

MARKETING AND COMMUNICATION PLAN

CASE: RIIHISOFT OY, RIIHI DMA

Abstract

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Title of publication Marketing and communication plan for Riihi DMA Case: Riihisoft		
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Abstract <p>The aim of the thesis was to create a marketing and communication plan for a cloud computing service called Riihi DMA. The service created by a company called Riihisoft was the case company of the thesis. The company provides different IT services and operates in Riihimäki.</p> <p>The thesis is a functional thesis consisting of a theoretical part and an empirical part. The theoretical part focuses on digital marketing and to the most important aspects of it. The empirical part focuses on the current state of the company and by analyzing it a marketing and communication plan was built. The thesis concentrates in digital marketing specifically because it suits best for reaching out to the target audience of the company. A marketing model called SOSTAC was thoroughly examined in the thesis and applied in creating the marketing plan for the case company. The information for the theoretical part was gathered from field-based literature, articles and websites. The information concerning the company, their current situation and the competition was received from the employees of the company through conducting theme interviews.</p> <p>The empirical part focuses on finding the right channels for reaching out to the target audience based on the theory and the SOSTAC model. The result of the thesis was a marketing and communication plan that the company can use for marketing Riihi DMA cloud computing service. The main conclusions were that the company should develop the channels they already use. They should also make their marketing activities more systematic by using the different methods described in the marketing plan. The marketing and communication plan can also be used as a basis for general marketing in the company in the future.</p> <p>The marketing and communication plan for Riihi DMA is included in the appendix section in this work and a summary about it can be found in this work in chapter four where the plan is being analyzed.</p>		
Keywords Marketing communication, Azure, device management, Riihi DMA, Intune, cloud computing		

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Tiivistelmä <p>Opinnäytetyön tavoite oli luoda markkinointi- ja viestintäsuunnitelma Riihi DMA nimiselle pilvipalvelulle. Palvelun on luonut yritys nimeltä Riihisoft, joka toimi tämän opinnäytetyön toimeksiantajana. Yritys tarjoaa erilaisia IT-palveluita ja sen toimipaikkana on Riihimäki.</p> <p>Tämä työ on toiminnallinen opinnäytetyö joka koostuu teoreettisesta ja toiminnallisesta osuudesta. Teoreettinen osuus keskittyy digitaaliseen markkinointiin ja sen keskeisiin sisältöihin. Työn empiria osuus tutkii yrityksen nykytilaa, jonka analysoinnin kautta rakentuu markkinointi- ja viestintäsuunnitelma. Opinnäytetyö keskittyy erityisesti digitaaliseen markkinointiin, sillä se soveltuu parhaiten yrityksen kohdeyleisön tavoittamiseen. Markkinoinnin suunnittelumallia nimeltä SOSTAC tarkasteltiin kattavasti ja käytettiin tässä opinnäytetyössä kohdeyrityksen markkinointisuunnitelman luomiseen. Teoriaosuuden tieto kerättiin alan kirjallisuudesta, artikkeleista ja nettisivuilta. Tieto koskien yritystä, yrityksen nykytilaa ja kilpailua kerättiin haastattelujen avulla yrityksen henkilöstöltä.</p> <p>Empiria osuus keskittyi oikeiden kanavien löytämiseen kohdeyleisön tavoittamista varten perustuen teoriaan ja SOSTAC malliin. Tämän opinnäytetyön tuloksena oli markkinointi- ja viestintäsuunnitelma, jota yritys voi käyttää pilvipalvelu RIIHI DMA:n markkinointiin. Työn keskeisiä johtopäätöksiä olivat, että yrityksen tulisi kehittää niitä kanavia, joita he jo käyttävät. Heidän tulisi myös systematisoida markkinointi toimintaansa hyödyntäen erilaisia keinoja, jotka mainittiin markkinointisuunnitelmassa. Markkinointi- ja viestintäsuunnitelmaa voi myös käyttää perustana yrityksen yleiseen markkinointiin tulevaisuudessa.</p> <p>Markkinoinnin ja viestinnän suunnitelma Riihi DMA palvelulle on löydettävissä tämän työn liitteet osiosta. Työn neljännessä kappaleessa on kooste suunnitelman sisällöstä jossa sitä analysoidaan.</p>		
Avainsanat Markkinointiviestintä, Azure, laitehallinta, Riihi DMA, Intune, pilvipalvelut		

CONTENTS

1	INTRODUCTION	1
1.1	Research background and purpose	1
1.2	Objectives, research questions and limitations	1
1.3	Theoretical framework	2
1.4	Research methodology and data analysis	3
1.5	The structure of the thesis	3
2	BUILDING A DIGITAL MARKETING PLAN	4
2.1	Market planning by applying the SOSTAC model	5
2.2	Micro and macro analysis	5
2.3	Competitor analysis by utilizing SWOT	8
2.4	Objectives.....	9
2.5	Strategy for specific target audiences	13
2.6	Tactics and action.....	13
2.7	Control.....	14
3	RIIHISOFT OY.....	16
3.1	Introduction of Riihisoft	16
3.2	Riihi DMA	17
3.2.1	Riihi DMA Manager.....	19
3.2.2	Riihi DMA Engine	20
3.2.3	Service Request	20
3.3	Digital marketing in Riihisoft.....	21
3.4	Social media marketing	23
3.4.1	Social media channels.....	23
3.4.2	Other channels	27
3.5	Target audience and their customer value	29
3.6	Micro and macro analysis for Riihisoft.....	32
3.7	Competitor analysis	34
3.8	Objectives.....	43
3.9	Tactics and action.....	45
4	THE MARKETING ACTION PLAN.....	47
4.1	The channels chosen for marketing	47
5	RESEARCH METHODS AND VALIDITY	50
5.1	Interview	50
5.2	Data Analysis.....	51

6	CONCLUSIONS AND RECOMMENDATIONS	53
6.1	Summary	55
	LIST OF REFERENCES	57
	APPENDICES 1.....	64
	APPENDICES 2.....	65

1 INTRODUCTION

Riihisoft is an IT company that offers solutions for device management. The company provides supporting services that make operating for companies more efficient, fast and cost-effective. Riihisoft has been operating since 2011 and consists of skillful and professional employees. The professional know-how of the employees of Riihisoft comes from years in working in the IT field.

The idea for focusing on digital marketing arose from an experience in working in a digital marketing agency. When an opportunity occurred to do a thesis for the IT company Riihisoft where an actual marketing plan would be constructed and implemented in practice the thesis author became instantly interested. The aim was to create the plan for a cloud computing service which was something that the thesis author was not too familiar with beforehand. The thesis topic did not only offer a situation where the author could use her skills in practice but also learn a lot of new things from a different field. There is a big difference in planning the marketing activities for a marketing agency compared to a company that works in a completely different field of business.

1.1 Research background and purpose

The thesis is carried out for the case company Riihisoft to provide a low-cost marketing and communication plan for their cloud computing service called Riihi DMA. The company is a professional service provider and also a Microsoft partner operating in the IT field. The company offers different kinds of software solutions. While the company concentrates on developing their services and offering IT solutions the need for a systematic and planned marketing to support their services started to increase. The services are carefully built and offered to customers but they would benefit a lot for receiving more visibility.

The company has done different kinds of marketing activities during several years of their business activity. At this point a need for a systematic and planned marketing plan arose and was therefore created. The marketing and communication plan was commissioned by Riihisoft.

1.2 Objectives, research questions and limitations

The marketing plan aims to give a means to share information about a service and a company. The focus group for the marketing is the customers who operate in medium- and large-size companies. The objective is in creating a plan that brings the service more visibility amongst the focus group. The objective includes defining that audience carefully and

finding the right channels and places where they operate in so the information used for marketing about Riihi DMA finds the right people.

As a clear and systematical plan was missing the company Riihisoft requested that a marketing and communication plan would be created for their service. The research question in the thesis is connected to the marketing plan. What should the marketing plan include to be effective and functional? What marketing channels should the marketing focus on to reach the right audience? All these questions are essential for the marketing plan for Riihisoft and they should be answered based on the actual plan.

The limitation for the thesis was to focus on digital marketing because it is the most suitable way of marketing for this field of business. The way to reach out to the right partners and potential customers works best by using the same digital channels that the partners and customers use. Thus the more traditional ways of marketing are not essential in the thesis.

The importance of partners for this type of business also leads a focus point in the marketing so this specific audience can be reached. The partners are organizations and the company targets middle-sized and large companies. Therefore business to customers is not a focus point.

1.3 Theoretical framework

The thesis is a functional thesis because an actual marketing plan was created. The theoretical framework includes all the necessary theory and concepts that the plan requires. The empirical part consists of the actual marketing action plan.

The empirical part aims to develop a marketing plan that the company could actually use in their operations. The focus is on digital marketing instead of the more traditional marketing methods because it suits the field of IT better. While the framework is in digital marketing the key concepts around it focuses mainly on service marketing strategies, social media marketing, website marketing including SEO, partner network development and competitor analyses. These areas are important because the plan needs to aim at offering the means in reaching out to the right audience and simultaneously holding up-to-date knowledge of the markets. That is how the operations in that area can be carried out in the right way.

1.4 Research methodology and data analysis

In the thesis the information for the theoretical part was gathered from field-based literature, articles and websites. The sources used were mainly in English because a lot of up-to-date information could be found from websites in the English language. The information concerning the company, their current situation and the competition was received from the employees of the company through conducting semi-structured theme interviews. This means that the interviews were more like discussions, sometimes questions arose that were not prepared beforehand and there were no ready-made answers either.

The information received through these different kinds of data gathering methods was evaluated and used in the thesis to support the creation of the marketing and communication plan.

1.5 The structure of the thesis

The thesis consists of the introduction, a theoretical part, an empirical part and a conclusion. In the beginning the reasons for constructing the marketing and research plan are presented and the most important aspects for digital marketing are examined. The most relevant models for a business to business company's marketing and communication plan are analyzed and included in the theoretical part. After the theory part an empirical part analyzes the current situation of the target company and a marketing and communication plan is created. A marketing action plan is presented to illustrate the findings of the research.

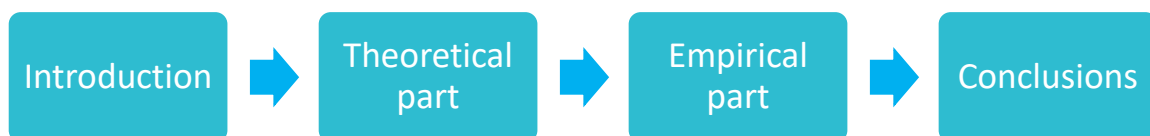


Figure 1 The thesis structure

The thesis focuses on digital marketing because it has been determined to be the most useful marketing method for a cloud computing service such as Riihi DMA. The different analyses for the company, the product and the competitors aim all at finding out the most realistic information needed for a useful marketing plan. The conclusions summarize the results of the research and the final marketing plan. Some recommendations for future marketing activities are also provided.

2 BUILDING A DIGITAL MARKETING PLAN

The definition for marketing communication is that it is ongoing, persistent and comprehensively led activities by a company and it is focused towards the customers for the company's products and services. Advertising is also a part of marketing communication. (Vierula 2014, 55.) Communication, in other words the interaction between the sender and the receiver of the message is the only way that the receiver can be influenced (Vierula 2014, 72). When the intention is to create customer relationships, communication is used for creating those relationships. There are many ways to communicate by using marketing and there are many ways for the target audience to receive the communication. A marketer can use creativity when using different ways to communicate with the potential and existing customers. (Vierula 2014, 72-73.)

Good communication can be only evaluated as a part of a bigger context. The quality of communication can be evaluated for example by the perspective of entertainment as long as it develops the relationship between the brand and the customer. The message to the customer can be humorous but it has to be suitable for the communicator, the brand and the receiving party. (Vierula 2014, 72.)

Getting better at digital marketing means that the marketer has to know as much as possible about their customers. Knowing the customers' needs and how to satisfy them is important but so is the knowledge of the possible new needs that can be created or what might occur. (Todor 2018, 1-6.)

The definition of marketing by the American Marketing Association is that marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings. Those offerings have value for customers, clients, partners and society at large. (American Marketing Association 2013.) In other words, all the activities used to place a service or a product to the possible customers are marketing efforts (Todor 2016, 1-6). Marketing communication consist of different ways to market towards a target audience by communicating with them. Digital marketing is marketing products or services using digital technologies and channels to reach customers. Aiming at using different methods and channels may increase the performance of marketing activities. (Financial Times Lexicon 2018.) The term digital marketing is a blanket term for using digital technologies for marketing goods and services. The promoting of the goods, services and their brands is targeted, measurable and interactive. It all aims to shape preferences and sales. (Todor 2016, 1-6.)

2.1 Market planning by applying the SOSTAC model

For marketing planning a theory that combines the right tools and gives a clear logical order for applying them into practice is very useful. A much used model for marketing planning that takes in consideration several aspects crucial in marketing planning has been created by PR Smith and it is called the SOSTAC model. The SOSTAC model stands for situation, objectives, strategy, tactics, action and control.



Figure 2 SOSTAC marketing model process (Chaffey 2016)

Applying the SOSTAC model starts from situation analysis. The situation analysis asks how the company is doing at the moment (Chaffey 2016). That question can be answered by researching and analyzing the current situation by an external and internal analysis. In the focus of both external and internal environments is naturally the organization. They have an impact on the marketing decisions and activities. (Oxford College of Marketing 2018.)

2.2 Micro and macro analysis

The internal analysis is the micro analysis that includes the suppliers, resellers, customers, competition and the general public. The suppliers hold a lot of power over an organization if the organization is depending on their suppliers to supply the goods they need. The suppliers position depends on how much they supply compared to the other suppliers for the organization. (Oxford College of Marketing 2018.)

A reseller is the 3rd party who takes a ready-made product, a white label product or a service to the market. If an organization has resellers as their partners their marketing success is impacted by them. (Oxford College of Marketing 2018.)

A customer can be B2B or B2C which stands for business-to-business or customer-to-customer. Companies can offer their commodities for one of the target groups or both. The motives the customers have for buying a product or a service impacts the way the organizations should approach their customers. (Oxford College of Marketing 2018.)

The competitors are the ones who offer the same or similar products or services as the target organization. Following the actions of the competitors is relevant for any organization because they impact the target organization. (Oxford College of Marketing 2018.)

Organizations exist to satisfy the general public. An organization needs to take into account how the public will be affected by their actions. The general public can be over time an enabling party or a preventing one. (Oxford College of Marketing 2018.)

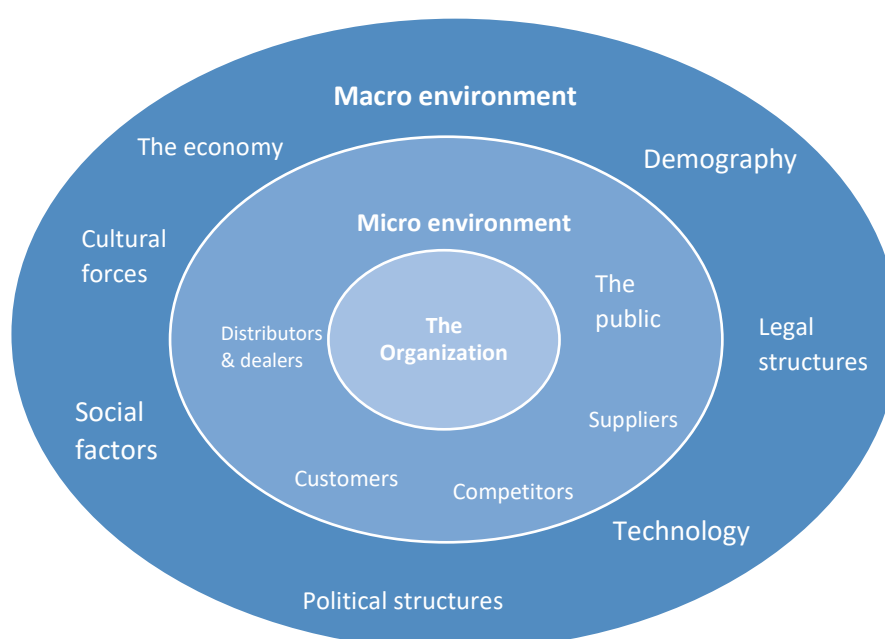


Figure 3 The macro and micro environment (Oxford College of Marketing 2018)

Macro analysis

The macro environment or the external environment for the organization can be analyzed and investigated by a framework called the PESTLE analysis. The macro environment affects the decision-making in the background of the company's operations. It creates opportunities, threats, challenges and restrictions. (Bergström & Leppänen 2015, 37-38.)

PESTLE is an acronym that consist of different areas that should be considered for identifying external forces that faces the organization (Cadle, Paul & Turner 2010, 3-6).

The six areas that the acronym stands for are;

Political: Political factors are the actions made by government, parliament and other decision makers in society. They regulate the operations of companies that do marketing. A political factor can also be the change of power in a country. The world is so connected in the modern world that a political change in other countries may affect organizations all over the world. (Bergström & Leppänen 2015, 38-40.)

Economic: Economic factors can concern the country where the organization operates in but it can also have a worldwide impact. Different international contracts that are done in EU and between other EU countries are economic factors. The purchasing power that the customers have is defined by the economic situation in the economy which is one of the biggest economic factors. The level of growth and market confidence are both factors that impact the organization that operate in the same area. (Bergström & Leppänen 2015, 41-42.)

Socio-cultural: These factors originate from the customers or from potential customers for the organization. They can be demographic factors such as the structure of population, cultural factors, or changes in customer behavior. A marketer is interested in the population and its structure because the market consists of people. One important aspect is the development of the population. The cultural factors are important to consider when marketing abroad because a marketer can't copy their domestic marketing plan to a whole different country and market area. There simply doesn't exist evidence that same marketing tactics would work as well elsewhere than at home. (Bergström & Leppänen 2015, 44-45.)

Technological: Technological factors come from the development of technology either in IT, industry or market. These factors have a huge impact on organizations and markets especially if someone succeeds in seeing and using the potential in some very useful piece of technology that others haven't discovered. We live in a digitalized world which has enabled a lot of new ways for operating. (Bergström & Leppänen 2015, 42-43.)

Legal: The importance in considering the changes in legislation lies in the restrictions they may have for business operating. These changes may be originated by the government or by the international EU laws. The laws that affect marketing closely are consumer protection laws, competition act, trademarks act, copyright act, product safety act and the accounting act. (Bergström & Leppänen 2015, 40-41.)

Environmental: Environmental factors consist of that impact that the surrounding environment and ecological aspects have (Cadle et al. 2010, 3-6). By the marketers viewpoint the ecological environment includes the use of land, natural resources, the preservation of nature, waste and noise. If an organization is very concentrated in cleantech processes

which means technologies, solutions and processes that aim in decreasing pollution load and saving energy they should definitely tell that to their customers. The customers in the modern world appreciate a lot if companies take responsibility on preserving nature and natural resources. (Bergström & Leppänen 2015 44-48.)

2.3 Competitor analysis by utilizing SWOT

Companies face a very tough competition in today's competitive marketplace. The economic environment is tough and the companies that operate there must manage customer relationships very carefully. Competitor analysis is the process of identifying, assessing and selecting key competitors. Companies must analyze their competitors for being able to create marketing strategies that work. The analyzing includes comparing competitors marketing strategies, products, prices, channels and promotions. Systematical analyzing of competitors can lead to finding potential competitive advantages. Identifying competitors at its most narrow level is examining those companies that offer similar products or services to same target audience. Companies can also look closer to the operators inside an industry and find other companies that produce the same product or service. It is essential that the company understands what kind the competition is inside a certain industry. (Kotler & Armstrong 2014, 546-551.)

There are different types of competition between different branches. Finding out a certain competition structure in a certain field of business gives an insight into the competition between companies. The most common things to find out are the number of competing companies, their size, and location in the field. It is also valuable to understand how free the markets are and how easy it is for new companies to get to the market and join the competition. (Bergström & Leppänen 2015, 70.)

SWOT analysis

SWOT analysis gives a better understanding of the current state of the service and it also gives strategies for reaching goals. The analysis is used in marketing planning for evaluating internal strengths, weaknesses against external opportunities and threats for a chosen target. SWOT analysis is usually presented in a form of matrix. The analysis takes in account the potential for marketing compared to the competitors. It also considers the new emerging technologies. (Chaffey 2014.)



Figure 4 SWOT analysis (Hay & Castilla 2006)

SWOT analysis should be used correctly so that some benefit can be received from using it. The analysis should give information that helps decision making. All the aspects that the analysis brings out are useful when they are assessed. For example it is very beneficial for a company to analyze what internal strengths they have that are the things that they do better than others in the market. Also the negative aspects such as the weaknesses are important to assess as well. The opportunities and threats should be considered external such as how can strengths be turned into opportunities and how can external threats be in general recognized. (Hay & Castilla 2006.)

2.4 Objectives

Marketing planning and activities are based on the objectives defined in the business idea and strategy of the company in question. Marketing planning can be seen as long-term strategic planning and yearly occurring tactical and operative planning. A marketing plan is usually done for one year at a time and it includes the analyses, objectives, target audiences, activities and the control. (Bergström & Leppänen 2015.)

A marketing plan is conducted with the help of different marketing researches and analyses both external and internal. External analyses are defined as mapping out the situation at the markets, competitors and the changes of the environment. Those changes are all kind of changes that affect the business and its operations. Internal analyses examine the company's own recourses and status quo. (Bergström & Leppänen 2015.)

The marketing research is for finding new possibilities and getting information about the effects of the current marketing activities. The research is also an analysis for how things have been working out and what should be done in the future based on the results. This means that success and failure are both as important occurring's to analyze. Analyzing

should be done systematically so that new marketing possibilities could be found. The marketing research can be targeted at various different things that could be the markets, competition, the company's competing tools and the customers for the company. (Bergström & Leppänen 2015.)

Once a marketer has enough knowledge of the current and forecast situation of the company then the aim of the company should be considered. That includes objectives and goals. The objectives are set for the future and they could aim at increasing the margin or market share for example. The chosen objectives need to be possible to reach and fitting for the company in question. The objectives can offer guidance and control if they can be measured as goals with a certain magnitude and dead line. As the goals and strategies are formed into concrete actions they have to have specific dates to take place. This is the marketing action plan that all marketers in the company need to be aware of. (Kotler 2012.)

Marketing control is both long term and short-term control of achieved results that affects the future planning and operations. The more frequently the marketing operations are followed-up the faster they can be acted upon. This is very useful especially if something in the operations should be changed for the better. A good marketing plan is simple and precise enough to be actually used for marketing. The plan should also be a bit challenging but work in practice. It should include all the important aspects such as marketing operations, objectives, timing for implementation, persons in charge and the expenses of the operations. (Bergström & Leppänen 2015.)

Bergström and Leppänen (2015) also highlight that marketing communication is planned by target audiences so that a wanted consistent entity can be created. The aim for marketing communication is to achieve profitable sales which usually is reached after a long lasting usage of different communication methods. That's why usually a single campaign won't lead to significant results in overall sales and brand image. The most usual objectives for marketing communication are:

- reporting of the company, their services and availability
- standing out of competition
- creating a positive image
- communicating the value and benefit created for the customer
- creating sales (Leppänen & Bergström 2015.)

At this point it is possible to set objectives for the marketing plan. In order to do that there are different tools to use for finding out the right objectives. It is essential for a company's marketing plan to define objectives. The SOSTAC model uses the 5 S's objectives that stands for Sell, Serve, Sizzle, Speak and Save. They help to cover different measures that help in setting, reviewing and controlling performance in a way that good objectives for marketing can be created. (Chaffey 2018.)

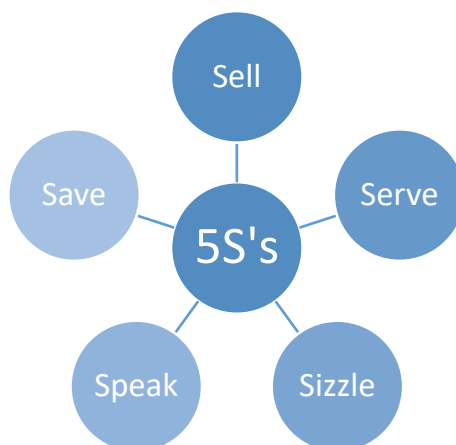


Figure 5 The 5S's for setting goals for digital marketing (Chaffey 2018)

Selling is asking the customers or potential partners to purchase the service that the company is offering. It could be the call to action, also called CTA, in the company's website that invites the customers to try out their services or products. (Chaffey 2018.)

Serve is an objective that aims in serving value to the customer. For example by breaking down the customer journey a marketer can think of how to create more value in each step of the way. This includes considering as well the benefits for the customers and also how pleasant it is for them to acquire the needed service. Nevertheless as the service is being developed and different customers emerge with different needs the customer journey must be considered from time to time. The customer journey should always be value creating and comfortable for the end user. (Chaffey 2018.)

Sizzle is the thing that creates a positive experience for the audience when they are in contact with the brand. Sizzle is the brand building online that aims in the target audiences satisfaction, recommendation and advocacy. Advocacy means that the target audience is willing to promote the service to their acquaintances because they liked it and received some benefit from it. Sizzle is quite hard to measure in marketing, but it can really delight the customers. (Chaffey 2018.)

Speak stands for the speaking for example to the target audience. That speaking can be raising brand awareness, building brand engagement to reposition the brand or by building relationships. Because the social media is very used in the modern media it is very important to use those channels for speaking to the customers. A marketer might offer the audience free content and talk to them through that and build engagement to the audience. When the audience finds that information it is quite likely that amongst them are individuals that match the exact target audience because naturally the content created is focused on them and should be in their interest. (Chaffey 2018.)

Save can be different things such as savings given to the customer or savings to the company itself. Savings can be received from using digital marketing by reducing the need of printed media. Also by creating homepages that give answers to usual questions reduces the need of paid staff and saves costs. (Chaffey 2018.)

According to Chaffey (2018) in marketing a much used objective identifier is the SMART method. SMART helps to define the essential objectives that the company should have. The smart acronym stands for Specific, Measurable, Actionable, Relevant and Time bound. The first letter S stands for:

- Specific stands for the degree of which a goal is specific. This is one of the most important parts to establish. If the goal is not very specific it is quite hard to know when the goal is reached and how long it takes.
- Measurable means how the goal is measured. The measuring determines the success that have been made. It is essential to use those measurement methods that accurately reflects the made success.
- Achievable asks how the goals will be achieved and what are the actions that need to be taken. This is where there the analyzing of resources and capability for reaching success is made. If there are not enough of them then the reason for the lack of resources must be found. If the main goal seems to be too hard to clarify and reach it could be useful to break it into parts and create sub goals.
- Relevant stands for differentiating the most relevant goals from those that are irrelevant and that a marketer wouldn't pursue too many goals at the same time.
- Time bound means setting out the date for a certain goal to be achieved. It helps a marketer to monitor progress of the actions made towards reaching a certain goal. (Chaffey 2018.)

2.5 Strategy for specific target audiences

When the goals are set a marketer plans out a strategy to achieve the company goals and find competitive advantage. According to Kotler (2012) defining the target market or target audience is needed for defining the strategy. The target market doesn't consist of buyers who are all alike. The target market can be distinguished to primary, secondary and tertiary levels. The primary target market consist of the buyers who are already willing and ready to buy. The secondary market is not as willing and is less ready to buy. The tertiary target market should be monitored in case a willingness to buy emerges. The plan for the strategy should include characteristics of the target markets such as the demographics if B2C is in question. However when talking about business target markets a marketer should be specific of the industries, sizes of the companies, products or services and the aims of locating their products or services.

There is no strategy that would fit all companies. This means that the company must be aware of its position in the market, the objectives and opportunities they have while considering the limited resources. It varies by organizations which ones use a carefully planned and implemented strategy and those who use less formal strategies. The most essential thing that organizations should do whatever strategy they follow is to deliver value to their customers. (Kotler & Armstrong 2014.)

2.6 Tactics and action

4P is the traditional model for marketing by Jerome McCarthy and it is considered to be a good tool in getting an understanding of the entity and creating a marketing strategy. The 4P:s stand for price, promotion, place and product. (Vierula 2014, 98.) The aim of a marketing mix is to serve the objectives of the business the best way possible. A marketing mix can be seen as the core of marketing. A marketer plans different ways to compete and mixes those methods. It is important to remember that a marketer should always focus on understanding customers daily actions and processes instead of concentrating merely on the management of the variables in the marketing mix. That's why the target market has been positioned in the middle of the model. The danger is that customers become targets that some actions are focused at instead of being subjects that the solutions are developed for. (Grönroos 2009, 323.)

The original 4P model has been expanded by a number of writers since it was created. One of the expansions called 7P is quite useful for service organizations. 7P model includes all the traditional 4P:s but three new aspects have been added. (Hanlon 2018.)

Product is the most important part of the marketing mix. A marketer should ask the question of how to develop products or services. (Hanlon 2018.)



Figure 6 7P marketing model (Grönroos 2009, 324-327)

Price is the aspect that asks how the pricing model can be changed. Place means the access to the service for the customers. This element asks what new distribution options there could be for the customers experiencing the service. Promotion is the way of adding or substituting the combination in paid, owned and earned media channels. Physical evidence, participants and process are the three added elements in the model. Physical evidence refers to the environment where the company and the customer interact. There the customer is reassured for example by creating a great website. People exist in the service environment and they are the ones who take part in delivering the service such as the personnel and partners. This element requires that a marketer asks if they have skill gaps in the organization. Partners are the element where the company needs to decide will they seek new partners and manage the already existing ones as well (Hanlon 2018).

2.7 Control

Control is the final part of the SOSTAC model where a marketer asks the question - did we get there? That question refers to the marketing plan and the objectives for it. The control part is made for monitoring if the desired goals are reached. That can be done by using certain KPI:s and web analytics. (Chaffey 2016.) KPI stands for key performance indicators of which the most important ones for B2B are sales, leads, cost of customer acquisition when used paid marketing efforts, website traffic, landing page conversions and social media reach and engagement (Osborn 2017). In control the sales is quite straight forward to measure but when considering the amount of gained leads a marketer should

notice that not all leads are the same value. Some leads are better qualified for marketing and some for sales. (Chaffey 2016.)

At this point the cost of customer acquisition is not so essential because paid marketing efforts haven't been used. Nonetheless, this could be an important KPI in the future. Website traffic is easy to monitor through the company Google Analytics portal. It also shows the lead ratio and landing page conversions. Those are particularly useful to follow after a post has been published in some of the channels. It often brings more traffic to the website. There are various different measurements for social media success and it can't be generalized over different businesses. Some things work better for others and some things do not. The KPIs to measure can be followers, comments, sharing, links etc. The importance is to determine the most important KPIs for the business in question and monitor them. (Osborn 2017.)

3 RIIHISOFT OY

3.1 Introduction of Riihisoft

Riihisoft Oy is a software company located in Riihimäki, Finland. It was founded in 2011 by a group of people who had previous experience in working with software services. This basis made it possible for Riihisoft to do profitable business right from the start. The company offers web services that are customized for the customer. The company is privately owned by its employees. (Riihisoft 2018.)

The customers for the company are medium sized and large companies in Finland. Riihisoft services are based on Microsoft provided technologies and Riihisoft customizes services by white labeling. White labeling means that a product or a service is produced and made by a company that sells it to another company. The product or a service does not have branding and therefore the company that buys the white label product can customize it to look like their own. Both parties benefit from white labeling. (Forbes 2018.)

Riihisoft is specialized on Microsoft based technologies such as Microsoft Azure. Microsoft Azure is a cloud computing service. Cloud computing services allow available on-demand network access to shared computing resources for a user. The resources might come from the users' organization or from a cloud service provider. Microsoft Azure enables building, deploying and managing services and applications. Because it is a cloud platform, it can be used anywhere. Azure can be used as a platform as a service (PaaS) or infrastructure as a service (IaaS). Platform as a service enables adding more cloud capabilities to an existing network. A PaaS platform is provided by the cloud provider and not by the user. IaaS platform brings more responsibility over the platform for the user. The user can create virtual machines and install different things into the platform. (Collier, M. & Shahan, R. 2016.)

The company Riihisoft offers different kinds of web services that are:

- Web services and applications
- web services for creating e-commerce
- content management and systems for online publishing
- cloud services and software
- database solutions
- software integrations

- mobile solutions (Riihisoft yritysesittely 2018 rekrytointiin 2018, 1-15.)

The services are tailored for the customer considering what the customer wants and needs. To accomplish this the company uses best modern technologies, tools and practices. The company's principle is that the customer gets the solution as a turnkey implementation. Customers can also get consulting services regarding technology. (Riihisoft 2018.)

Different consulting services

- exploratory studies
- designing and specifications
- consulting for technological know-how
- system analyses and optimizing (Riihisoft 2018.)

Riihi Device Management from Azure (Riihi DMA) will be examined by its attributes very closely in this thesis because it enables the comparison of Riihi DMA to other similar cloud computing services. The device management services are much alike and they sometimes differ only by small differences in the service entity. That is why it is essential to highlight the content of the cloud computing service in question.

The personnel

The personnel in Riihisoft is professional and customer-oriented. They often do different client cases in different cities and are willing and ready to see as much effort as is required to give the customer all the needed services. The employees in Riihisoft are committed and motivated to give their best effort for creating superior customer value. It is a policy that the same person or team of people handle a specific client case from the beginning to the end. This policy ensures that the service can be delivered effectively and correctly because the personnel is well aware of all related information to that particular case.

3.2 Riihi DMA

Riihi Device Management from Azure (Riihi DMA) is one of the main services that Riihisoft offers. It is based on Microsoft cloud computing technologies (Office 365, Azure, Intune). With Riihi DMA organizations can control multiple devices and those applications that are installed in them. The devices can be based on different operating systems such as Windows, Android, iOS or Mac OS X. All devices, their installed applications and settings

can be managed through a centralized management portal. Separate servers or a VPN connection are not needed which simplifies the use of Azure. Depending on the needs of the customer, the service can be offered as a white label service so the partner can modify it to be more suitable for their use. (Riihi Device Management from Azure Palvelukuvaus 2018, 1-16.)



Image 1 Riihi DMA (Riihisoft 2018.)

The end user is required to have either Microsoft Intune or Microsoft Enterprise Mobility + Security licenses in order to gain access to the service environment. These licenses can be acquired by the service provider (Riihisoft) or by a reseller of Microsoft cloud computing services. Nowadays in many Microsoft license packages Intune is included. The user should also install Office 365 tenant among other licenses. The billing of the service is done by the service provider according to the agreed contract monthly after. The prices that are based on the amount of users are counted in the end of each calendar month. (Riihi Device Management from Azure Palvelukuvaus 2018, 1-16.)

Riihi DMA is based on Microsoft Intune cloud computing service so therefore Riihi DMA contains Intune functions. Those functions include for example, the management of devices operating system updates, settings, and antivirus status, monitoring and reporting. The end user can use Intune in the desired extent. The surveillance of alerts and errors from Intune portal are mainly in the responsibility of the end user. The end user should also do the required actions for fixing problems if they occur. If there are some issues that have to do with the service itself then it is the service provider who is responsible for fixing them. (Riihi Device Management from Azure Palvelukuvaus 2018, 1-16.)

The deployment process for Riihi DMA is fast and easy. At first the new partner gives information via Riihi DMA Configurator portal. That information consists of everything that

the partner wants the cloud to include. At this point the user determines for example the already existing search engines, the Office products and much more. When that information is provided the service provider can offer them when the service is put to use. The partner needs to have some licenses already before Riihi DMA can be deployed. Those are Enterprise Mobility and Security licenses as already mentioned above.

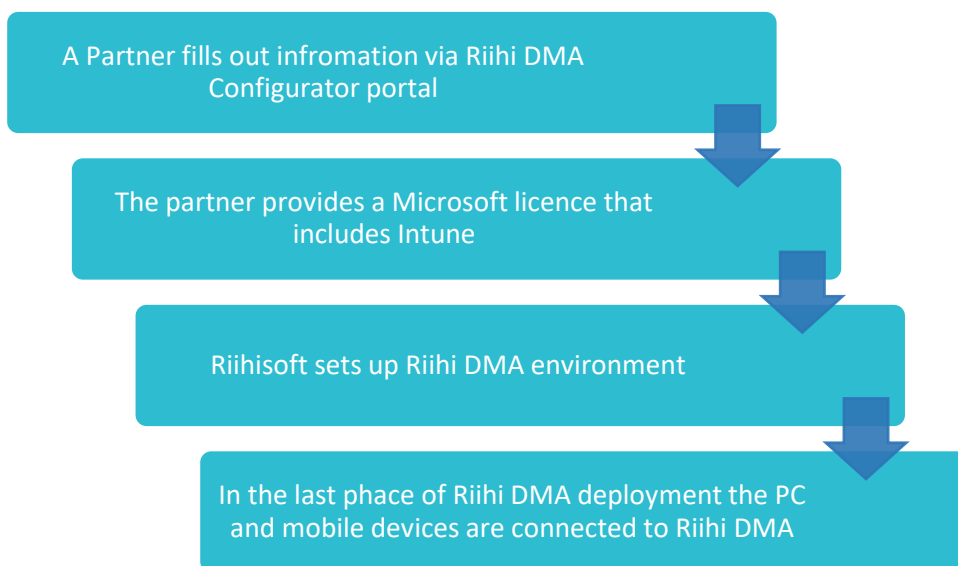


Figure 7 The process of Riihi DMA deployment (Riihi Device Management from Azure Palvelukuvaus 2018, 1-16)

After these stages Riihisoft sets up the Riihi DMA environment that will from now on be the service to manage the decided devices in the partner or customer organization. In the last stage of Riihi DMA deployment the computers and mobile devices are connected to Riihi DMA. (Riihi Device Management from Azure Palvelukuvaus 2018, 1-16)

3.2.1 Riihi DMA Manager

All devices, their installed applications and settings can be managed through a centralized management portal called Riihi DMA Manager. The portal is used for managing multi tenants that stand for several client environments. Even though Riihi DMA is based on Microsoft cloud computing technologies such as Intune the possibility of managing multi tenants does not exist in the service natively. Those users who only operate by using Microsoft Intune have to manage customers one by one. Riihi DMA Manager enables updating all software for customers from one place. (Interviewee 1 2018.)

With the help of Riihi DMA Manager valuable report data can be received along with important statistics. Using Manager saves time and it simplifies the client environment device management. (Riihisoft 2018.)

3.2.2 Riihi DMA Engine

Riihi DMA Engine is an Intune expansion created by Riihisoft. Riihi DMA Engine can make intelligent packages led by XML parameters. Those intelligent packages are divided to Windows workstations and they work in every Windows 10 workstation. The packages are tested, standardized and productized. Riihi DMA Engine packages manage those software updates and installations that are desired. The packages keep a precise log information. All the intelligent packages are customized to the customer according to the Riihi DMA Engine format. (Riihi Device Management from Azure Palvelukuvaus 2018, 1-16.)

The amount of Riihi DMA Engine standard packages included in the service will increase when the service provider builds general use packages for the use of clients and resellers. If the customer or the reseller decides to end the use of Riihi DMA it is the responsibility of the customer or the reseller to delete all Riihi DMA service components from the clients Microsoft ecosystem. The service provider will no longer deliver new packages for the client after ending the usage of the service. (Riihi Device Management from Azure Palvelukuvaus 2018, 1-16.)

3.2.3 Service Request

Riihi Service Request is an application created to Microsoft workstation that the customer may use to send a service request to a chosen email address. There can be several email addresses where the request can be sent to and those addresses can be edited. The urgency of the matter can be specified when creating a request. The request works as an remote access to the service provider. (Riihi Device Management from Azure Palvelukuvaus 2018, 1-16.)

Service Request

riihisoft

Riihisoft is a business wise and capable partner. We'll help reap the benefits that digitization offers. We design and implement the most suitable and customized professional software solutions and other ICT services for your business.

www.riihisoft.fi

Phone number: +358 10 504 9530

Email address: support@riihisoft.fi

Short description of problem:

Not urgent
 Normal
 Urgent
 Information

Send Cancel

Image 2 Service request for Riihi DMA (Riihisoft 2018)

The service request can be branded for partner company use. This choice is made especially for those companies that use Riihi DMA with white label service concept. The application works as an effective tool for serving the end user and helping with questions and problems very quickly and effortlessly. The end user doesn't have to wonder where to turn to in case of needing some assistance. (Riihi Device Management from Azure Palvelukuvaus 2018, 1-16.)

The availability for the service is mainly online and it can be accessed through contacting Riihisoft by choosing one of their contact information in their website. The service is already developed so far that the service is also available through various partners that the company has gained through the years of operation. The partners may use the service like it is without any changes to its appearance. Some use white labeling which means that organizations have customized the service for their use and will further customize it to the customer if needed. The partners can in accordance of the white label service concept price the service as they like and also rename it.

3.3 Digital marketing in Riihisoft

Digitalization is the biggest motor for Finnish companies both for existing business and creating new business (Suvanto, Villeneuve & Pihlaja 2018, 20). Digital marketing is marketing products or services using digital technologies and channels to reach customers. Aiming in using different methods and channels may increase the performance of marketing activities. (Financial Times Lexicon 2018.) According to this definition Riihisoft uses their own website and social media to promote their services digitally. The most important channels for Riihisoft are Facebook, LinkedIn, Twitter, Ite wiki and YouTube. Riihisoft up-

dates these channels quite often and the content is suitable and converging for their business. The content mostly includes information about the actions taking place in the company. Along with informing the targeted audience about the happenings in the company also information about the company's business and service is provided.

However a systematic and strategic marketing and communication plan for the long term is missing. The importance in marketing planning is resulted from the access that the customers have in the modern society to better information about products and services. It creates a huge amount of choices for the customers. The access of internet makes it possible for people to buy services and products from all over the world and they are less dependent of certain service or product providers. In result the customers also have higher expectations for quality for those products and services they want to consume.

Service marketing

When talking about services Isohookana (2011, 65.) refers to those commodities that are intangible and can't be touched. In Finland the consumption of services as commodities has generalized and grown steadily along with the growth of the standard of living. Nowadays many offered products also include services. The competition amongst products and services is ongoing and a combination of them both might create an edge in the markets.

The basic service package consists of three components which are the main service, assistive services and supporting services. Assistive services help the user to use the main service. The more the service has assisting and supporting services the higher the importance and the role of communication gets. (Grönroos 2009, 224, 424.)

When defining the main service the service idea should be put in to the center. It should define how all different kinds of offered services are used and how they are made available. It is also crucial to develop interaction situations and to get the customers take part in the process. Communication is a crucial part in the service idea and so is getting the customers involved in the service process. (Grönroos 2009, 225-226.)

In Riihisoft the main service is Riihi DMA and the supporting services around it are Microsoft Intune, Office 365 and Azure. The assisting service is the Riihi Service Request that works as the communication channel between the customer and the service provider. (Riihi Device Management from Azure Palvelukuvaus 2018, 1-16.)

3.4 Social media marketing

Social media has become a mainstay in our lives and the media we consume every day (Treadaway & Smith 2012, 17). Providing value to connections is a key to business success in social media (Bodnar & Cohen 2012, 102). Marketeers use modern digital channels to approach customers, some with a more value-driven agenda. Concentrating in generating value is crucial because the advances in technology have changed the consumers. The modern consumers are connected to each other interactively as individuals and as groups that the advanced technology enables in ways unforeseen. (Kotler & al. 2010, 4-7.) Social media is enabling mass communication that allows users to create and share content or participate in social networking (Hintikka 2018).

Social media marketing is a set of marketing tools that integrate with existing marketing strategies that guide a marketer to work smarter. When social media marketing succeeds it can reduce marketing expenses, generate leads and provide ROI, return of investment, which is measurable. (Bodnar & Cohen 2012, 102.)

Top social media platforms in Finland are Facebook, YouTube, WhatsApp, Twitter, Suomi24 and Instagram (Reuters Institute Digital News Report 2018.) The most popular social media platforms amongst people in Finland that are also used for messaging are WhatsApp, Facebook, Instagram, LinkedIn, Snapchat and Twitter in the order mentioned. (Kallunki 2018). YouTube is one of the most popular social media channels especially amongst the young age group in Finland. The channel shares a lot of video content but it is not used as much for messaging as Facebook and WhatsApp are for example. (Mikrobitti 2017.)

3.4.1 Social media channels

In social media it is important to post and interact frequently. One solution for getting more activity in the social media channels is empowering the employees to post about the brand in their own channels. Also making policies such as sharing the brand posts in own social media channels after they've been posted gives much more visibility to them. (Mirza 2018.)

For Riihisoft the digital marketing through social media platforms is very important and they use frequently channels such as Twitter, LinkedIn and Facebook. At this point YouTube is not yet a much used channel but it will be a channel that will get more focus in the future.

Facebook

Facebook was originally a social network site created for college students in the year 2004 and it was founded by Mark Zuckerberg. With Facebook any individual can create a profile and communicate with other people. Facebook was released for the general public at 2006. (Ellison, Steinfield & Lampe 2007) Today Facebook is a worldwide network where both people and companies can operate (Kirkpatrick 2010, 15.) According to Facebook, the site has 1.49 billion daily active users and 2.27 billion monthly active users on average (Newsroom 2018.) The numbers vary but an approximation of Finnish Facebook users is around 2.8 million (Pönkä 2018.)

Facebook is a platform where users that consist of normal people share content about their everyday life with their friends, family and acquaintances. This means that usually people using Facebook are private people. As a mass media it is not targeted to anything specific. It is up to a marketer to decide what group to target the advertising to. As a marketing channel, Facebook is a good option amongst others if a marketer needs the platform to keep contact to the represented company's buyers. If the customers are not easily outreached without Facebook, then naturally the importance of that channel increases. A marketer should be aware that Facebook marketing is done independently including the design and implementation and that Facebook works more as a marketing tool instead of an inclusive solution for marketing. (Juslén 2012.)

Riihisoft has 168 likes and 165 followers on Facebook. The company has posted on Facebook since 2011 and the content is mainly focused on the industry, company news and recruiting. The company's activity in posting has increased over the years and nowadays they post almost every week.

LinkedIn

LinkedIn is the biggest professional network in the world with over 562 million users in over 196 countries. The company was founded in 2002 by Reid Hoffman and was officially launched in the year after. The company earns by membership subscriptions, advertising sales and recruitment solutions. (LinkedIn 2018.) LinkedIn is a social networking platform that allows people to connect, engage, and do business with other professionals. LinkedIn makes the relationships of a business network visible and gives the tools for connecting with them. The platform is clearly a business network where people interact with other businesspeople. People look for jobs, clients, vendors, employees, contacts and other business related networking opportunities. Users can choose to use the free membership or a paid one that makes searching easier. (von Rosen 2012, 4-8.)

LinkedIn is a platform for business people and the shared content should be business focused. Many users connect their Twitter to a LinkedIn profile to get more updates to their LinkedIn. In LinkedIn it is recommendable to add familiar connections to the business network. If the network consists of many random connections the network is not as strong and beneficial as it could be. However, if the personal network consists of a group of familiar people to the user who share a common interest towards the same industry, that is a powerful way to drive business. (Bodnar & Cohen 2012, 102.) In LinkedIn users can also join groups of professionals from the same industry that share similar insights, experiences and interests (LinkedIn 2018).

Building the personal brand image is a way to differentiate. LinkedIn is a social media platform that offers a great place to introduce the company and share content. It is also important to interact with others in LinkedIn for example by commenting on posts that are interesting. For marketing it is quite essential to follow the same industry as the company operates in and which a marketer represents. LinkedIn can also be used for reaching out to potential partners. Those partners can be found by using the search tool in LinkedIn. (Mirza 2018.)

Riihisoft has posted on LinkedIn for a year now. The posts are business related and the channel has been quite active the whole time it has existed. Riihisoft has 93 followers in the page and all the general important information concerning the company can be found in the description.

Twitter

Twitter is a platform that allows real time sharing of thoughts, information, links and so on with the Web at large. It enables Twitter users to communicate directly, privately and publicly with others. Twitter was founded in 2006 by a software engineer named Jack Dorsey who wanted to create a platform that was simple to use and where it would be easy to share what his friends were doing at any given time. The way to keep the platform simple and easy was to limit the amount of characters that the users could use to communicate with each other. The communication in Twitter today should be summarized in 280 characters which was recently increased from 140 characters. In Twitter the posts are called tweets because they're short and also name is related to the short chirp of a bird. (Thomas 2010.) It is estimated that in Finland there are over 400 000 users in Twitter and approximately 150 000 of them tweets every month. In Finland Twitter has a unique position as an social media channel because it attracts business executives, politicians, experts and other high-rank officials who have there a strong collective network. This makes the

platform quite significant in Finland regardless of its small size compared to other channels. (Reinikainen 2017.)

As a marketing tool Twitter is beneficial for businesses of all sizes. Twitter makes it possible for customers and prospects to see the actual people who work for companies. By using Twitter as a marketing tool for launching a service or driving more traffic to their website, entrepreneurs can save a lot of money. (Thomases 2010.) Twitter advertising is especially suitable for companies that wish to reach the forerunners and awake discussion. However the advertising in the platform is most beneficial if the advertising company is active in Twitter and elsewhere in social media. (Vähä-Ruka 2016.)

When advertising in Twitter a marketer can achieve more potential customers and more followers. A marketer has to choose a target audience according to interests, location, gender, device and by users that are familiar to the already existing followers. The advertising can include carefully allocated text, images, videos and links. Marketeers can also define their marketing budget in the service and only pay for what is working for example pay by click. (Twitter 2018.)

The Twitter account for Riihisoft has been active from the year 2011. Riihisoft has 147 tweets and they have 43 followers. The company posts on Twitter quite frequently and the content is focused on the things occurring in Riihisoft and on news that have to do with the IT field. (Twitter Riihisoft 2018.)

YouTube

YouTube is an online video giant created by three former PayPal employees who officially launched the site in December 2005 (Miller 2011, 11). The site has over 1,1 million users in Finland and 1.8 billion monthly logged-in users around the world. YouTube is viewed daily for over one billion hours and the average mobile viewing session is in average 60 minutes. (YouTube 2018.)

YouTube as a social media channel reaches a huge amount of users if it is done correctly. It is also a very cost-effective channel because it doesn't demand a big investment to get the content for a worldwide audience fast. (YouTube 2018.)

Videos are a powerful way for attracting viewers. It can be seen all over the social media platforms that videos are highly popular for marketing. The videos do not have to be long but they should be engaging to the audience. The audience could be interested for example in customer recommendations, stories or business advice. The video should be clear and short. (Mirza 2018.)

Riihisoft created their own YouTube page during the year 2018. The one existing video uploaded in Riihisoft YouTube channel has 250 views and a few upvotes. (YouTube Riihisoft 2018.)

3.4.2 Other channels

Social media channels are not the only ones that Riihisoft uses. The company has professional homepages and they've also created company profiles in the internet to websites that help users to find different service or product providers.

Riihisoft website is an important channel for the company where they can tell about their services, about the people who work there and about their values. The website updated its visual appearance in 2016 and made their website more user friendly. The website aims to inform the viewer fast about the company, their services and where they operate. The visual appearance aims at making the page simple to navigate in and easy to find the right content. The website gains new traffic everyday mostly because it has good quality content and contains the information as what is right to expect by their keywords and abstracts used in search engines. (Riihisoft 2018.)

The website would benefit a lot from having a blog section where the company could tell more about the changes taking place in the industry and also about the services they offer. The readers could get valuable information from a blog that has up to date information about cloud computing services and things occurring in the IT.

SEO

Search engine optimization, SEO, means getting traffic to a website through organic search results on search engines. Organic means that the searches are done "freely" and the user lands on the page because it matches their query that they typed in the chosen search engine. (SEO Land 2018.)

Google search engine is the most used search engine in the world. It is a technologically meditated economy of conversation between those who search for products, services and information and those who provide it. (Enge, Spencer, Stricchiola & Fishkin 2012, 17.)

Google holds the biggest market share that is 92.74% and in Finland 97.42%. The search engine processes over 3.5 billion searches per day and 1.2 trillion searches per year. (Statcounter 2018.) Any web page is advised to be optimized for its users one of which is a search engine. The search engine helps other users find suitable content matching their queries. SEO is helping the search engines to understand and present content. To help Google find certain pages it is preferable to crawl them. The crawling is done by a Google

crawling bot that can also be called the Google spider. Crawling pages and indexing work affects websites ranking on SERP. SERP means the Search Engine Result Page that opens after a user types a query in Google. This is one of the basic things to do. (SEO Starter Guide 2018, 26-27)

The content that the website contains should according to the SEO Starter Guide (2018) be carefully compiled and thorough. When considering titles and snippets for the website the focus should be on them being informative and interesting. The meta description tag is advised to be at least the length that is shown in the search. Different headings help highlighting important text so that it stands out from the whole is useful for the viewer. Also creating breadcrumb lists makes it more clear to the user how to navigate on the site. Considering the best user experience when adding navigational sites is good to keep in mind. The more complex the sites becomes the harder it is for the user to find the right content easy and fast.

The SEO that Riihisoft should focus on is creating a more search engine friendly website. Having a blog section in the website is one way of creating a logical place for content that can and should be optimized so that users can find it. When the blog section is created, content that matches the IT field and the company's' provided services can be created. The content should include a good amount of keywords that are essential for the content and the target audience. When planning the content, the writer should do research on discussed and up to date subjects. If possible, the website could increase the content in different languages to provide the content to even more viewers and search engine queries.

For Riihisoft it is also important to focus on their meta descriptions that are the HTML attributes. Those can be seen when doing a search query in some chosen search engine. The meta texts summarizes the contents of the web page and it should be thought carefully. The meta text should be compelling so that the user who did the query gets interested of the page. (Moz 2018.)

Ite wiki

Ite wiki is a website where companies in the IT-field and software field can make a profile about themselves as providers of different services related to digitalization. From the website other companies can compare different service providers and find information about them. Ite wiki is a free service and marketplace where over 1600 leading software providers in Finland can be found. Customers in Ite wiki can choose to have either a free profile or a premium one. Premium profiles can be selected for under 100 employees or over and

the customer with the premium profile pays for the profile for 6 months or one year in advance. (Ite wiki 2018.) The profile that Riihisoft has in Ite wiki will be analyzed later in the thesis as a part of the company's competitor analysis.

3.5 Target audience and their customer value

Target audience and target group means the demographic of people that are most likely interested in a company's products or services (Lake 2018). Those individuals and groups that have been identified and that are believed to have direct or indirect influence towards the company's profit are also seen as a target audience. They are the ones who will receive and share communication. (Vierula 2014, 55.)

The target audience for Riihisoft is middle and large-sized companies. Those middle and large-sized companies can be called partners or clients. (Interviewee 2 2018.) Companies aim in building a functioning network that benefits all sides and which especially benefits the entity. A partnership network is the deepest form of cooperation where the aim is a long term cooperation and partners become a part of each other's business activities. (Bergström & Leppänen 2015, 80.)

Even if the focus is in larger groups the finding of new customers should not pass on the mentality of large target audiences to the potential customer. The potential customers should feel that they are targeted as individuals who are important to the company and who the company wants to serve. The customer shouldn't get the feeling that they are targeted and outreached by an organization because a company wishes to exploit them for their own benefit. (Todor 2016, 1-6.)

For Riihi DMA the most important target audience are those partners who either buy and provide the service for their own corporate use or to some other organization. The partners can use the service with a white label principle which means that they can customize the service to suit better to their organization. White labeling can be applied in certain parts of the service. The end user for Riihi DMA is the person who operates inside an organization and uses those devices that are managed by Riihi DMA. (Interviewee 1 2018.)

Riihisoft operates as a Microsoft partner with a silver partnership (Interviewee 1 2018). Microsoft offers a partnership network for companies who wish to gain solutions, support and services from Microsoft. The basic membership for Microsoft offers a network for free training concerning technology, sales and marketing. From the basic membership a member can get resources for developing business. The three existing levels are basic partner, silver and gold partnership. (Microsoft 2018.) The different levels for partners depend on

the customers, certifications and the amount of employees they have. Riihisoft is a silver partner for Microsoft. (Interviewee 1 2018).

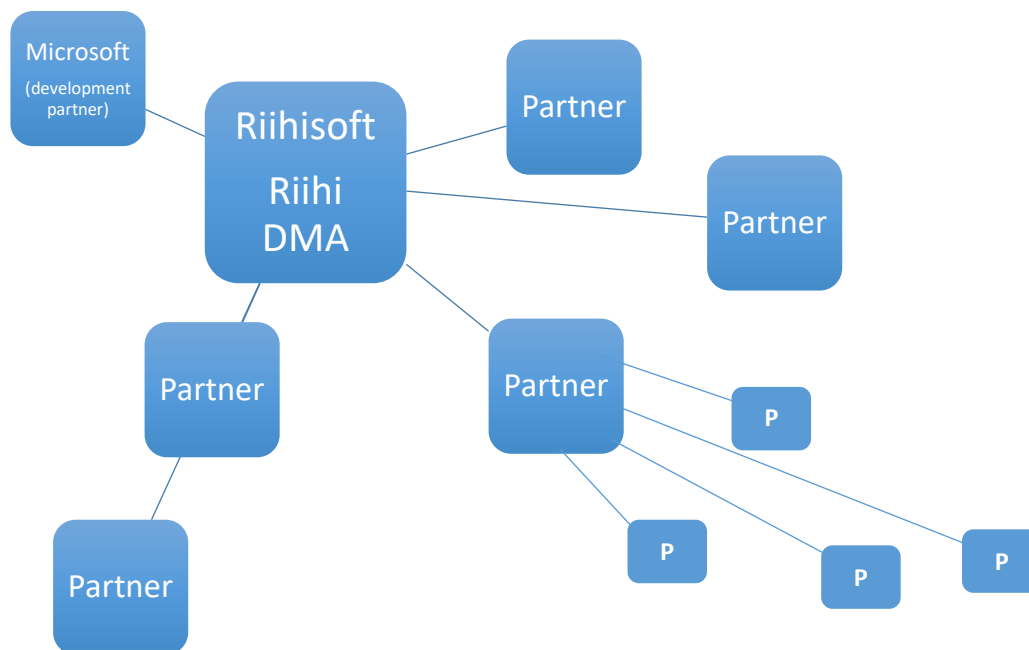


Figure 8 The target audience for Riihi DMA

The figure above represents a network of partners for Riihisoft and Riihi DMA. The target audience consists of partners that use the service differently, so the partnerships are not all alike compared to each other. Some partners purchase the service for their organization and provide it to their employees who use Riihi DMA in their devices. Other partners buy the service and operate as retailers for it providing the service to their partners with a white labeling concept or without it.

The most important customerships that should be invested in are the partnerships the company has. The company is targeting those specific customerships that it is focused on and considering most important. Partnerships have proven out to be the most beneficial customerships in the long run. The positioning for the company means distinguishing the company in the customers minds from the competitors. It is done in the company by offering quality services. The price for the service that the company decided not to publish, like many of their competitors didn't do either, is not at this point a strategical aspect used in marketing.

Creating customer value

To the dramatically changing marketing environment of today companies must make different strategies for delivering their value propositions to their customers. Value from the customer's perspective means an exchange of received benefit and a sacrifice for getting

it. Customer value proposition on the other hand means a service or a product related statement that defines the reasons for a customer to buy a commodity. If a company succeeds in designing and delivering value to customers better than their competitors, they might create a competitive advantage for themselves in the markets. The company must focus highly on putting the customer to the center of their actions. This mindset must be the agenda of everyone working for the company. (McFarlane 2013.)

Creating superior customer value demands the company to ask themselves what their customers really want and value. This is because the customers define the value. The company must exceed the customers' expectations and offer outstanding value and, in that way, create those regular customers who continue to buy the company's products. (Weinstein 2012, 3.)

Marketing has evolved as technology and business in the modern day to answer the needs of the customers. Philip Kotler uses a term Marketing 3.0. that characterizes the value-driven era we are in. Marketing 2.0 was the consumer-oriented era and the product-centric era is called Marketing 1.0. Marketing that focuses on products and customers are no longer enough and therefore the Marketing 3.0. emerged. The main features for Marketing 3.0. are collaboration, globalization and creativity. Customers want companies to offer them products and services that also provides solutions for their anxieties. The solutions should also take in account social, economic and environmental justice in the aspect of a globalized world. (Kotler, Kartajaya & Setiawan 2010, 4-7.)

Marketing 3.0. requires also evolved ways of approaching the customers. They need to be reached out to as human beings acknowledging their minds, hearts and spirits. This means that even though the objective remains the same – satisfying the customer, the company has to have a bigger mission to the society and to the world. This also includes having visions and values that fit the ones of the customers. This type of marketing is complementing emotional marketing with human spirit marketing. Marketing 3.0. is relevant because it pays attention to the changing globalized world and its issues. (Kotler & al. 2010, 4-7.)

Riihisoft offers its customers value by creating services that work as seamlessly and effectively as possible. The aim is that the end user can just start working from the moment they get to their workstation and open their device that is connected to Riihi DMA cloud. The services are based on Microsoft technologies because many users already use Microsoft services, and another is easy to integrate in an already existing environment. Riihisoft has also created a service request application into their service. The application enables fast support to a user for Riihi DMA to whatever matter that concerns the service.

Another value creating aspect in Riihi DMA is that the service has been created to serve as a turnkey solution for the end user. This has been an important factor when developing the service. The users may have to put a lot of effort in managing their devices in organizations if they are using services that only offer solutions for separate issues. Riihi DMA is an entity that enables device management from one place and can be directly added in the Microsoft cloud ecosystem. (Interviewee 1 2018.)

Riihisoft offers their customers flexible service that can be carried out in their own office or in the customers business place depending on the situation. In this way client cases can be dealt with faster and the customers' needs are well considered. (Interviewee 1 2018.)

3.6 Micro and macro analysis for Riihisoft

Riihi DMA is a Microsoft cloud computing (Office 365, Azure, Intune) based service concept. Riihisoft offers web services and they are specialized in Microsoft based technologies. As Riihisoft can be seen as a supplier for Microsoft technology based services they are dependent on Microsoft and their updates in software so that the service can be kept up to date. Riihisoft doesn't have suppliers in the traditional sense of goods because the services they offer are intangible commodities.

Reselling is essential for Riihisoft because they cooperate with their partners by providing them services that the partners can either use themselves or offer forward. Their success in that endeavor benefits Riihisoft significantly.

For Riihi DMA the most essential customers are the partners who either operate as resellers for Riihi DMA to their own customers or they use the service in their own organization for their own needs (Interviewee 1 2018). The reasons the partners have for choosing Riihi DMA are indeed essential for Riihisoft and their business. The marketing has to be planned in a way that it reaches the possible partner organizations in the right way.

There are plenty of competitors in the market offering software solutions and device management. Riihi DMA as a service has an edge in the market because it differs from the usual software solutions as being a turnkey solution. (Interviewee 2 2018.)

There are countless different cloud computing services offered by a myriad of different companies in the market. The cloud computing services differ from each other a lot even though it is sometimes challenging to tell them apart. The whole content of the licenses are not always thoroughly explained and that's why it often requires some time to tell some services apart when getting to know them. Riihi DMA is an unique service because it offers a turnkey solution instead of a license. It automatizes harnessing devices and

other workstations. It manages the life cycle by utilizing the possibilities offered by Azure/Intune. Most of the competitors or other service providers offer solutions that differ from Riihi DMA by their entity. While Riihi DMA offers a solution that exists in the Microsoft ecosystem the competitors mostly offer solutions that are separate services from Microsoft and has to be dealt as two different entities. Riihi DMA works seamlessly as a part of the Microsoft services in the ecosystem. (Interviewee 1 2018.)

The biggest benefit of the service comes to organizations of medium or large size. That is the reason they are regarded as partners and clients. Riihi DMA is different by the technology they have combined but they still exist in the market as one alternative of other cloud computing device management services. (Interviewee 2 2018.)

PESTEL analysis for Riihisoft

When considering the PESTEL in practice for Riihisoft there are many important things to consider in the macro environment. For political factors in Finland Riihisoft can expect to encounter a politically stable environment where the changes in fiscal policy is important to keep track on. The economic situation has been improving for several years now from 2008 when the economy plummeted. The global IT spending is expected to grow 3.2% which means that it could reach 3.8 trillion dollars in year 2019. (Gartner 2018.) This is good news for the industry where Riihisoft operates.

The socio-cultural aspect of the macro environment includes the customers that for now seem to value advanced web solutions. One alarming development is occurring which is the aging of the working age population in Finland. This might have an effect on the number of customers and the amount of companies in the Finnish market in the future. Following the technological developments and changes are essential for Riihisoft because their services value is hugely based on their providing of up to date solutions. The company has to closely monitor the industry because the competitors might be developing a technology that could change the market. There are many examples of new technology replacing older technology that the market leader did not see coming at the time. (Kotler & Armstrong 2014.) The collected data security issues have been in the public eye for a while now because people are concerned about their data safety. Companies that collect data in general need to be very careful with it.

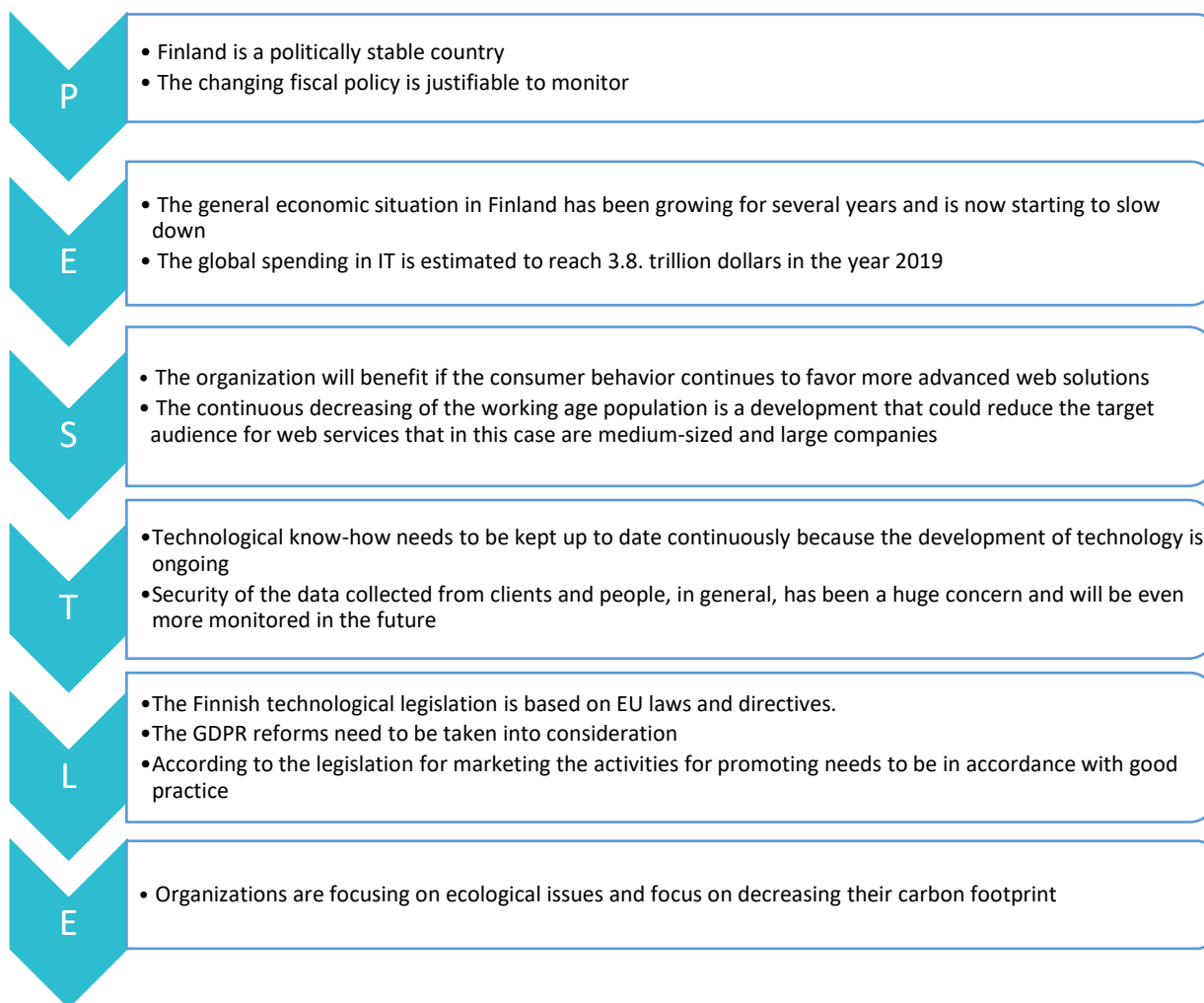


Figure 9 A PESTEL analysis for Riihisoft which gives insight in the macro environment

The legal aspects that Riihisoft should consider are the EU laws and directives because the Finnish technological legislation is based on them. The GDPR that has to do with the data protection that was mentioned earlier is important to be aware of. The general good practices in marketing should be carried out for avoiding conflicts with the regulators. Nowadays companies should also be concerned about environmental issues because customers appreciate companies who are environmentally responsible. Riihisoft has supported nature preserving organizations from time to time during their business operations.

3.7 Competitor analysis

Competition in the IT field is ongoing, and the competitors are active (Interviewee 3 2018.) In the same field as Riihisoft there operates countless companies offering different kinds of IT solutions. Ite wiki is a website that offers a platform where companies can add their information and description of their business. The platform is meant for software companies, IT-service providers, web- and mobile developers and for those companies that are

experts at digitalization. Many of the listed companies on the website inform if they operate as Microsoft partners. According to this description it would be quite likely that many of the competitors for Riihisoft could be found from this site. (Ite wiki 2018.)

The table below shows that in all the different areas such as business process, the special expertise, technology and experience there are a lot of companies that work in the same line of business. The numbers in the parenthesis represent all the companies listed in the site who identify as working with that specific aspect of IT. The most important areas for Riihi DMA in the developed business process section are BI and reporting and product development. Their special expertise is in the areas of analytics, architecture, integrations, agile methods, software development, cloud computing and web development.

The most important technologies for Riihisoft are Microsoft and Azure in which Riihi DMA is based on. The experience from the field that the company has comes from professional services. All the fields mentioned above do attract a lot of companies that have created their own business in them. Riihisoft is certainly not alone in the market and for that reason the quality of their service needs to be exceptionally good.

Table 1 An extract to the introduction of Riihisoft in Ite wiki and the number of companies that operate in the same field offering similar services (Ite wiki Riihisoft 2018)

The business process to be developed	The sought after special expertise	Technology	Experience from the field
BI ja reporting (318)	Analytics (195)	Azure (79)	Professional services (716)
Product development and planning (507)	Architecture (227)	Microsoft (381)	Hotel, travelling and nutrition (247)
Marketing (408)	Big Data (226)	Open source (454)	IT (759)
Production (243)	Integrations (489)	Android (339)	Process industry (249)
Communications (369)	IoT (297)	iOS (286)	Health- and social services (307)
	Agile methods (382)	Windows Phone (111)	Manufacturing industry (471)
	Software development (594)	Angular (131)	
	Server and Capacity Services (167)	React (137)	
	Cloud computing / SaaS (573)	C# (104)	
	Content management(249)	JavaScript (206)	
	Web store solutions (277)	EPiServer (11)	
	Web development (480)	Desktop publishing CMS (209)	

Riihi DMA as a service differentiates from its rivals as being a turnkey solution instead of being a partial solution for a bigger entity (Interviewee 2 2018). That gives Riihi DMA an edge in the market and that should be highlighted. There are multiple companies in the IT field that offer similar services as Riihisoft and after a careful analysis seven most considerable companies have been listed as competitors. Those competitors are Aerion Solutions; VMware Workspace ONE, VMware AirWatch, Centro, N-able, Miradore, F-Secure and Chilit. (Interviewee 1 2018.)

1) Aerion Solutions, VMware Workspace ONE combines AirWatch device management and VMware Identity Manager by single sign in to Workspace ONE portal with the chosen device. The users get entry to all needed applications by the organization with the wanted level of information security. The company is focused on the Finnish market. According to Aerion solutions their special skills are the management and development of mobile services and cloud computing. Their specialty is internal mobile services and solutions for the employees of an organization. Aerion does the planning, technical implementation and maintenance in cloud computing. (Aerion 2018.) The company informs that their company size consists of 1-10 employees and they are located in Espoo (LinkedIn Aerion Solutions Oy 2018).

2) VMware AirWatch is the actual service that can be used as a white labeling service and be customized. VMware AirWatch offers a digital workspace, enterprise mobility management, unified endpoint management and IT security. Aerion Solutions is an example of a reseller that has customized VMware AirWatch for their organization with white labeling principle. (VMware 2018.) According to LinkedIn the company employs 1050 employees and their headquarters is located in Palo Alto California (LinkedIn VMware 2018).

3) Centero Software Manager CSM is a software manager that automatizes updates and offers security. The software manager cloud doesn't require an own server for the distribution of application updates. (Centero 2018.) In Its wiki Centero lists that their business process is information management and communication. Their specialties are IT-infra services, cloud computing, integrations and user management. They use same technologies as Riihi DMA does which are Microsoft, Windows and Azure. Alike Riihisoft the company also offers professional services and IT services. (Its wiki Centero 2018.) According to LinkedIn they employ 1-10 employees and locate in Jyväskylä (LinkedIn Centero Oy 2018).

4) SolarWinds N-able provides IT management, automation and managed service provider (MSP) business transformation solutions. The SolarWinds N-able product is remote monitoring and a management MSP Service Automation Platform. It helps MSPs standardize and automate the setup and delivery of IT services in aiming at scalability. The service also provides supporting services. (SolarWinds N-able 2018.) According to LinkedIn the company employs 51-200 employees and is located in Ottawa Ontario. (LinkedIn SolarWinds N-able 2018).

5) Miradore is specialized in integrations, IT-infra end-user services, software development, cloud computing services / SaaS, IT security, IT property- and mobile device man-

agement. The solutions they offer manage various workstations, payment terminals, servers, and mobile devices in many countries. The IT maintenance can even be fully automated and customers may get technical support from Miradore. The company uses similar technologies as Riihi DMA such as Microsoft and Windows including operating systems for Apple devices. (Miradore 2018.) According to LinkedIn and their company website the company employs 11-50 employees and their head office is located in Lappeenranta (LinkedIn Miradore 2018).

6) F-Secure management portal manages devices, offers IT security and surveillance. The IT security extends to computer protection, server security, client security and email security. The software is meant to update third parties' devices. It is part of IT security and that is why the security is included even though it is much about device management. It can be integrated in any security information and event management (SIEM) -solution and remote monitoring and management (RMM) -tool. These tools can be any third-party audit, management or reporting tools. (F-Secure management portal 2018.) F-Secure employs over 1001-5000 employees and they have over 20 offices around the world (LinkedIn F-secure Corporation 2018).

7) Chilit Oy offers various different IT services that include device management by cloud computing, IT security, supporting services, workstation services, automatization by outsourcing, device acquisition and license acquisitions. They've divided their services in three personalized categories for infra services, workstation services and software licensing services. Chilit employs 51-200 employees and locates in Malmi, Helsinki. (Chilit 2018.) The technologies the company uses according to Ite wiki are IBM, Microsoft and Oracle (Ite wiki Chilit 2018).

All the competitors offer IT services and device management by using different technologies. Many of them uses Microsoft technologies that gives their services similarities in comparison to Riihi DMA. None of the competitors offer a service that would be homogeneous to Riihi DMA by all aspects. This is a good thing because it is much harder to stand out of the competition if the offered service is the same as someone else's. Centero and F-Secure are examples of competitors who come close in the competition because they also have an existing device management similar to Riihi DMA.

The competitors vary in company size and some of them operate around the world. Companies such as Aerion solutions, VMware, Solar Winds N-able, Miradore and F-Secure operate all also abroad so they have customers from other markets. Although it is not always self-evident how the customers have been reached since those customerships may

have been gained in connection of a bigger client and they can be quite small customer-ships in the end (Interviewee 1 2018). In this way it is not so easy to compare these companies to Riihisoft because they are so different. The importance lies in the comparison of the offered services to each other.

The pricing for the services are not listed in this analysis because most of the companies have pricing that is always customized for the customer. The reason for customization is based on the needs of the customers. They might be single customers or large organizations that need different solutions for device management and for different devices. That's why it seemed unnecessary to report prices when only a few were available and even those were in fact only directional in nature.

Analyzing competitor's marketing activity in multiple channels

The competitors are also very active in marketing and communicating through different channels. Aerion Solutions uses mostly their blog for communicating with their target audience. The blog is updated quite frequently, almost monthly. The content is industry related and very informative. The company also writes about things that are occurring in the company. (Aerion 2018.) The company uses LinkedIn almost as frequently as it posts in the blog. The LinkedIn posts are also industry related and also contain sometimes news about the company. (LinkedIn Aerion Solutions Oy 2018). The Facebook and Twitter accounts seem quite abandoned since they haven't been updated in almost three years (Aerion 2018).

VMware AirWatch uses multiple channels for communicating and marketing. They have Twitter, LinkedIn, YouTube, Facebook and Google + account. The company is very active in Twitter because they post sometimes multiple posts in one day. The posts vary but the main theme is that they are very informative and up to date. VMware has a huge list of videos in their website and they seem to be posting something every week. (VMware 2018.) LinkedIn is also similarly very frequently updated, and the posts have the same aspects (LinkedIn VMware 2018). Facebook profile is as well taken care of as the rest of the channels. Google + account has many posts as well. It seems that whatever channel the company has chosen to use they have invested time and effort in it. In content, timing and length VMware is marketing systematically and uses different channels at the same time. (VMware 2018.)

Centero uses mainly Facebook, Twitter and LinkedIn as their channels. Centero is also active in their blog which they update often within a month. The content shared is diverse and informative. All the channels the company has informed to be using in their website

are often updated with informative and varying content. The company also has differentiated from their competitors by giving their services names from the orchestra that refers to a bigger entity that the services are a part of. The superman theme for referring to the IT professionals is different compared to the competitors. The channels that Centero uses have powerful visuals. (Centero 2018.)

SolarWinds N-able is systematic marketer because they update their digital marketing channels often. Those channels are Facebook, Twitter, LinkedIn, Google + and YouTube. The content, timing and length of the posts have been invested with time and thought. SolarWinds N-able updates their channels daily. The company also has a blog section that is frequently updated. (SolarWinds N-able 2018.)

Miradore uses Facebook, Twitter, YouTube and LinkedIn as their channels for digital marketing. They're all updated regularly, and the content is informative and specific to the IT field. A blog section could not be found from their website which is quite unusual not to have when comparing to the competitors. (Miradore 2018.)

F-Secure is one of the biggest service providers in the market and they use Facebook, Twitter, YouTube, LinkedIn and Google +. The company is big and appears to have resources for marketing. The social media channels are frequently updated with different kinds of content. (LinkedIn F-secure Corporation 2018.)

Chilit uses Twitter, LinkedIn and YouTube. The company has focused in three channels that they update often with informative content. It is a certain strategy to focus only to a few channels and keep them frequently updated. It could be due to limited resources for marketing that the company has sought that no other channels are as relevant as the chosen ones. Chilit also differentiates from its competitors by naming their services in a different way. The company doesn't have a blog but they have many customer references on their website. (Chilit 2018.)

The things that can be analyzed from the competitors marketing communication and actions is that it is crucial to choose the best channels for the marketing that reaches the right audience. The channels chosen should also be those that the company has resources for updating. If those resources are not found the channel can be left abandoned. In the worst-case scenario it will let down the expectations of an interested potential customer who was looking for value adding information. One positive thing that could be noticed when analyzing the channels was that if a company creates valuable and high-quality content it does attract followers that will look forward to more added content in the future.

SWOT analysis for Riihisoft

The SWOT analysis is usually presented in a form of a matrix. In the Riihi DMA SWOT analysis the internal strengths and weaknesses as well as the external opportunities and threats are assessed. As the marketing plan is created for a service by Riihisoft it is useful to evaluate these aspects mentioned above for Riihi DMA service instead of the Riihisoft company.

The matrix found below presents the internal strengths and weaknesses for Riihi DMA as well as the external opportunities and threats. One of the most important strengths for Riihi DMA is that it is a turnkey solution. It considers an entity in device management and gives value to the customer. Riihi DMA includes Intune as the cloud computing management solution and IT supporting services with integrated Azure as the data center. Everything for device management for the customers' needs can be included in the service. No other services are needed from external service providers. The other important aspect for Riihi DMA is the white labeling that the customers or partners for Riihisoft may utilize when using Riihi DMA. The service is much more compelling for a business when it can be modified for a specific organizations use. As Azure and Intune are both Microsoft based technologies they work seamlessly in the Microsoft ecosystem anywhere. The middle-sized and large companies usually already have Microsoft products so it is easy to include Azure. Riihisoft consists of highly skilled individuals for creating code for their software. This is very important because Riihisoft has been able to add smart packages to their services. Riihi DMA Configurator and Riihi DMA Manager that are all created and written code by Riihisoft. (Interviewee 1 2018.)

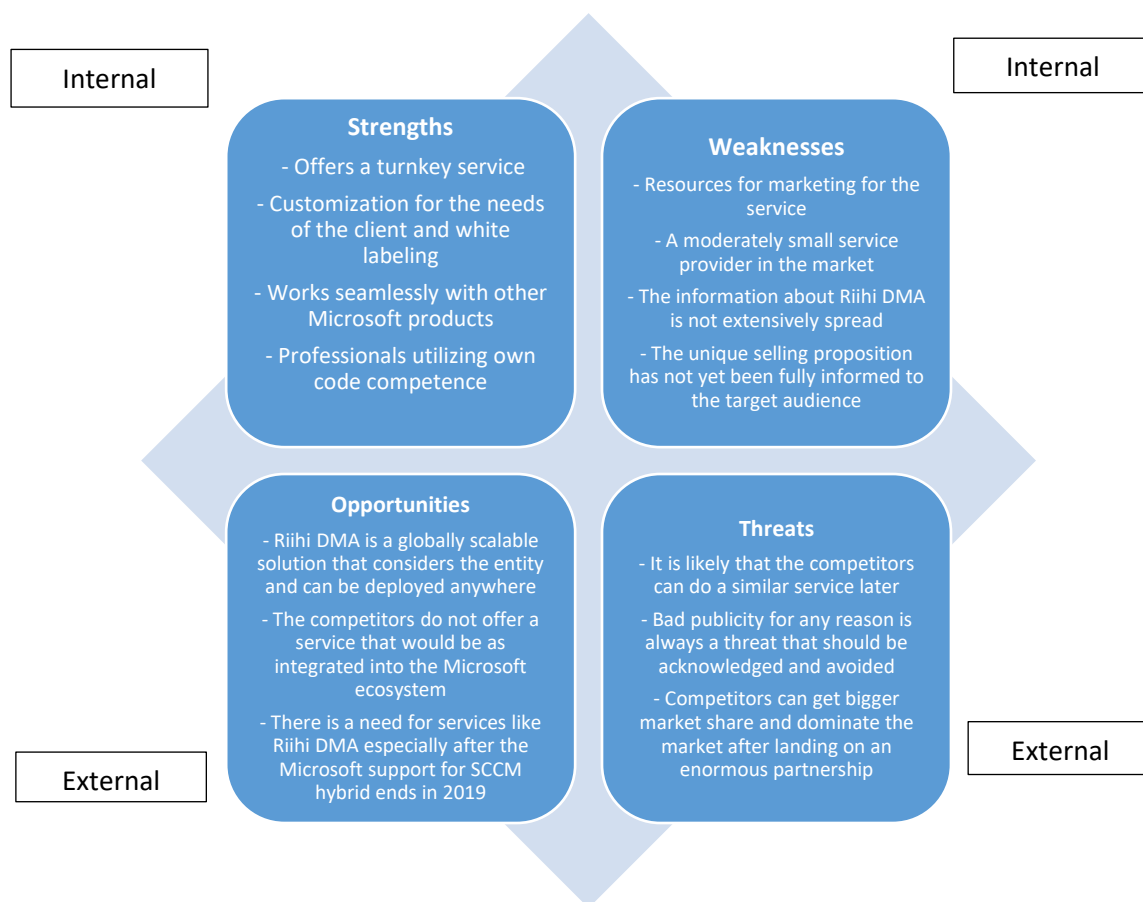


Figure 10 Riihi DMA SWOT analysis

The weaknesses for Riihi DMA are the resources that a moderately small service provider in the market can direct to their marketing efforts. This is something that the marketing plan must consider in planning efforts that are effective and realistic. A weakness for the service is at this point that it has not yet been marketed effectively and extensively. The more informed the target audience would be about the service the bigger the probability is for them acquiring it and also offering it to their partners. Riihi DMA could also utilize more their unique selling proposition which is the turnkey solution. This is what really differentiates them from their competitors. (Interviewee 2 2018.)

The opportunity for Riihi DMA is its scalability. The market holds a lot of potential for a service such as Riihi DMA because it can be deployed anywhere in the world where there is a Microsoft ecosystem. The solution has aspects to it that make it unique and different compared to other solutions in the market. Gaining more visibility for the service could get more partners interested in the service. Some of those partners might also operate abroad which would make it possible for Riihi DMA to prove the usefulness of its scalability. One of the great opportunities is the full integration and existence in the Microsoft ecosystem

that is not very common amongst the competitors at least for now. When it comes to new technology utilizing cloud computing services the companies in the market are not always aware of the benefits that those services might have. The organizations are often not aware of the most modern solutions and they might be using very out dated solutions. When informing through the right marketing channels in the correct way about the advantages companies could have by starting to use the service the welcome for this kind of service could be very positive. A good opportunity in helping out companies emerges after Microsoft ends their SCCM hybrid support in 2019. The reason for that decision is that Microsoft wants to guide the users towards using Azure and Intune. This is what Riihi DMA is providing a solution for. (Interviewee 1 2018.)

The threats for the service is the reproduction of the service by competitors. This threat can be managed to a certain point by developing the service so it can be kept up to date. Also by taking good care of all customer- and partnerships and by researching new emerging solutions are ways of risk management. The caretaking of all relationships the company has is quite important when considering the image. Bad publicity should always be avoided and that can be done by being a very professional service provider. Riihisoft doesn't suffer from issues concerning their image and it is important to keep the situation that way. One major threat is that some competitor gets a huge market share by landing on a large partnership with an enormous organization that operates worldwide. (Interviewee 1 2018.)

3.8 Objectives

It is time to set objectives for the marketing plan because the industry, the company's situation and the opportunities for the future of the company have been evaluated by using several models. In order set the essential objectives there are different tools to use for finding out the right ones for the company. As mentioned before the SOSTAC model uses the 5 S's objectives that stands for Sell, Serve, Sizzle, Speak and Save. They are to help covering different measures for setting, reviewing and controlling performance. This can eventually lead to a good marketing plan.

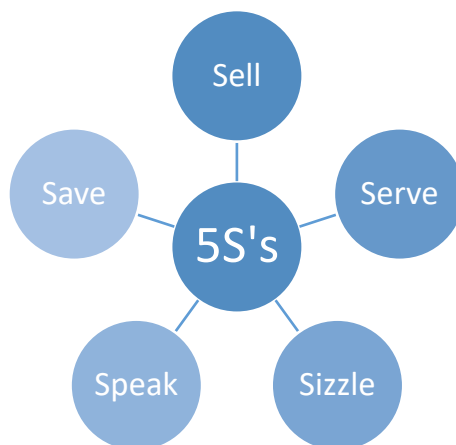


Figure 11 The 5S's for setting goals for digital marketing for Riihisoft

Selling: Riihisoft has multiple CTA:s on their website which stands for call to action. Those call to actions recommend the users different things such reading more information and scanning trough recent news in the company. (Riihisoft 2018). This aims in making the homepage very clear structured and easy to find information from. It is much easier for the potential client to do decisions towards the offered services when the information needed for the decision is easily available.

Serve: Riihisoft always ensures that the service providing is done in the most suitable and comfortable way to the customer. The employees are ready to travel to different client of-fices to help them get the service running if they prefer that instead of doing that remotely. Riihi DMA also has a service request application that the client may use if there is something they need assistance for. (Interviewee 1 2018.)

Sizzle: The sizzle for Riihisoft appears to be the measure of effort that the company is willing to put on their customer cases in order to succeeded in the most positive way. The company has made sure that the service they offer is a turnkey solution for device management. A greater sizzle could be communicated to the target audience by sharing more customer cases. Those customer cases should be shared trough those channels that reaches the right people.

Speak: For Riihisoft it would be essential to share information about their services and how they create value for their target audience. This can be done by creating useful content in the Riihisoft blog for example. The employees of Riihisoft could also speak through their company social media channels. This means that IT field related knowledge could be shared where it is being discussed. For example in LinkedIn those articles and posts that wake conversation a professionals opinion to a discussion could bring value to the readers of that content.

Save: Riihisoft might offer a deal if a customer or a partner is willing to purchase a large number of services. That amount can be measured for example by the number of devices that will be under the influence of the device management service. The prices for the services purchased are always done specifically for a certain client case so no exact numbers can be provided. In the future, if found useful, the company could make some public offers in their website regarding the prices of their services. At this point like for many of their competitors this haven't been urgent.

The SMART method for Riihisoft

The SMART method stands for Specific, Measurable, Actionable, Relevant and Time bound. For Riihisoft a very specific goal is to increase sales by getting more customers. That is the ultimate goal for the marketing efforts. That goal can be divided in smaller sub goals that can be more easily measured. Those sub goals in the smaller perspective are increasing the amount of leads for the service. Even that can be divided to smaller sub goals which are the content creation in the company channels that attract readers. Amongst those readers could be individuals of the target audience that the company specifically aims its marketing at.

Another very clear and specific goal for Riihisoft is to increase the number of partners in order to get the service out there for more customers. The focus is on finding long term partners that would benefit from the service a lot. When breaking that goal into smaller sub goals the marketing should aim at creating as much content with value as possible for the potential partners to getting them interested in the service. A big goal that lies in the background is the aim in landing on a very big partner that also operates abroad and has numerous partners themselves. In that way the service could use its scalability and get many new partners and clients from the large partner company. This is the long term goal and it is not the most relevant one at the moment because it can't be reached quickly.

A time bounding for certain goals can be made by the company. At this point it is hard to say how much effort can be put into marketing activities so it is also hard to tell the timing for the different goals to be achieved.

3.9 Tactics and action

The 4P model which was extended to 7P:s stand for product, price, promotion, place, physical evidence, people and partners. In the case of Riihisoft the place of product is taken by a service and it is always being developed. The new updates from Microsoft are always noted and new emerging technologies are being observed. When it comes to cloud computing services, they always have to be developed further because of the

changing nature of the IT field. As the aspect of price, Riihisoft uses monthly based subscription for their partners that consist of the devices in the management environment and the amount of services needed. (Interviewee 1 2018.) It could be possible that in the future when there is hopefully more partner companies and customers for Riihi DMA a pricing model can be created and used as a strategy for creating an edge in the market. The price is not the most important thing but it sure is very crucial to the customers when they decide what service to choose. At this point the customer gets to know the price of the service by query.

For promotion the company uses SEO for marketing their service by creating content that is valuable and interesting for the target audience. This content is posted in the blog that can be found from their company website. The company doesn't yet have paid marketing but that could be one way for adding the ways of promoting the service. Place is the aspect that includes the access and distribution for the commodity that a company offers. At this point it is naturally online where the partners and end users can use the service. The users for Riihi DMA can also use the service in their mobile devices. For physical evidence the homepage is a marketing tool that has been invested with a lot of time and effort in building it. It has a clear structure and it aims in giving the viewer high quality information as effortlessly as possible. The social media channels for the company are used for systematic branding through communication.

For the aspect of people if there are skill gaps considering of hiring new employees need to be evaluated. Riihisoft has been open for new recruits for a while now because the business is growing. When speaking of partners Riihisoft is very determined in seeking new partners for their business. It is not too hard to manage many partners at the same time when the process of deploying Riihi DMA is already done. After starting the process and getting the devices in an organization in to the Riihi DMA managing service it is mainly surveillance and updating that take most of the time. The service is very automated in the aspects of its functioning. Riihisoft seeks partners especially from medium and large-sized companies. (Interviewee 1 2018.)

4 THE MARKETING ACTION PLAN

Creating a marketing and communication plan for Riihi DMA was an objective for the thesis. A marketing action plan that summarizes the content of the marketing and communication plan was included in this thesis because it is short and easy to analyze. The whole marketing and communication plan is in the appendices of this thesis. The marketing content is supposed to inform the target audience of a service that would bring them a lot of benefit if they would chose to use it in their organization. The marketing activities should bring more visibility for the service Riihi DMA and in the long run create more partnerships that would increase the sales.

By gathering digital marketing related information from literature, the internet and interviews a thorough and reliable marketing plan has been created. The action plan in the thesis is a simplified version of the detailed marketing plan created for Riihisoft. The marketing action plan consist of different channels where the advised content should be posted during certain time periods. Updating all the channels frequently is important for keeping the channels up to date and the followers interested. The content in all channels should be supporting each other to strengthen the company image and support the professional image.

Most of the channels are planned to be updated quite often. The company is busy with IT operations so updating every second week the most important channels is something the company can carry out. All the posted material is such that suit the company image and style. All the posted material should consist of content that supports the image that Riihisoft wants to pass on to their target group. That is a professional service provider who offers a turnkey solution and great value for their partners and target audiences.

4.1 The channels chosen for marketing

The channels chosen for marketing are divided in two categories. One is social media and the other is referring to the other channels that are not be used for example for straight messaging. The main content shared in social media is posts about the news in the company and topical subjects from the industry.

Facebook	LinkedIn	Twitter	YouTube
<ul style="list-style-type: none"> •News in the company •Informing about new blog posts •Updates every second week 	<ul style="list-style-type: none"> •News and topical subjects related to IT •Informing about new blog posts •Updates every second week •LinkedIn also offers a possibility of adding content in form of articles 	<ul style="list-style-type: none"> •News and topical subjects related to IT •Informing about new blog posts •Commenting on field related discussions if an interesting one is found •Updates every second week 	<ul style="list-style-type: none"> •Videos related to the company and the offered services •3-4 videos in a year

Figure 12 The marketing action plan for social media channels

It is also highlighted that when posting to some channels for example in the company blog the company should inform the target audience about this occurrence. The information about a new blogpost in Facebook or LinkedIn might bring the post much more viewers than what it would have had in the first place.

The other channels used for marketing are homepage, a blog that exists in the homepage, a newsletter and networking events. These channels differ from each other but they have the same objective in the background. These channels are not as frequently updated as the social media channels are. The reason for this is the time spent for creating the content for these channels. It takes more effort to create a topical and SEO friendly blog post than to Tweet about a recent occurrence in the company.

Blog	Homepage	Newsletter	Networking
<ul style="list-style-type: none"> •Posts about the services and field related subjects •The posts also include SEO since the important keywords are added •Once in a month 	<ul style="list-style-type: none"> •Optimizing the page considering popular keywords •Keeping the page updated •Adding content in other languages •Posting once in a month 	<ul style="list-style-type: none"> •For partners, clients and those who ordered the newsletter •Content about the news in the company and a summary of the past year •Once or twice in a year 	<ul style="list-style-type: none"> •Networking events a few times a year •Events related to the IT-field for networking

Figure 13. The marketing action plan for other marketing channels

The blog posts are essential information providers for Riihi DMA and the IT industry. The homepage does contain information about the main service but the blog posts can give information that are associated with it and the industry. This is something that helps in strengthening the image of the service as being an up to date solution that is able to adjust in the changing environment and customer needs. The homepage is very important tool for informing the page visitors about all the important contact information and service details. The page should in general be always up to date but at least once in a month there should be a check that everything works the way it is intended to.

The newsletter is a marketing tool that targets those who are already aware of the company's services. The newsletters are meant to inform the partners and clients about the company's performance and why they should remain as partners in the future. This is also a way of showing the partners how valued they are in the company by remembering them from time to time.

The networking events are opportunities for finding new partners, ideas, opportunities and operators in the market. Attending networking events is a useful way of showing that the company is active and interested in what is happening around it. Networking events might also provide very useful information about the industry and competitors. It is sometimes hard to tell which events are the most useful for the company but if resources allow, there is not much harm in being more than less active.

The marketing action plan is designed to be carried out one year at a time. By following the recommendations for updates, posts and guidelines for the content the marketing efforts hopefully benefit the company in the future. It is always uncertain how well marketing will perform and what succeeds and what does not. Yet, all the channels chosen for marketing are designed to provide content that support each other. The most important objective is to gain visibility for the Riihi DMA service. And, by being active in marketing, hopefully sooner than later, that objective will be reached.

The detailed marketing plan includes the control of the marketing actions. For the company it is very useful to monitor the success of marketing by following the number of followers and shares of the posts published in their channels. This is one of the most clear KPI:s that can be evaluated.

5 RESEARCH METHODS AND VALIDITY

The research philosophy for the thesis was based on the assumption that the information needed would be best received from those who are the most familiar in the field and who have a lot of experience working in it. The research problem was that a systematical marketing plan was missing from a service called Riihi DMA, created by a company called Riihisoft. This research problem made the thesis a functional one because an actual marketing and communication plan would be created. The data for the plan was gathered and received from literature, websites and from the employees of the company. The employees provided the essential information about the service and the needs for the company that would help in creating the marketing plan. All the gathered information was analyzed and used to build a marketing and communication plan for Riihi DMA, for one whole year. A marketing action plan was presented in the thesis, in chapter four. This research relied on positivism as an objective approach because it relies on facts and quantitative data (Research Methodology 2018).

There are two types of data gathering methods, one is the primary and the other is the secondary. Primary data is such data that has not existed before and has not been published. Secondary data is that type of data that can be found from different sources such as journals, magazines, newspapers and etc. Collecting and analyzing both primary and secondary data is important for the validity of research. (Research Methodology 2018.) In the Riihi DMA case primary and secondary data was collected for analyzing essential information for creating a marketing and communication plan that would actually work for Riihisoft.

5.1 Interview

For this thesis the author conducted two different face-to-face interviews that both aimed in getting a better understanding of the current situation of the company and the competition in the field. The interviews seemed necessary because the information needed was not all available in the internet or in literature. The interviewees 1,2 and 3 were all employees of the company who are familiar with the field and the operators in the market. One of the most important things were that the employees were familiar with the company and its practices based on their own experiences working in the company. The first interview was semi-structured because the questions had a certain theme, but no form was given and used. The first interview was about the company, their service and about the situation in the market. This interview gave insight to what the company does in practice, what their aims are and what are the most important things to take into account in the operating.

Throughout the empirical part of the thesis the sources for the specific company's information are mentioned to be found out based on the interviews.

The second interview was clearly structured, and the open-ended questions were sent to the company employees beforehand. These questions were about marketing and competitors. Because these two topics were so different but essential for the thesis the author divided the questions in two parts. The point was that the company had time to prepare the answers by seeing the questions before the meeting that would take place after sending the questions. The questions were sent to the company and the answers can be found in the appendices section of the thesis. Some of the questions were quite large-scale so it was necessary to let the company prepare their answer for the face-to-face interview. In this way the interview gave more accurate answers because those answers could be given thought for a longer while. Both of the interviews gave much insight to the company's operations and to the market they operate in.

Throughout the whole thesis process several meetings in Skype has been organized between the company representatives and the thesis author. Those meetings have analyzed and followed the development of the process and they've also provided an opportunity to ask some questions and discuss the objectives of the thesis. The target company's involvement in the thesis process has been an important factor for the effectiveness in working and in gaining results that enabled the creation of a useful marketing plan.

5.2 Data Analysis

In the thesis the data was gathered through gathering information from the internet, literature and interviews. A lot of observing was made when doing research in the field related literature and a lot of sources were used to make sure that the thesis would be reliable. The interviews were semi-structured and clearly structured theme interviews for the employees in the company.

The thesis analyzed and observed the competitors for the service quite thoroughly. The competitors were analyzed as organizations by their offered services and by their digital marketing and communication activities. They were compared to Riihi DMA for finding out things that are essential to consider in the marketing plan and later in marketing. Through this it was easier to define the competitive advantage for the service.

The company's Google Analytics account was also used for supporting the statements for certain SEO focus points. GA showed that even with small optimization according to the SEO best practices the website could gain new traffic and visibility. The Google Analytics surveillance was started in October and carried out until December. This data is however

sensitive and is thus left out from the thesis and will only remain as information between the company and the thesis writer.

6 CONCLUSIONS AND RECOMMENDATIONS

The goal for the Riihi DMA marketing and communication plan was to create a systematic marketing and communication plan that would increase revenue, gain visibility for the service and get new partners for it in the long run. The research questions were closely connected to the marketing plan and therefore the mission for the plan was to provide solutions for those questions.

For Riihisoft it turned out to be beneficial and effective to focus on those marketing channels in social media that they already had. The reason for this was mainly that they're already active in updating them and with more focus on them in the long run some good results might be received. The company like many others have limited resources for marketing. Therefore it is useful to systematically update important channels with good content than to have a large number of new different channels but only a few of them being frequently updated. This was something that the competitor analysis brought up. If a company has multiple channels but only updates a few of them the not updated ones does not give a good impression and they do not strengthen the company image. The systematic updating even with only a few channels with quality content is more appealing to the target audience because a channel that is not taken care of is not an effective one. One of the objectives for the thesis was that the marketing plan should create more visibility for the service. A good tactic for this is the above mentioned systematic updating of the most important channels.

During the thesis process it became quite clear that a blog would be a very useful new channel to be used for marketing. Blog posts can offer a lot of value to the readers in the content they share. The blogposts are aimed at attracting those people that could be interested in the company services, but it is only positive if other users also benefit from the information shared on the site. The blog is a very good tool for delivering the company message and sharing information about the industry and those companies that operate in it. The blog section should not be too clearly concentrated in the product marketing because the content needs to be engaging. People have a sense of noticing if some content is merely created for promotion instead of offering the valuable information that they were after. The guideline for blog posting became the quality content with some good keywords added. With the help of those good keywords, people would find the right content they look for.

SEO is also an important part of Riihisoft marketing plan. Optimizing the content in the website and in the media posts the company can build a strong professional image in the long run. The well thought and value creating content supports a professional image and

that's why it is important to aim in creating such content. SEO is always a long process but once high quality content exists in the marketing channels and homepage with good keywords it doesn't stop creating value to the readers or to the creator. There might still be traffic from a post or an article after a while it was posted if it remains relevant for the users. This should be noticed and given thought when creating the content in the first place.

The importance of using videos to help marketing has also turned out to be essential. Just by looking at social media and the amount of videos posted is an indicator for the interest towards videos. Sharing content through short videos that bring quite quickly a lot of value for the viewer, can get a lot of views and visibility if they are done right. This is the reason why Riihisoft determined to focus more on their YouTube channel during the thesis writing process. The channel will gain more IT field related content in the future and it helps sharing information of the offered services in practice.

While researching the company Riihisoft and their Service Riihi DMA the service appeared to have many advantages that should be shared with the target audience. Those advantages were definitely the seamless integration and existence in the Microsoft ecosystem, white labeling, scalability and the turnkey solution service. The turnkey solution turned out to be the competitive advantage of the service and for that reason it should be strongly highlighted in the future in marketing. These advantages and strengths were discovered through interviews and data analysis by assessing the strengths, weaknesses, opportunities and threats for the service. The theme interviews also brought up this matter and eventually the most visible advantages and strengths for the service were found.

The company should also remember to highlight their own know how when communicating with their target audience about their services. Riihisoft isn't merely a reseller for Microsoft services, they also create own code and make more useful services solving more problems. This is not something that every competitor is able to make and it is also an advantage to be highlighted. It helps the customer to decide which service provider to choose to work with when they are aware of what kind of company they are dealing with.

For the future Riihisoft should definitely invest in their partnerships and create their service Riihi DMA even further. The marketing efforts might in the long run create an opportunity for finding a partner that would need the service also abroad. This would be the start of utilizing the scalability of the service that was built in it in the beginning. The market demands more advanced solutions for the changes that occur all the time. The IT field is constantly changing which requires constant updating of services and operating models. It is very useful for a company to think big right from the start and enable opportunities in the

future if and when they present themselves. Riihi DMA is a great service and it is possible to imagine it to be used as a tool for big international companies in the future for their device management. This requires a continues work towards the development of the service and investing in partnerships and systematic marketing all operating hand in hand.

6.1 Summary

The study was a functional thesis commissioned by an IT company Riihisoft for their cloud computing service Riihi DMA. There was an unquestionable need for the marketing and communication plan for the service since the company did not have one. The introduction of the thesis pointed out the research question which was connected to the creation of a marketing and communication plan for the cloud computing service. The most essential question was what the marketing plan should include for being effective and functional. The second question was which marketing channels should the marketing focus on to reach the right target audience. After the objectives for the research were set the thesis writer began to map out theories that could be useful for the marketing planning. Soon the SOSTAC model for marketing planning was discovered which gave a quite clear direction for building the plan.

Following the steps of the SOSTAC model lead to studying the current situation of the company, their product, and the market. The research pointed out that there was a lot of opportunities for the service but also a lot of competition in the market. It was soon revealed that the service itself was quite a unique service package that could not be directly compared to any similar service by all its attributes. The analysis for the competitor lead to a deeper understanding of the other operators on the market and to their operating. After the analysis it was easier to choose the right channels both from the social media and other platforms for marketing the service. The analysis, especially pointed out the importance of systemizing the usage of the chosen channels. It was also clear that all marketing activities should support each other because otherwise the marketing would not be effective and it would not grow the awareness of the service. The image, in the end, is one of the most important aspects to use in marketing and it has to be presented professionally.

After the micro and macro analysis, the SOSTAC model guided to choose the objectives for marketing the service. The most important aspects were to raise the awareness of the unknown service, gain more followers in social media and in the long run create opportunities for finding new partners which means new customers. The image of the company

should also be strengthened during the process. The strategy for reaching the objectives was created soon after. The strategy for the marketing of the service was choosing the right channels where the target audience could be reached out to. After interviewing the representatives of the company the target audience was narrowed down to middle-sized and large companies. The desired customer ships of those companies would be the partnerships that would benefit both parties in the long run. The strategy was not enough since it does not explain how to reach the set objectives. The marketing model advised to create tactics for reaching the aims. The tactics could be discovered by focusing on the different parts of the 7P model. That model, in short, made it essential to figure out that the cloud computing service should always be developed to match the needs of the customers. It should be marketed and promoted in the right way digitally because the customers can access it digitally. The price should be competitive but since not many of the competitors did not offer their price information publicly the Riihi DMA is not at this point so required to do so either. The right people should be chosen to promote the service who are interested in the success of the service and who know a lot about it. This basically covers all the employees in Riihisoft.

When the tactics for the service were determined the actions itself were planned. That consisted of the four chosen social media channels; Facebook, LinkedIn, Twitter and YouTube but also the so-called assistive marketing channels such as the blog in their web page, the homepage itself for SEO and information sharing purposes, newsletter and networking events. For all the channels the timing for updating was determined and in general it was systematic by nature. The content in all the channels should support each other and be professional, customer engaging content that creates value for them. The discovered competitive advantages for the service; the turnkey solution, the uniqueness and the customization – white labeling should be highlighted. The last part of the marketing model points out the importance of following the progress that the marketing activities may or might not have made. The control should show the marketer what activities should be continued and which ones do not work.

The thesis research questions were answered and a marketing plan was created. The study was based on a large number of sources, digital, oral and literature based. The variety and number of sources aimed in getting results that not only support each other but strengthen the outcome of the research. In this way the thesis writer was making sure that the outcome of the research would be as reliable as possible. Also, the marketing plan turned out to be a good plan to use as a base for the general marketing of the company so in fact all the objectives for the marketing plan was eventually reached.

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APPENDICES 1

Appendix 1, Part one, The questions for theme interview

Marketing

- 1) *Situation analysis:*
- 2) *What has marketing been like in Riihisoft until now?*
- 3) *How has the attitude been towards marketing in the company?*
- 4) *What is the amount of resources put in to the marketing?*
- 5) *Has marketing activities used any paid parties?*
- 6) *Has there been any clear development targets regarding marketing and communication?*
- 7) *What are the objectives for marketing?*

Appendix 1, Part two, The questions for theme interview

Competition

- 1) *What kind of service providers exist in the market?*
- 2) *What are the competitors like?*
- 3) *How to differentiate in the super competitive markets?*
- 4) *What kind of companies can be partners for Riihisoft?*
- 5) *What are the growth opportunities in the markets for a service like Riihi DMA?*

APPENDICES 2

Appendix 2, The Marketing and Communication plan

Marketing and Communication plan

Riihi DMA

Marketing Communication

Calendar

The marketing plan is meant for Riihi DMA cloud computing service but it is also meant for the general marketing for the company Riihisoft

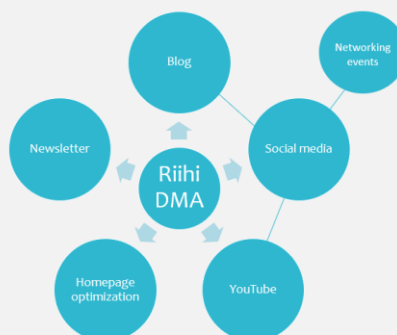


January - December 2019

A plan that is built around the service

The starting point: Riihi DMA service has been presented to the existing target audience and some marketing activities has been carried out

- 1) Riihi DMA has been marketed in the social media a little bit and this should continue by changing the viewpoint in the service marketing from time to time so the posts are not alike
- 2) Blog posts can include a lot of references towards the service: for example: what problems the service is made to solve
- 3) Content should be added in YouTube
- 4) LinkedIn post about Azure
- 5) After steps 1-4 all the most important channels has content about Riihi DMA. After these steps the optimization of all created content should be given thought to and done



The marketing channels of Riihisoft

All channels will be updated with content that is suitable for Riihi DMA and Riihisoft. The content should be relevant and it should suite the image of the company

The marketing channels, social media

- Twitter
- LinkedIn
- YouTube
- Facebook

Facebook	LinkedIn	Twitter	YouTube
<ul style="list-style-type: none"> •News in the company •Informing about new blog posts •Updates every second week 	<ul style="list-style-type: none"> •News and topical subjects related to IT •Informing about new blog posts •Updates every second week •LinkedIn also offers a possibility of adding content in form of articles 	<ul style="list-style-type: none"> •News and topical subjects related to IT •Informing about new blog posts •Commenting on field related discussions if an interesting one is found •Updates every second week 	<ul style="list-style-type: none"> •Videos related to the company and the offered services •3-4 videos in a year

The supporting channels for marketing for Riihisoft

The supporting channels for marketing (SEO)

- Homepage
- Blog
- (Ite wiki)

Other channels for marketing

- Networking events
- Newsletter for subscribers

Blog	Homepage	Newsletter	Networking
<ul style="list-style-type: none"> • Posts about the services and field related subjects • The posts also include SEO since the important keywords are added • Once in a month 	<ul style="list-style-type: none"> • Optimizing the page considering popular keywords • Keeping the page updated • Adding content in other languages • Posting once in a month 	<ul style="list-style-type: none"> • For partners, clients and those who ordered the newsletter • Content about the news in the company and a summary of the past year • Once or twice in a year 	<ul style="list-style-type: none"> • Networking events a few times a year • Events related to the IT-field for networking

The Marketing- and Communications plan; Q1

January	February	March
<ul style="list-style-type: none"> • Updating Twitter, Facebook and LinkedIn at least once in two weeks • Blog: Riihi DMA Manager • Networking event, Tivi Cloud & Data Center 2019, 29.1.2019 • SEO; adding important keywords to homepage and the blog; once in a month 	<ul style="list-style-type: none"> • Updating Twitter, Facebook and LinkedIn at least once in two weeks • Blog: A recent topic, for ex. The ending for Microsoft support for SCCM Hybrid in 2019 and the solution that Riihi DMA provides • Networking event, for ex: Tech Day Finland 2019 • SEO; The H1 headings in the homepage should be checked to have relevant keywords to help people find Riihi DMA 	<ul style="list-style-type: none"> • Updating Twitter, Facebook and LinkedIn at least once in two weeks • YouTube update; Riihi DMA (- linked wit a blog post: Microsoft SCCM into the further information section in YouTube) • Blog: Microsoft has a lot of posts about AI that might interest the target audience; these can be shared in the social media or homepage • Networking event: Advanced Engineering fair • SEO: image descriptions and keywords

Q2

April	May	June
<ul style="list-style-type: none"> • Updating Twitter, Facebook and LinkedIn at least once in two weeks • LinkedIn channel should be updated with an article about Azure and simultaneously give info about Riihi DMA • Blog: Device management: the present, development, case stories • SEO: Metatext 	<ul style="list-style-type: none"> • Updating Twitter, Facebook and LinkedIn at least once in two weeks • The social media channels could be updated by their appearance • Blog: Device management: the present, development, case stories • SEO: Adding content to homepage in different languages 	<ul style="list-style-type: none"> • Updating Twitter, Facebook and LinkedIn at least once in two weeks • YouTube update for ex. Service, industry related video • Blog: Device management: the present, development, case stories

Q3

June

- Updating Twitter, Facebook and LinkedIn at least once in two weeks
- Blog: Device management: the present, development, case stories

July

- Updating Twitter, Facebook and LinkedIn at least once in two weeks
- Blog: Device management: the present, development, case stories

August

- Updating Twitter, Facebook and LinkedIn at least once in two weeks
- YouTube update for ex. Service, industry related video
- Blog: Device management: the present, development, case stories

Q4

October

- Updating Twitter, Facebook and LinkedIn at least once in two weeks
- Blog: Device management: the present, development, case stories

November

- Updating Twitter, Facebook and LinkedIn at least once in two weeks
- Blog: For example a post about a networking event that the company has participated in
- Networking event: Technology fair 19

December

- Updating Twitter, Facebook and LinkedIn at least once in two weeks , in this month the updates about Christmas and new year
- Blog: Conclusions about the passed year
- Newsletter: For the subscribers