is to **PROMOTE** brands through **VARIOUS FORMS** of digital media.
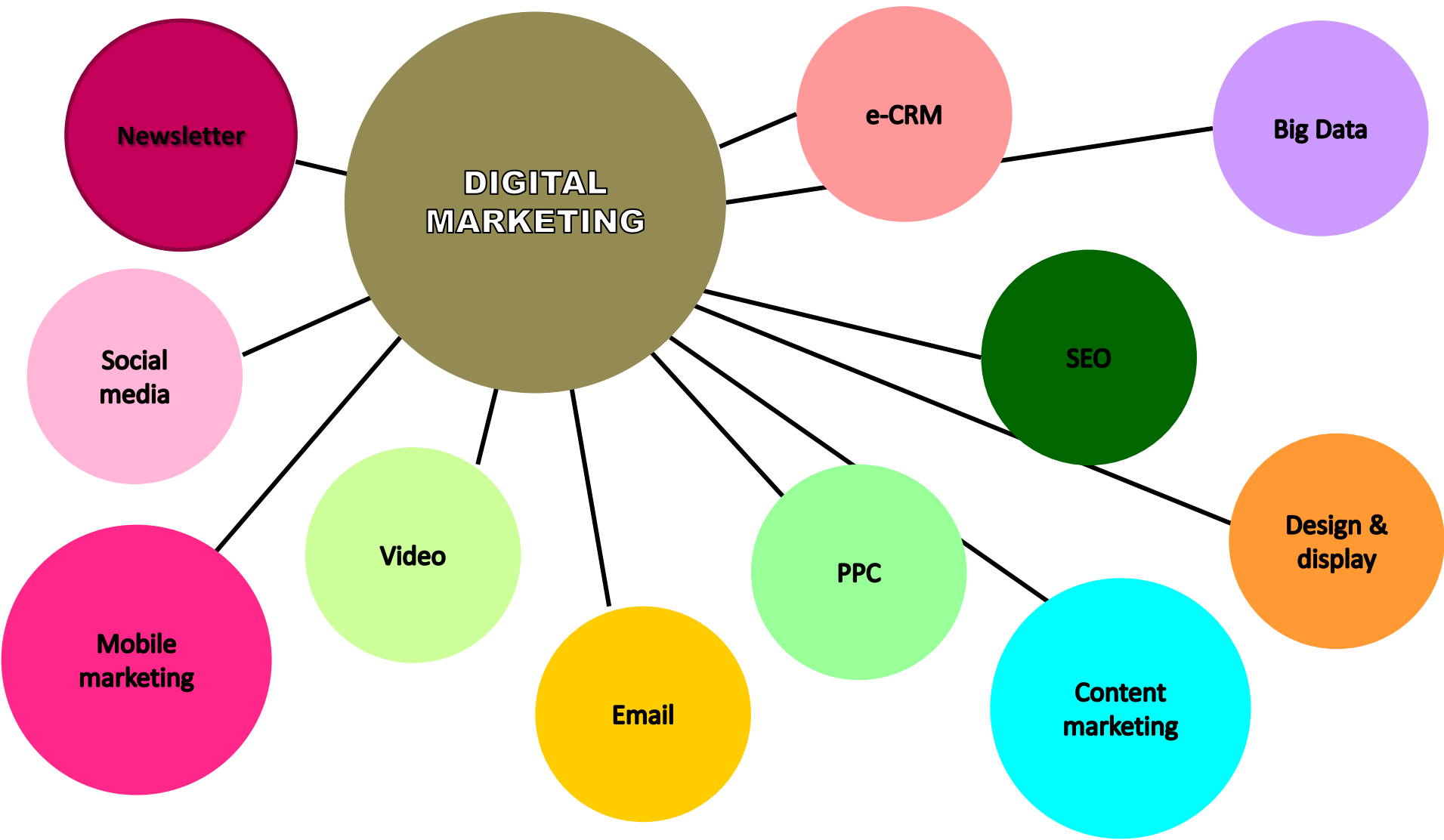
NOT ONLY DESKTOP

Goals measurement?

Analytics?

Reducing costs?

Creating product?

Pricing?

Distribution?

Keeping relationships with consumers?

2.
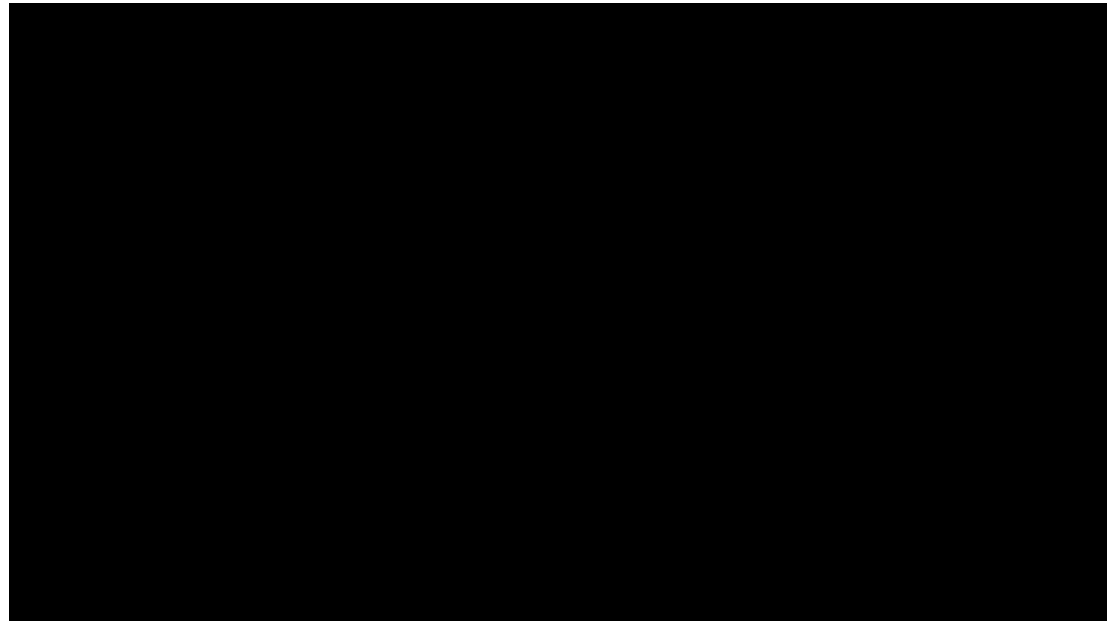
WHY ARE PEOPLE CRAZY ABOUT DIGITAL MARKETING?

„Digital marketing" in Google

2007   2009   2011   2013   2015
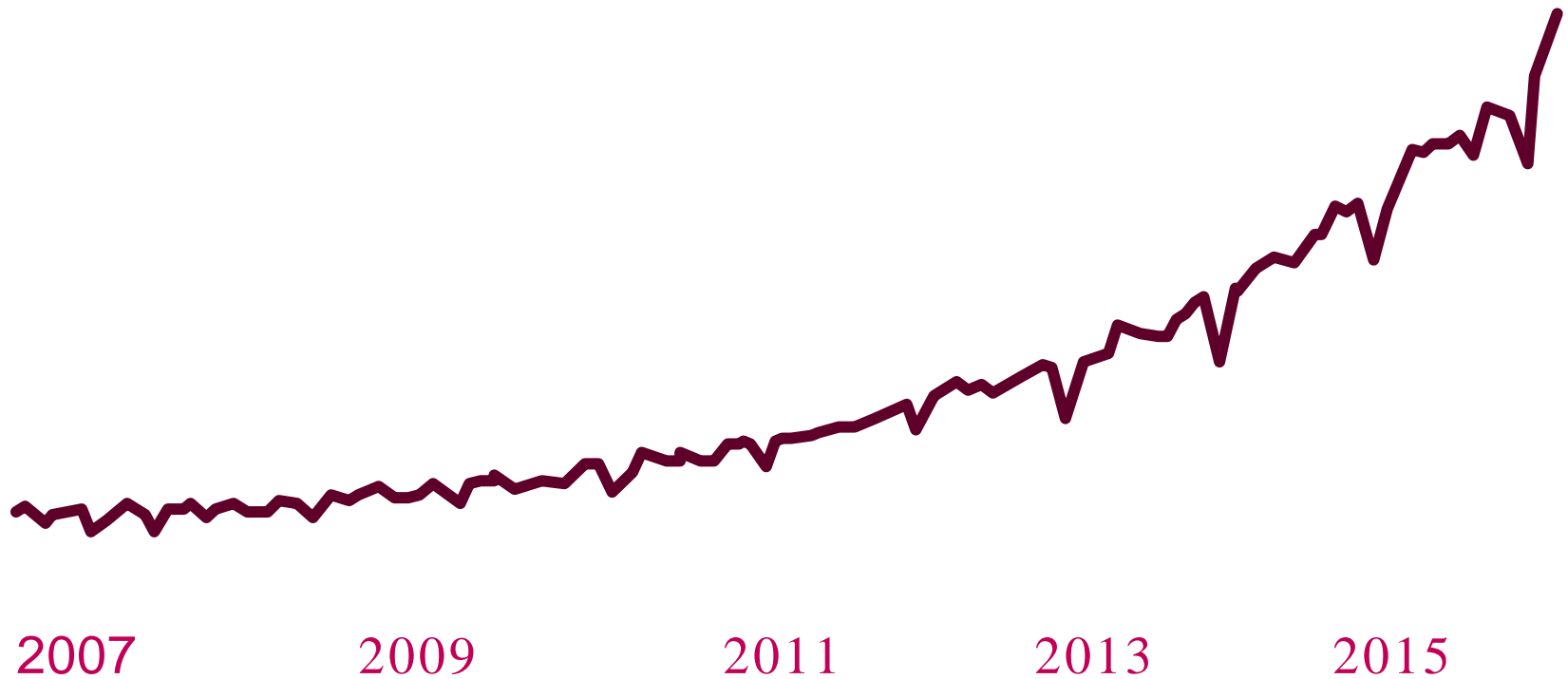
„DIGITAL" IS SPREADING EVERYWHERE

- 3,419 billion Internet active users

- Europe
    - 73 % population use Internet

    - 132 % mobile users (subscriptions)

- Iceland: the most digital country
    - 98 % of population

- On average we spent 7:06 hours a day using the Internet

3.

WHY IS DIGITAL MARKETING GOOD FOR START-UPS?

Cheaper

Cost to reach 2000 audience (in USD)

Traditional

- Broadcast: 150
- News Paper: 250
- Magazines: 500
- Direct Mail: 900

Digital

- Search: 50
- Social Networking: 75

(Mercer, 2015)
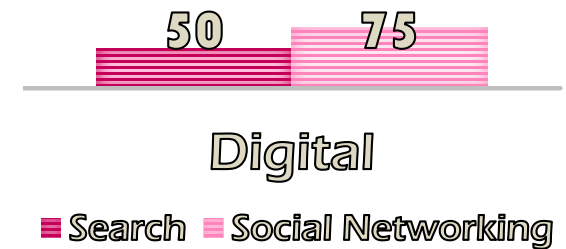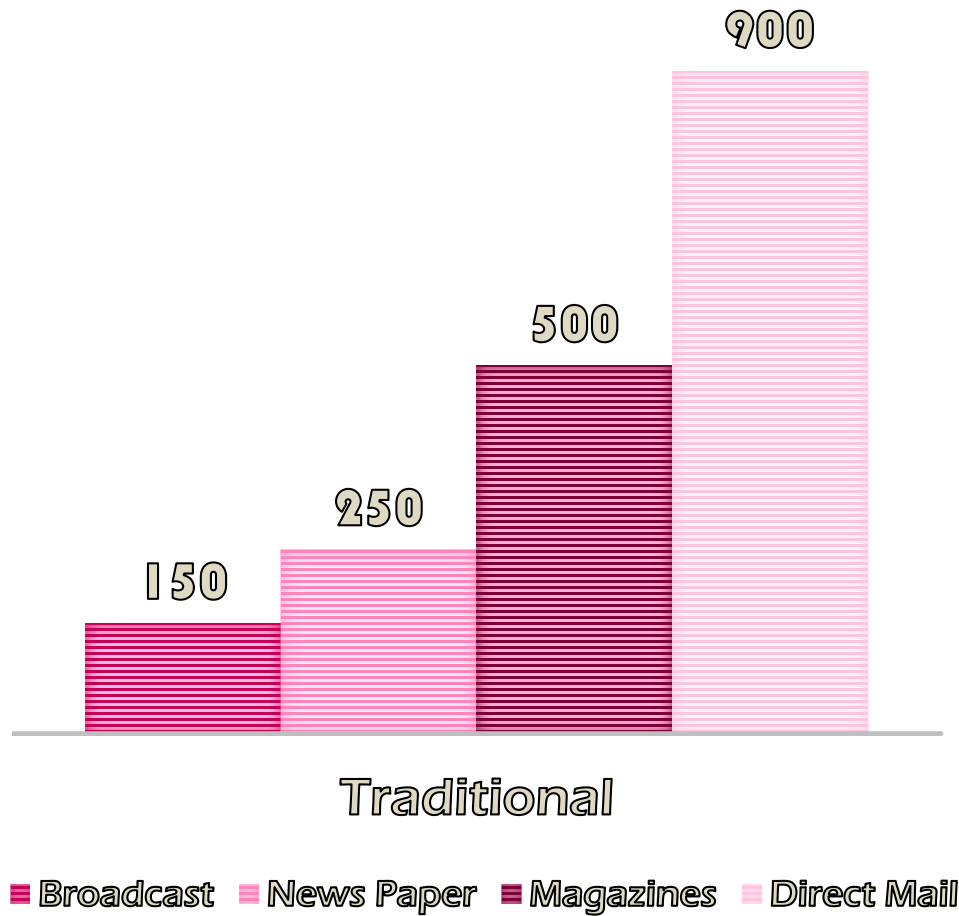
Easier to **reach** a particular target

Easier to **measure** and know the result

Faster

to create

to implement

to measure

Opportunity to
experiment

A/B TESTING

4.

KNOW YOUR CUSTOMERS

WHY?

- Reinforce the purchase decision

- Heighten purchase intention

- Develop a relationship

- Remain top of minds

- Acquire the returning customer

- Gain new customers

IN ONE MINUTE WE…

- Upload **300 hours** of YouTube videos

- Take **694** Uber **rides**

- Make **110 040 Skype** calls

- **Tweet 347 222** times

- Click **4 166 667 likes** on Facebook

- Data mining

- Sentiment analysis

- Social media monitoring

- Consumer profiles

- Consumer experience mapping

(Greendberg, 2010)

KEEP YOUR DATA FRESH

- **Continuously monitor all changes and trends**

- **Collect data from your customers at every possible touchpoint**

(Stoke, 2013)

- Campaign analysis

- Event monitoring

- Predictive modeling

- Improve segmentation

- Targeting – detailed profile

- Personalization

(Stoke, 2013)

5.

LET THE NEW CUSTOMERS FIND YOU

SEARCH ENGINE MARKETING

SEO

Optimising a website to achieve high ranking on search engine page

- Search engine – friendly website
- Key phrases
- Optimised content
- Link popularity
- User insight

LONG TERM

SEA/PPC

A way to advertise on search engine page

- Key phrases based text
- Target link
- Ad extensions (maps, videos etc.)

SHORT TERM

SEA / PPC

SEO

OFF-SITE

ON-SITE

OFF-SITE

DESIGN

&

CONTENT

DESIGN

Pleasant UX

Well structured & easy to crawl/index

Avoid

ADOBE FLASH

The same interactivity

Better structure

HTML5
CSS3
Jquery
AJAX

How many people will search for a term?

How many competitors will use this term?

„restaurant"   **„restaurant Vilnius Centre"**

1 840 000 000   **425 000**

How probable is the conversion?

How valuable is the conversion?

„luxury restaurant"   „fast-food restaurant"

Brainstorm

Collect data

Keyword tools

DIGITAL DATA STREAMS

A Digital Data Stream (DDS) is the continuous digital encoding and transmission of data describing a related class of events. Examples abound, from Tweets and Instagrams, to the geolocation of merchant ships or the movement of soccer players on the pitch. The Internet of Things is impelling an acceleration of the proliferation of DDS, with sensors increasingly embedded in cars, personal devices, and infrastructure.

We see digital data streaming as the newest evolution of computing, from batch processing, to online processing of transactions, to the continuous processing of streaming data. As with any of these historical shifts opportunities for value creation abound, and research must contribute to our understanding of the phenomenon.

The mission of the DDS Lab is to be at the forefront of knowledge and understanding of DDS - from their generation and processing to their productive and strategic use.

URL:

<title>

<h1>

<h2>

<h3>

<p>

<link>

Vilnius University
www.vu.lt/en ▾ Tłumaczenie strony
The oldest **university** in Lithuania, founded in 1579. Contains general information
about the **university**, its structure, faculties and fields of study.
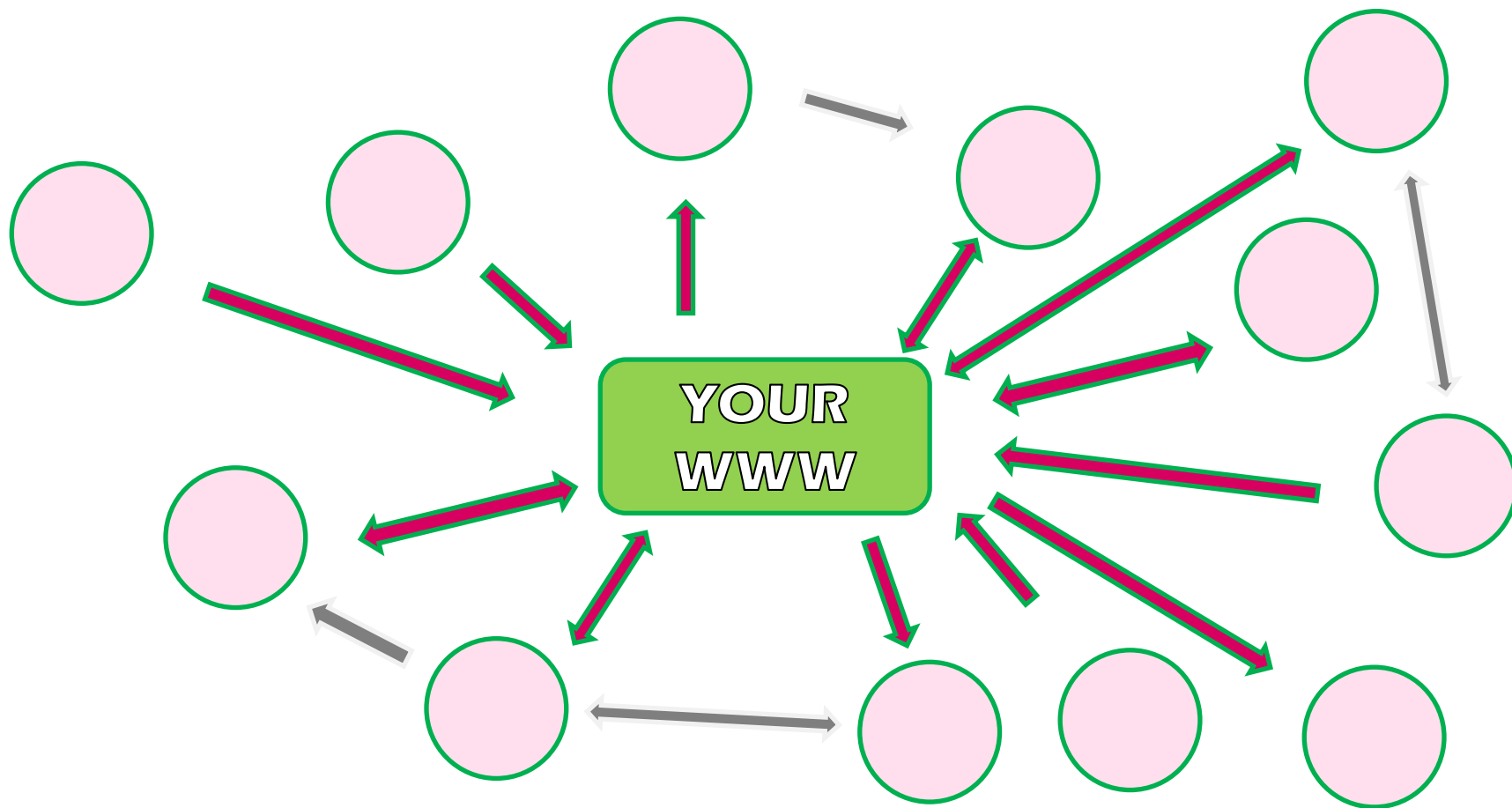
How to get links?

- Create a valuable content (good articles, photos etc.)

- Create a useful content (tools & documents)

- Create an engaging content (games/software/widgets)

HOW DOES GOOGLE FIND A WEBSITE?

GOOGLE SAYS…

…content and other factors

…over 200 factors

…changing constantly

- …Relevance

- …Bounce rate

- …Number of visited pages

- …Links quality

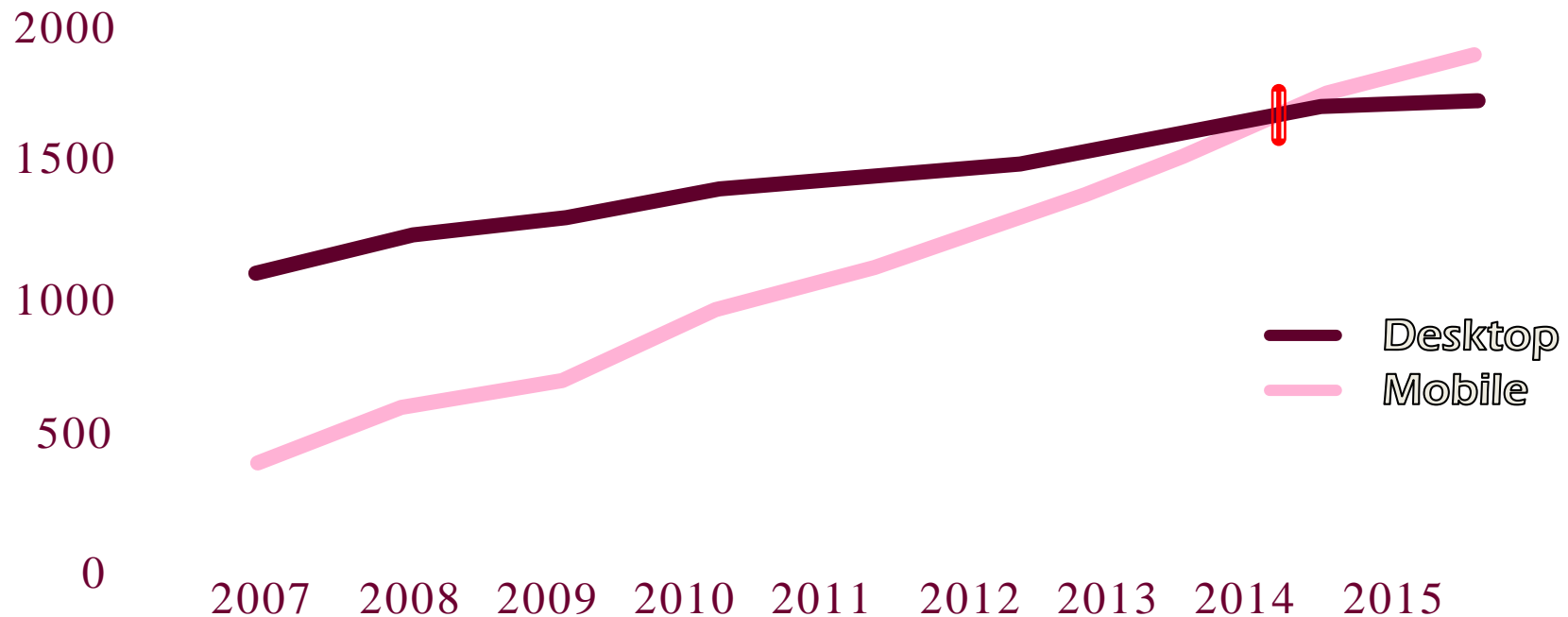- …Traffic

- …Social insights

FOCUS ON USER

MOBILE FIRST

6.

BE WITH YOUR CUSTOMERS (EVERYWHERE)

WE USE MORE MOBILE THAN DESKTOP

Legend: Desktop, Mobile

90% of smartphone shoppers use their phone for pre-shopping activities

58%	57%	44%	44%	43%
Find location /directions	Find hours	Make price comparisons	Find promo offers	Browse

32%	31%	31%	30%	19%
Find where specific products are sold	Find product information	Find product availability in-store	Find product reviews	Use to make A purchase

Marciee | Funded by the European Union | Erasmus+

Personal

Always with you

Always on

Can pay (built-in payment)

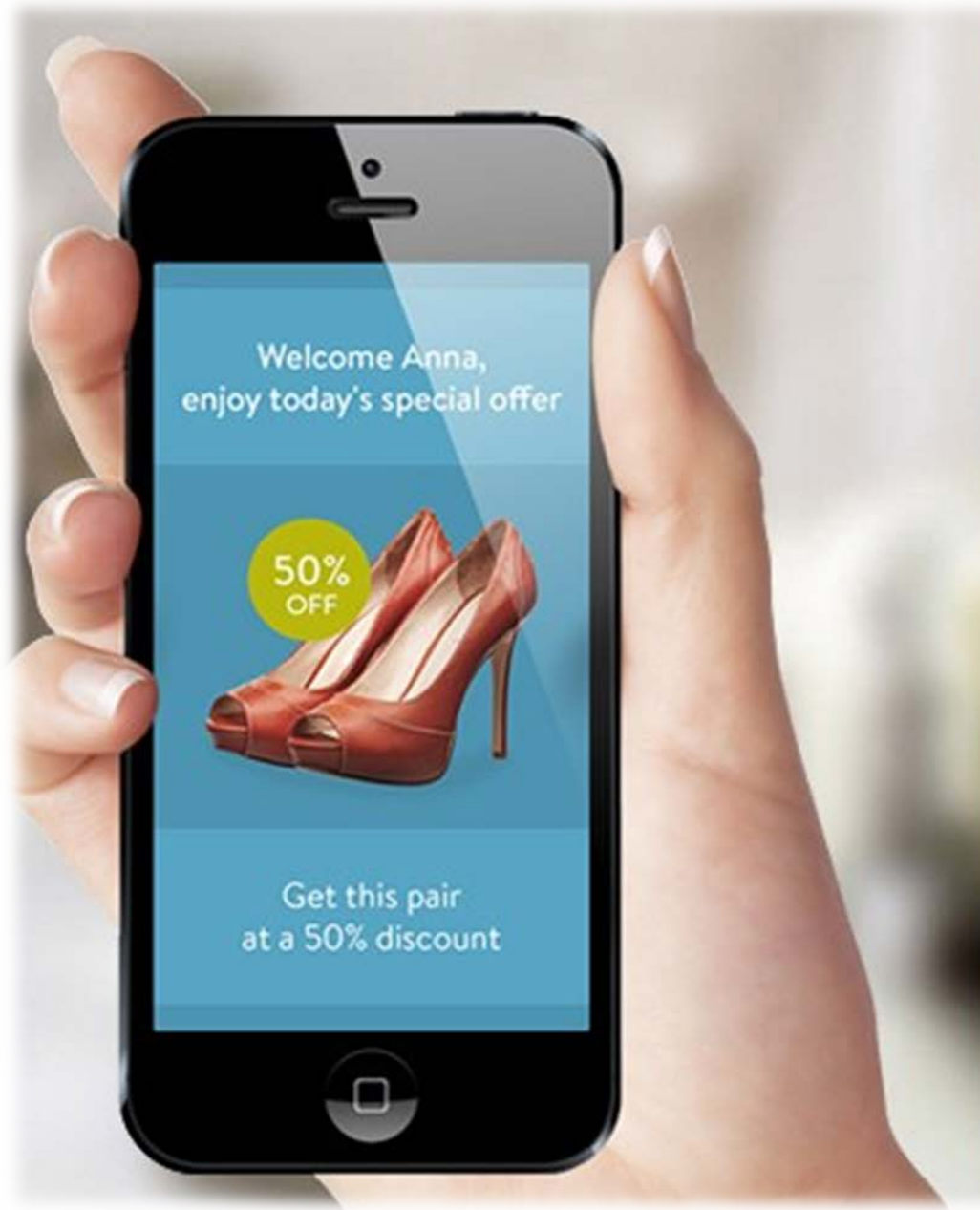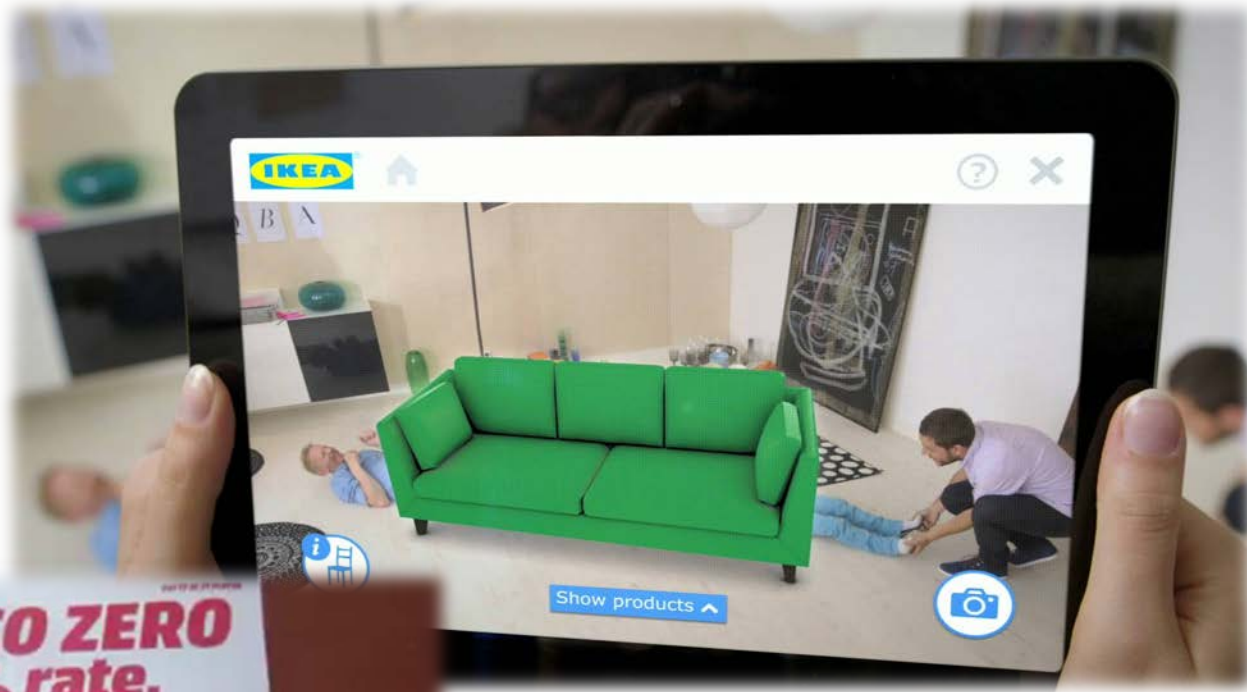Available at moment of creative inspiration

Allow accurate measurement

(Ahonen, 2008)

QR codes

SMS/MMS

USSD

APPS

Instant
messaging
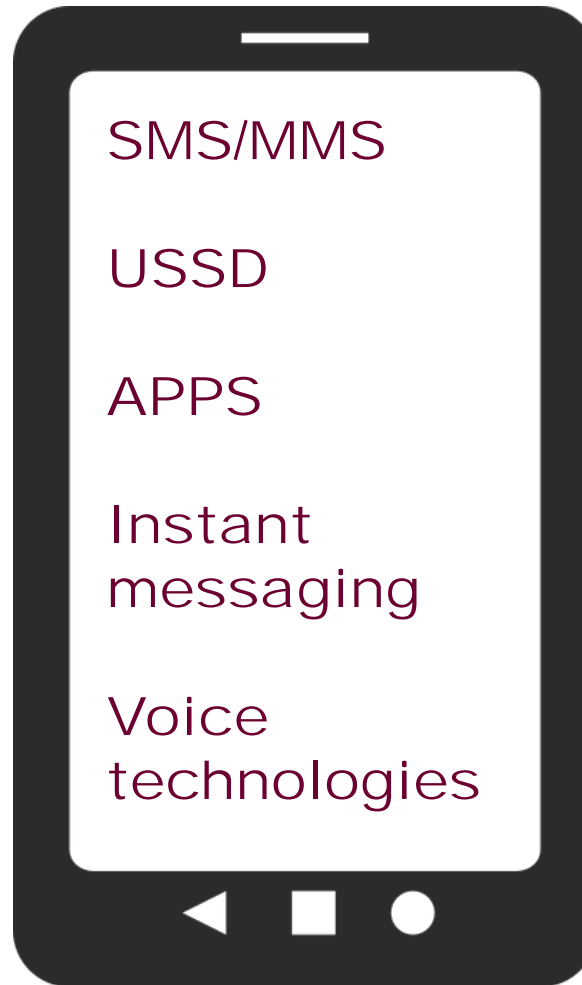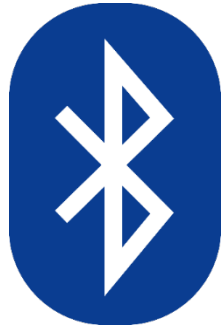
Voice
technologies

Mobile makes

digital interact with real
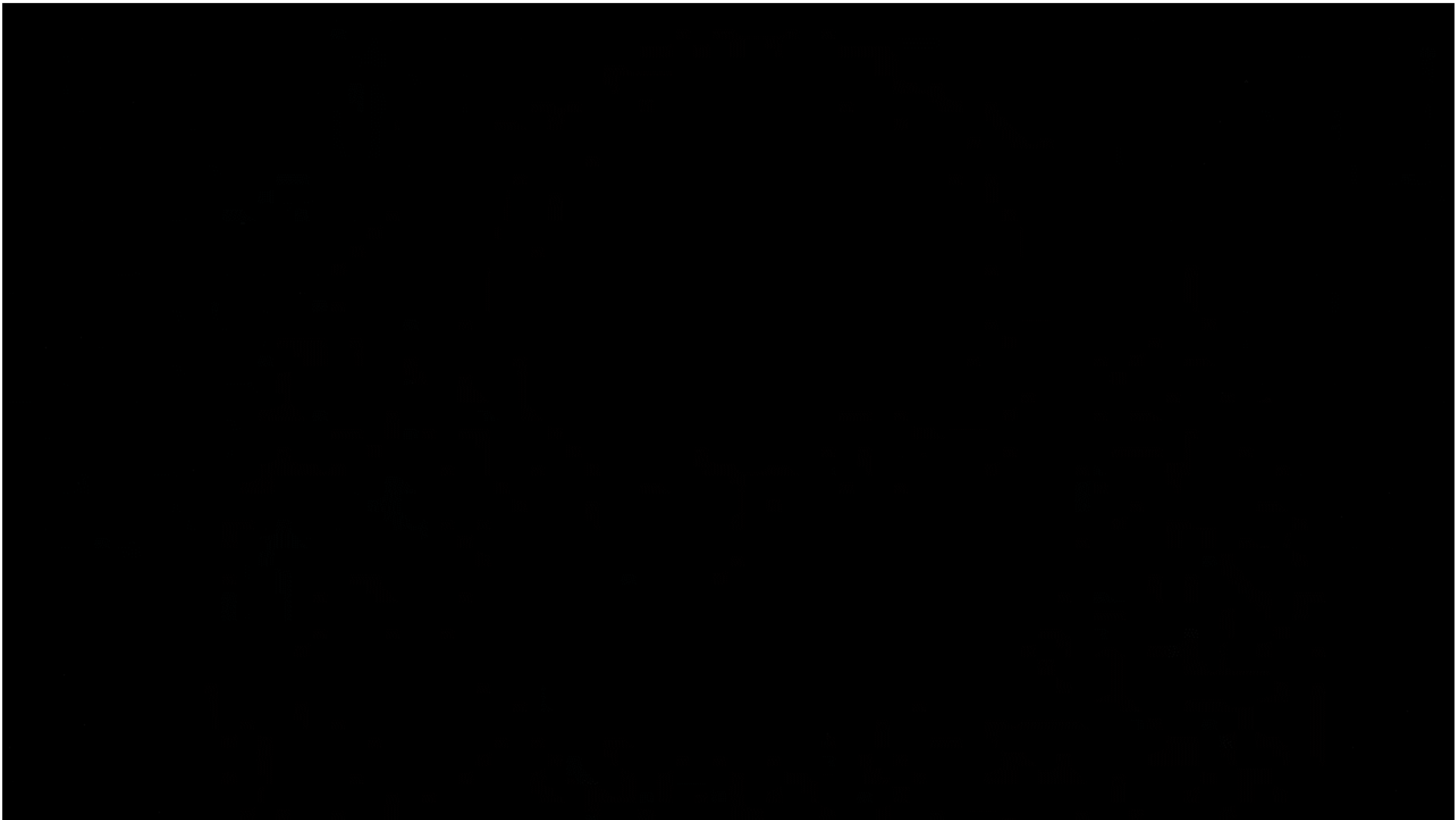
SOURCES

Ahonen, T. T., 2008, Mobile as 7th of the Mass Media. Cellphone, Cameraphone, Iphone, Smartphone, Futuretext.

Kemp S., 2016, Digital in 2016, We are Social, (available at: http://wearesocial.com/uk/special-reports/digital-in-2016).

Kohavi, Ron, Randal M. Henne, and Dan Sommerfield. "Practical guide to controlled experiments on the web: listen to your customers not to the hippo." Proceedings of the 13th ACM SIGKDD international conference on Knowledge discovery and data mining. ACM, 2007.

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Mercer Ch., 2015, Traditional vs. Digital Marketing. The real value of your Online Marketing Efforts (available at: http://seriouslysimplemarketing.com/traditional-vs-online-marketing/).

Stokes B., 2013, E-Marketing, Quirck.

Websites:
http://lexicon.ft.com/Term?term=digital-marketing
http://googlemobileads.blogspot.it/2013/05/understanding-smartphone-use-in-stores.html
https://www.domo.com/learn/data-never-sleeps-3-0
https://www.google.com/insidesearch/howsearchworks/thestory/
http://www.smartinsights.com/mobile-marketing/ mobile-marketing-analytics/mobile-marketing-statistics/