

## **Combining e-mail marketing with telemarketing in B2B direct marketing.**

### **Case study: EcoTelematics and NaviFleet**

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Degree programme in International Business (LiBBA)

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<b>The title of your thesis</b> Combining e-mail marketing with telemarketing in business to business direct marketing. Case study: EcoTelematics Group and NaviFleet	<b>Number of pages and appendices</b> 83+6
<b>Supervisors</b> Anna Nikina  <p>The objective of this thesis is to find pros and cons for combining e-mail marketing with telemarketing in business-to-business direct marketing. This topic is current because more and more businesses want to properly use this combination but have no skills of doing it successfully. One of the example company is EcoTelematics Group, for whom this thesis has been written for. However, due to the general level of the content other businesses struggling with the same issues can find help from it as well.</p> <p>The research started with understanding fully the concepts behind e-mail marketing and telemarketing. It was important to study them in separate in order to formulate an accurate research framework. Additionally, it was also noticed that not many studies about this specific combination have been conducted in the past. This leads to the fact that, whatever the outcome of this thesis will be, it will provide something new to the area of direct marketing.</p> <p>The actual research was done by conducting qualitative in-depth interviews. There were 10 of them in total and the interviewees were divided into 2 separate groups. First, the company side or the sender side (like called in this thesis) was interviewed in order to understand why they use the combination of e-mail marketing and telemarketing. Nevertheless, this was not enough because the opinions of the customers or receivers (like called in this thesis) were crucial for the success of the combination. Due to this reason, both of the sides were interviewed for comprehending the process of sending and receiving e-mails and telemarketing calls.</p> <p>The outcomes of this thesis were interesting. The company side and the customer side (or senders and receivers) agreed on many things, like the shortness of the e-mail messages and telemarketing calls and the effectiveness of the combination, but there were many found differences as well. The order of the process was most likely to be the biggest, because companies preferred to start with e-mail and then continue with telemarketing, whereas customers liked being contacted first by phone and then receive e-mail.</p>	
<b>Key words</b> E-mail marketing, telemarketing, business-to-business marketing, direct marketing.	

Degree programme in International Business (LiBBBA)

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<b>Opinnäytetyön nimi</b> Hyödyt ja haitat sähköpostimarkkinoinnin ja telemarkkinoinnin yhdistämisessä b2b-markkinoinnissa. Tapaus: EcoTelematics Group and NaviFleet	<b>Sivu- ja liitesivumäärä</b> 83+6
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<p>Tämän opinnäytetyön tarkoituksena oli selvittää haittoja ja hyötyjä kun sähköpostimarkkinointia ja puhelinmarkkinointia yhdistetään yritystenvälisessä suoramarkkinoinnissa. Tämä aihe on ajankohtainen, koska yhä useammat yritykset haluavat käyttää kyseistä yhdistelmää tehokkaasti, mutta taitoja siihen omasta takaa ei löydy. Yksi esimerkki on EcoTelematics Group, yritys jolle tämä opinnäytetyö on kirjoitettu. Koko tuotos on kuitenkin kirjoitettu yleisellä tasolla, joten myös muut yritykset, jotka kokevat kyseisen yhdistelmän haastavaksi, voivat löytää tästä apua ja vinkkejä.</p> <p>Tutkimus käynnistyi tutustumisella jo olemassa oleviin sähköpostimarkkinoinnin ja puhelinmarkkinoinnin teorioihin ja termistöihin. Oli tärkeää, että käsitteet ymmärretään ensin erikseen, jotta voitaisiin laatia tarkka tutkimuspohja. Lisäksi havaittiin, ettei moniakaan tutkimuksia ole tehty kyseisestä yhdistelmästä ennen tämän opinnäytetyön aloittamista. Tämän seurauksena voidaan todeta, että kyseinen teos tulee tarjoamaan uutta tietoa suoramarkkinointikeinojen yhdistämisestä.</p> <p>Tutkimus tehtiin kvalitatiivisina syvähaastatteluina. Niitä oli yhteensä 10 ja haastateltavat jaettiin 2:een eri ryhmään, 5 ja 5. Ensiksi haastateltiin yrityksen eli lähettäjän näkökulmaa: miksi he haluavat käyttää sähköposti- ja puhelinmarkkinointia toiminnoissaan? Toiseksi, haastateltiin asiakkaita (eli toisia yrityksiä) tai vastaanottajia: mitä mieltä he ovat kyseisestä yhdistelmästä? Lopuksi, saatiin tarkka mielikuva ja käsitys siitä miksi yhdistelmä on käytössä ja millaisena sitä halutaan vastaanottaa.</p> <p>Tutkimustulokset olivat mielenkiintoisia. Eri haastatteluryhmät, eli yritykset ja asiakkaat (tai lähettäjät ja vastaanottajat) olivat monista asioista samaa mieltä, kuten esim. sähköpostien ja puheluiden pituudesta sekä yhdistelmän tehokkuudesta. Kuitenkin myös eroja oli havaittavissa, kun esimerkiksi yhdistelmän järjestyksestä ja rytmistä oltiin eri mieltä. Lähettäjät halusivat aloittaa sähköpostilla ja jatkaa puhelimella, mutta vastaanottajien mielestä tulisi aloittaa puhelinsoitolla ja jatkaa kirjoitetulla viestillä.</p>	
<b>Asiasanat</b> Sähköpostimarkkinointi, puhelinmarkkinointi, business-to-business marketing, suoramarkkinointi.	

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# **1 Introduction**

Direct marketing has been an important tool especially in business-to-customer marketing for decades. However, after the invention of internet, also the business-to-business sector has started to highlight the importance of direct marketing in everyday business. Especially e-mail marketing has risen to be an easy and informative tool for marketing products and/or services.

Unfortunately, this has led to a bigger problem because many of us get too much e-mail on a daily basis. Most of us do not have enough time to read all of them and deleting them has become essential. The vital skill in getting your messages across is to make the e-mails interesting and stand out from the crowd. Time has also proven that e-mail marketing is not effective on its own. Businesses have realized that it needs to be supported with additional tools. Due to the easiness of sending e-mails the other tool must be relatively doable as well. As telemarketing has been an essential in business-to-business marketing for a very long time, it's been pretty natural choice to support e-mail marketing.

However, the case might also be that e-mail marketing has become an essential tool of supporting telemarketing. There have not been many studies on this particular subject and these all are issues that this bachelor thesis would like to find answers for. The main focus is to understand the concepts behind e-mail marketing and telemarketing and then by interviewing business professionals find the pros and cons of combining e-mail marketing and telemarketing. The interviewees were additionally divided into two groups, company and customer-side or senders and receivers, in order to understand the both parties of the marketing process.

## **1.1 Purpose of the Thesis**

This thesis has been conducted for a telematics company called EcoTelematics Group. The unanswered problems of EcoTelematics Group were the main reasons for conducting this thesis. When working within the company during my work placement I was able to see the common mistakes in their marketing plan. After evaluating these problems with the management of the company we agreed that developing their existing marketing techniques with a limited budget was the most valuable factor on the scale.

EcoTelematics Group has previously used e-mail marketing and telemarketing as their initiative methods for getting new customers. A short introduction e-mail with technical information appendixes have been sent to possible new customers and telemarketing has been used for follow-up later on. This technique could work in theory, but in practice many mistakes have lead to the fact that no major sales or contracts have been built up. EcoTelematics Group would now like to know what they could improve in order to achieve the best possible results when combining these two direct marketing methods.

When gathering information and previous studies for the literature review of this thesis, it was soon to be realized that not many specific sources were available. Naturally there was plenty of material providing enough information about e-mail marketing and telemarketing in separate, but combining the two direct marketing methods has been an unstudied matter. However, suggestions have been indicated for example in the thesis written by a previous Helia-student Sara Martinez Osés evaluated e-mail as a marketing communication tool. In the last pages of her research she suggested recommendations for further studies. One included the “integration of direct marketing techniques with other communication tools”. (Osés 2004, 42.)

Based on this fact, the outcomes of this thesis will provide new information in the field of direct marketing. Specific information about combining two different direct marketing tools in the business-to-business environment will be introduced. This will be something new for the whole field of direct marketing but also for the businesses operating there. The thesis could also be a starting source for further studies that could research the topic from another angle or in more depth.

Like mentioned earlier the main objective of this thesis is to provide help and practical tips for EcoTelematics Group. How to get the best possible outcomes from combining e-mail marketing with telemarketing when doing business with other companies is one of the questions this thesis aims to answer. On the other hand, EcoTelematics Group would also like to know whether these techniques should be used together at all and which are the common mistakes marketers have found themselves in. If being able to answer all these questions after examining the topic I believe this study will not provide only help for EcoTelematics Group but also for other businesses who use the same direct marketing methods in their every day work.

## 1.2 Research Question

Like mentioned before, requests of EcoTelematics Group were the main reasons for choosing a topic for this thesis. The managers believed answering their main dilemma in their marketing plan, how to combine e-mail marketing with telemarketing for greatest possible results would help developing their communications with possible business-to-business customers and additionally increase sales.

Other matter that signified for choosing my topic was the fact that it would provide additional information for direct marketing studies. My research would help filling up the existing gap because there has not been many studies on combining these specific direct marketing forms. With these arguments, it was decided that the main research problem for this thesis is: **What are the pros and cons of combining e-mail marketing with telemarketing in business to business direct marketing.**

In order to find comprehensive results, the main research question had to be cut down into smaller sub-categories. Based on the preliminary literature review explained below, in the first sub-category obviously supportive arguments had to be found in order to understand why these two marketing tools should be used together; these could also be referred to pros. Second, arguments about whether or not the two methods disagree with each other also be referred as cons. As the research will study arguments for two different aspects, for companies (sellers) and their customers (other businesses, buyer) it is easier to understand the whole concept by dividing sub-questions as well into sub-categories.

The sub-questions and their sub-categories are:

1. What are the advantages when combining e-mail marketing with telemarketing?
  - a) from the perspective of the company doing such marketing (the seller),
  - b) from the perspective of the customer (other company) at the receiving end of such marketing (the buyer).
2. What are the downsides when combining e-mail marketing with telemarketing?
  - a) from the perspective of the company doing such marketing (the seller),



- b) from the perspective of the customer (other company) at the receiving end of such marketing (the buyer).

3. Which are the common mistakes done when integrating e-mail marketing with telemarketing?

After answering all these points, this thesis will provide a practical guide for businesses who are interested in combining e-mail marketing with telemarketing in business-to-business direct marketing. It will introduce the pros and positive aspects of the combination but also remind of the possible negative consequences.

### **1.3 The Structure of this Thesis**

This thesis is structured in a way that the research question and the case company are explained in Chapter 1 and 2. This information will provide the base for the reader in order to understand the need for this research and get a slight idea of EcoTelematics Group's activities. Afterwards the existing relevant theories about the research question's topic will be analysed in the literature review (Chapter 3). These include theories about e-mail marketing and telemarketing in separate but also some of the combination. At the end of the literature review, a research framework of this thesis will be introduced and it was to be the base for the whole research.

Chapter 4 summarizes the research methods: how, where and when the data collection was conducted and what needs to be remembered in order to maximize validity and reliability. The interview results are presented in Chapter 5, which also provides specific comments from the respondents. The outcomes of the thesis can be found from the 3 different tables that summarize all the results. They have been divided into e-mail marketing, telemarketing and the combination of the two and each of them include the perspective for the senders and receivers as well. This was decided because the reader can get an idea of the results of this thesis just by looking at these tables.

At the end of the thesis in Chapter 6, the results will be further analysed. The answers for the research question and the sub questions will also be provided. The analyse has been structured in a way that the reader can easily find tips and clues for combining the two direct mar-

keting tools. At the very end in Chapter 7, the conclusions and recommendations are listed. They provide direct tips for the case company EcoTelematics Group, but also ideas for the further researchers that can continue researching the topic from a different angle.

#### **1.4 The Limitations of this Thesis**

As the thesis is done for business-to-business field of direct marketing the outcomes can't be directly implied to business-to-customer segment. Another important fact to remember is that as 10 interviewees were interviewed for the thesis the outcomes of the thesis are the opinions and experiences of these 10 people. If some other respondents would have been selected, the outcomes could be slightly different. However, as the interviews were conducted in great depth and the questions selected carefully, it was guaranteed that the best possible information from these respondents were gathered. The general level of the questions also ensured that the results are valid for other readers or other direct marketers as well.

## 2 Case: EcoTelematics Group

### 2.1 Company Introduction: EcoTelematics Group

This thesis will be written to be a guideline for the author's work-placement employer EcoTelematics Group. This company was established in Finland in 2008 in order to combine several smaller subsidiaries into one. EcoTelematics Group sells different navigation devices, but most important is their fleet management system NaviFleet. Their Latvian subsidiaries have developed it over 10 years and its competitive advantages are easy to use, diverse and profitable. More specifically, their wide range of different reports (work-hours, gasoline consumption etc.) and communication system (between the driver and dispatcher) are one of the best available in the markets. (Ignatov, A. 15.10.2009.)

EcoTelematics Group itself is a small company. The head quarter is located in Turku Finland and it has 3 official employees, one of them the CEO Mr. Aare Ignatov. However, the production and development is still managed and executed by its Latvian subsidiaries. RCN-Conti is the development company behind product NaviFleet (software) and Roboteks manufactures it (hardware). Altogether there are almost 15 000 vehicles in the world today which have NaviFleet installed. Main markets are in Russia, Eastern-Europe and Asia, but activities are also in Africa and Southern America. (Ignatov, A. 15.10.2009.)



Figure 1. The logo of EcoTelematics Group (EcoTelematics Group, 2010).

EcoTelematics Group wants to develop eventually into a global brand. However, in the beginning new customers and activities in Western Europe are their main goal. Management of the company, CEO's of EcoTelematics Group and RCN-Conti, believe that with this expansion many doors also open to the global markets. As the company is relatively young and doesn't have quite a lot of resources, finding the new customers and partners have to be done affordably. This is one of the reasons why EcoTelematics Group wants to concentrate on finding the most valuable combination of aggregating e-mail marketing with telemarketing.

During its first years of operating, EcoTelematics has tried to reach possible partners via internet. An e-mail is sent to a possible customer and a check-up telemarketing call is executed about 10 workdays later. Company's goal is to find agents or distributors from other countries who would like to start selling and marketing NaviFleet in their country. With this approach EcoTelematics can reduce operating costs and the agents are attracted by bigger compensations. To clarify, EcoTelematics would sell their hardware and/or software to an agent who will resell it to the local customers. Agents will pay small amount of monthly fees per every appliance to EcoTelematics Group, but can charge larger amounts from their local customers. With this method of exporting EcoTelematics Group hopes to grow fast in the global market but still get long time revenues from all the equipment sold. (Ignatov, A. 15.10.2009.)

Other possibility is to sell the hardware and/or software for and through a competitor. During EcoTelematics marketing research online, we noticed that in Europe only, there are at least 60 different fleet management systems or tracking devices available. Some of them are not as highly developed and cost-effective as NaviFleet. Selling products for them will equally eliminate competition and increase sales of NaviFleet. The competitors can modify the NaviFleet hardware and/or software equipment with their own brand name and market the product as their own. Still, EcoTelematics Group will continue charging monthly fees and benefit from the trade as long as the equipment is used. (Ignatov, A. 15.10.2009.)

To sum up, EcoTelematics Group sells fleet management system NaviFleet and its customers are possible agents and distributors but also competitors in Western Europe and in global markets in general. Marketing research is done on the internet and possible customers are reached via e-mail with appendixes and a couple of weeks later a post-telemarketing call is executed. As the results have not been very effective so far EcoTelematics Group now wants to understand the dynamics behind successful combination of e-mail marketing and telemarketing. This is the main reason behind the implementation of this study. (Ignatov, A. 15.10.2009.)

## **2.2 Product NaviFleet and Marketing**

Fleet management system in general is a useful tool for all companies who have vehicles: cars, vans, trucks, construction machines, snowploughs etc. With its help, employers and dispatch-

ers can control, lead and help company's vehicles and employees' tasks. EcoTelematics Group's fleet management system NaviFleet, consists of three basic elements: hardware, software and server. (EcoTelematics Group, 2010.)

It is crucial to understand how EcoTelematics Group has marketed NaviFleet before the research. Like mentioned before, it has used e-mail for initiative contact and later conducted a follow-up telephone call. E-mail's text had a personal greeting in the beginning and then introduced shortly our company and our product. The main focus of the e-mail has been on the offers and goals of finding new partners and/or distributors in different European countries. Additional specific information about the product hardware, like accessories, features and technical facts has been included to four official PDF-appendixes. One of them is a very observational PowerPoint Presentation with a lot of pictures and figures. When conducting the follow-up telephone call we are ready to answer any further questions of the NaviFleet device or server. (EcoTelematics Group, 2010.)

As the customers of EcoTelematics Group are usually international, we have not had a face-to-face meeting for introducing the device and system live. The any further communication between the seller and buyer has occurred via e-mail or telephone. We have wanted the possible customers to know also about our software, as the first e-mail concentrates mainly on hardware. This is the reason why we have given out passwords for a real-time demo online and our contacts can have their personal round in the software. Again, any further questions are answered via e-mail or telephone. However, in the case of possible partnership or sales, EcoTelematics Group's management is willing to travel abroad for real-time presentation. (EcoTelematics Group, 2010.)

However, in order to develop the marketing plan of EcoTelematics Group, it is necessary to understand more about the product itself. NaviFleet fleet management system will be introduced next.

### **2.2.1 Technology and accessories**

In November 2009 EcoTelematics Group introduced their new generation of hardware: ET900. It is smaller and cheaper than its predecessor ET800, but works in the same way. Hardware box, also called on-board unit, is installed to every vehicle wanted to be managed.

It uses GPS network for navigation: you know where your vehicles are, but also where have they been earlier. In order to transfer this data into readable form NaviFleet hardware box includes a simple SIM-card. So basically like a mobile phone, it utilizes the GPRS network and transfers the data to our server. Server is like a motherboard in computer, which saves all the information transferred from hardware. (EcoTelematics Group, 2010.)

Third part of NaviFleet is the software: NaviFleet Client. It is web-based and easy to use and these aspects make it practical and affordable. Every client has their own user interface and passwords. They can examine their transactions on their computer whenever they like to. If company has hundreds of cars, it is possible to make user interfaces in groups of 20 cars. Then dispatchers can manage their group more effectively. (EcoTelematics Group, 2010.)

Additionally NaviFleet can be integrated into different accessories. In newer trucks Truck Board Computer CANBUS can be used to measure fuel level and consumption. Engine speed control (RPM) helps to estimate the driver's driving style and notifies whether or not the speed is permitted. Hands-free makes it possible for the driver to talk safely with the dispatcher during the work day. Temperature sensor can be used for termotransits, when all the legislative data is easily saved to the server. For public transportation, passenger counting sensors help calculating the incoming passengers. Silent panic button retrieves in a crisis situation. (EcoTelematics Group, 2010.)

### **2.2.2 Reporting and Communication – the Competitive Advantages**

Working hours of employees have always been extremely important in Finland. Because of this, NaviFleet needed a “work time-report” before entering the Scandinavian market. Today with the help of accessory Garmin-navigator driver can report his actions during the day. For example: driving, loading, unloading, break, lunch, shift ends and so on. All this information transfers into a personal work time report and it can be used for wage calculations. Even day-, evening- and nightshifts are automatically separated. This feature prompts the employees to work effectively because they know their chiefs are paying attention. (EcoTelematics Group, 2010.)

Reporting in general is one of the competitive advantages of NaviFleet. It provides three different types of reports: fleet reports, vehicle reports and driver reports. Starting and ending

times can be freely chosen which provides a privilege for the user. The reports have been designed to offer different information for different needs. EcoTelematics Group has highlighted the almost endless possibilities of the report technology in their first initiative e-mail. (EcoTelematics Group, 2010.)

NaviFleet's communication feature has been developed to be an effective tool between the dispatcher and the driver. Garmin navigator helps the visibility of the messages in the vehicle: the dispatcher can write a text message to the driver from its computer using our Internet server / web client. Driver then sees the message in the screen of the navigator. Driver can easily respond by writing the message in whole or using Quick Messages-feature. It is also possible to write an e-mail straight from the vehicle. If any written message starts with an e-mail address (for example info@ecotelematics.com) our server sends it to the dispatcher but also copies it to the e-mail address. All the messages stay in the server as long as needed. (EcoTelematics Group, 2010.)

In general, monitoring, reporting and communication are the keywords EcoTelematics Group is promoting NaviFleet with. Affordable and versatility are other important factors why our product is standing out from the competition.

### **3 Literature Review**

This part will go through the conducted studies and introduced theories relevant to my thesis title. First, theories of business-to-business direct marketing will be explained. Afterwards, continued by discussing e-mail marketing and telemarketing separately in order to understand completely the concepts. Third, relevant studies about combining these two direct marketing tools will be introduced. Last but not least, the framework for my thesis will be presented.

#### **3.1 Business-to-Business Direct Marketing**

It is challenging to market products or services to everybody. Based on the principals of marketing, a marketer should narrow down his possible customers and carefully select his target audience. This is called segmentation. However, it can still be demanding to contact all people in your target audience as a whole group by using mass marketing. Luckily, with the help of direct marketing companies can reach their customers individually. Because of this, direct marketing can add value to company's marketing plan.

Direct marketing means contacting carefully targeted audience for immediate response. It requires personal contact with the customer and can help to cultivate long-lasting customer relationships. Direct marketing used to be done via telephone, direct mail, face-to-face or catalogs, but today e-mail and internet have been added to the list. Kotler and Armstrong call this supplement as the new direct model. With the help of the Internet, direct marketing is emphasizing its value to today's marketers in a whole different light. (Kotler & Armstrong 2004, 543-544.)

Brennan, Canning and McDowell (2007, 204) also list key features of direct marketing. However, they concentrate straight to business-to-business direct marketing. In contrast to Kotler and Armstrong, Brennan et al. state that the first feature for direct marketing is the absence of face-to-face contact. Second, they list the different medias that can be used for communication and transactions: direct mail, telemarketing, internet and e-mail. Third, it is important to have a facility to measure responses eventhough it can be challenging. Fourth, the possibility to use database in order to manage cusotmer relationships is vital. (Brennan et al. 2007, 204.)



The whole concept of direct marketing has undergone a transformation. Before, direct marketing consisted basically only of telemarketing and direct mailing and had its peak on the post war America in the 1950s. Ever since the technology has been changing rapidly and new forms have been added. On the 1960s and 1970s the television marketing almost substituted the two old direct marketing forms. Since 1990s, especially the importance and endless possibilities of the internet are highlighted. (O'Connor, Galvin & Evans 2004, 181.) Today, there are several forms of direct marketing used again and Kotler and Armstrong introduce their simplified figure of all these types.



Figure 2. Forms of Direct Marketing (Kotler & Armstrong 2004, 548)

Even though there have been changes to the forms in direct marketing, they all still share four distinctive characteristics. Whatever form is used, it is always nonpublic as you are contacting one person and targeting the message individually. All forms are also immediate as they are easy to conduct and the response is expected to occur almost instantly. However, all direct marketing contact efforts do not have to be identical: customizing allows changes to different target groups. Fourth and last characteristic is interactivity: marketer and consumer can easily communicate with each other via phone or via e-mail, for example. (Kotler & Armstrong 2004, 482-483.)

Stone and Jacobs (2008, 173) state that consumer direct marketing and business-to-business direct marketing use the same tools, but however some significant differences are still obvious. Direct marketing for business-to-business cannot be implicated to huge mass-marketing campaigns like on consumer side. However, the revenues are usually higher. Business-to-business direct marketers can close less sales but the amount for one can value more than 1000 consumer sales. Due to this fact, Stone and Jacobs suggest for business-to-business marketers to concentrate on emphasizing and maintaining the existing customers rather than finding constantly new ones.

The tools for meeting this main goal vary from direct marketing for customers. Direct marketing is used for "reducing the number of face-to-face contacts with the customer, reaching marginal accounts that might not be profitable to contact through a face-to-face sales call, and building sustainable relationships with the customer at lower cost." Marketers must also keep in mind that evaluating the results for business-to-business direct marketing is more complex. The outcomes must be weighed not by quantitative but rather with qualitative methods, like loyalty and customer satisfaction. Last but not least, customers in business-to-business direct marketing are other businesses, managers and group of people. This will make the buying decision more complex. (Stone & Jacobs, 2008, 174.)

The results of the study by Osés (2005, 40) included benefits of direct marketing for companies. According to her, companies were interested in choosing direct marketing because of the minimized waste and increased profits. The fact that marketers could use the same list of sources for their other products and not spending time constantly for finding new customers, were important reasons for choosing direct marketing. Additionally the whole strategic concept behind direct marketing was considered beneficial.

Through the research of Osés (2005, 41) the pro's and con's of direct marketing were analyzed. She listed additionally the following points as advantages: "targeting, cost-effective, control and accountability, immediate and flexible, opportunity to test, international, opportunity to build a data base, tailored messages, long-term customers and multifunctional". According to the same author, the disadvantages of direct marketing were: upsetting middlemen and the overall slightly negative image of direct marketing within customers. However, it is interesting to notice that these are mostly the same factors that will be repeated in the next chapters when evaluating two of the direct marketing forms.

Several writers presume that direct marketing will continue growing in the future. Thomas and Housden (2002, 6) evaluate that choice and amount of information have allowed people to choose the goods from a variety of products. Competition on prices and quality has forced the marketers to reach their customers more often and with a personal touch. Tapp (2005, 15-16) agrees with Thomas and Housden but continues the list with social reasons. Lifestyle and other demographic changes have led to fragmentation of society and the different forms of media also have an influence on customers. However, nowadays customers like to be in control and learn more about the products available, even though their decisions are being influenced by marketers.

Like mentioned, in the next pages of this literature review, two of the direct marketing forms will be more specifically analyzed. Because this thesis will be conducted for EcoTelematics Group, the direct marketing forms have been selected based on the needs and wants of the company. As explained in the beginning of the thesis, EcoTelematics Group is using e-mail marketing and telemarketing in order to find new customers and retain the old ones. The results have not been impressing due to the fact that these forms are used separately. This literature review will form a research framework for finding out how to combine these two direct marketing forms and which are the possible ups and downs.

### **3.2 E-mail marketing**

E-mail is abbreviation from the words Electronic Mail. Like we all know it "uses a series of protocols to enable messages containing text, images, sound, and video clips to be transferred from one Internet user to another" (Laudon & Traver 2002, 154). In today's world e-mail has

become a dominant business communication tool. It is easy, fast and cheap. You can send long documents for people who are thousands of kilometres away from you. What used to take several days by mail does now transfer from New York to Peking or from Sydney to Helsinki in a blink of an eye.

People who are the most active in using Internet use it almost every day. Different people use it for several different purposes but the most common is sending and receiving e-mails. In a research done by Statistics Finland (2009), over 90% of all internet users operate with e-mails. Marketing in Internet can therefore have effective results if orienting the sources to e-mails. (Statistics Finland 2009).

Even though e-mail was designed for interpersonal messages, today it is a very powerful and effective marketing tool. Thesis by Sara Martinez Osés states that companies and organizations use e-mail to “communicate messages with different networks and to establish or maintain successful relationships” (Osés 2005, 40). According to Laudon and Traver (2001, 154) targeted e-mail campaigns can have up to 20% of response rate. E-mail marketing is defined as “the use of e-mail as a direct marketing channel” (Brassington & Pettitt 2003, 1102).

E-mail marketing has gone through three generation phases since it was first introduced in the 1970s. First e-mails were sent out indiscriminately and there was not a lot of intention for targeting messages for certain groups or even tailoring them for being suitable for every individual. This was called “Broadcasting / SPAM era” and the e-mails were usually forgotten after sending. Years later, permission e-mail marketing concentrated on getting people voluntarily sign up for newsletters and discounts sent via e-mail. Nevertheless, they were still poorly segmented and no personalisation was used. Nowadays, precision marketing concentrates on the individuals and highlights the importance of personalized messages and dialog-based e-mailing. It also focuses on building the brand loyalty and affinity. (Brassington & Pettitt 2003, 1077-1078.)

Same authors also introduce a figure for typical uses of e-mail marketing. They state that from marketing prospective the main goal for e-mail marketing is to attract the receiver to take a closer look at the company’s website. As well the sender tries to induce awareness for its company and their services and discounts. Third, the receiver is trying to extend its mailing list through third party referrals. After retaining the customer, the company can start sending

updates, newsletter and reminders: all this in order to build brand loyalty. (Brassington & Pettitt 2003, 1077.)

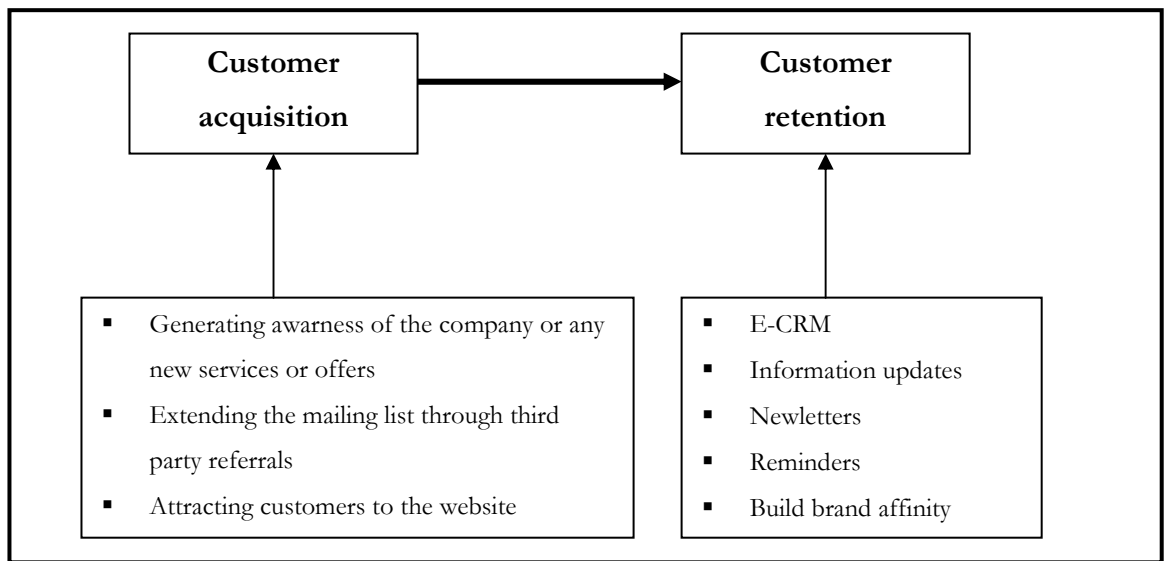


Figure 3. Typical uses of e-mail marketing. (Brassington & Pettitt 2003, 1077.)

### 3.2.1 Effective E-mail – do’s and do not’s

Writing and planning text for your e-mail is very important. It is your advertising text for the possible customer. Harvard Business Essentials and Barry Silverstein talk about effective e-mail writing. The authors list the main points an e-mail sender has to take under consideration when conducting the e-mail message. These tips are easy to implement in practice. First they point out the importance of the subject line. An e-mail that does not have a subject line or it is too long or indistinct can lead to the fact that your e-mail stays unopened. (Harvard Business Essentials 2003, 72-76.) Same information is also found from Silverstein’s book Business-to-Business Internet Marketing (2000, 152-153). He points out that the subject line is like a teaser of the whole message and its importance should be highlighted. Osés (2005, 41) also mentions that response rates depend on different factors, among the attractiveness of the subject line.

Instead, Harvard Business Essentials suggest goals which help you to design your subject line as effective as possible. First, the subject line should contain only the key message and be specific but not too long. If you expect a response or action in return, the subject line should

include it. Last but not least, the title of your e-mail should allow the reader to file your message easily. (Harvard Business Essentials 2003, 72-76.)

Next practical tip provided by the authors recommend not writing combined messages. If one should have several separate matters to inform the addressee, one should write a separate e-mail with effective subject line for every single matter. This allows the recipient to understand the single topic without misleading aspects. As well, the writer has to take under consideration the fact that the e-mail can be forwarded by the addressee. It is appropriate if the message includes personal information or irrelevant topics for further receivers. (Harvard Business Essentials 2003, 72-76.)

Nevertheless, Silverstein (2000, 152) suggest that e-mail should be personalized whenever possible. This will promote the effect a written document has on the recipient and increase response. Like on direct mail, addressees name and relationship with your organization should be clearly shown. Brassington and Pettitt (2003, 1081) also agree with Silverstein and highlight that targeted messages should reach targeted micro segments. However, if the same e-mail has to reach several people, the writer should use Bcc-function. (Silverstein 2000, 152). According to net source About.com, Bcc is abbreviation from words Blind Carbon Copy. When using this function, every recipient only sees their own e-mail address in the header, even though the e-mail was sent to 25 different people. (Tschabitscher, H. 2009.)

Silverstein states that an e-mail should not be longer than 500 words in total (Silverstein, 2000, 152). In order to prevent the swelling of your e-mail message, one should always use attachments for longer matters and topics. Laudon and Traver (2002, 154) define attachment as “a file inserted within the e-mail message”. In case of using attachments, the actual e-mail should only contain relevant information about the attached document: what it is and what should the receiver do with it? The authors also highlight the importance of proof-reading before pressing the send-button. Too many unnecessary conflicts can occur if sending a message that has been written fast and based on your own thoughts. (Harvard Business Essentials 2003, 72-76.)

Silverstein (2000, 152) also reminds that e-mail is “a flat copy without graphic signals to emphasize certain words or phrases”. For example, according to him, any text in CAPITAL letters is normally considered to have a negative impact, like shouting. He advises to send the e-

mails as 'raw' as possible: without changing fonts, bolding or even using attachments. (Silverstein 2000, 152-153.) This is in straight contrast with Harvard Business Essentials (2003) that encouraged using attachment files.

### **3.2.2 Advantages of E-mail Marketing**

When we think about advantages or disadvantages in general there are always two sides to every story. Because of this advantages as well as challenges for marketing can be examined from two different perspectives as well. In this case first angle is the company's and seller's (EcoTelematics Group) which will list all the main points concerning the direct marketer itself. Second, business customer's (other company, buyer) viewpoint will similarly introduce the main matters dealing with the target customer. This subdivision will also be utilized in the next chapters, introducing the pro's and con's of telemarketing.

For the company cost-effectiveness is definitely the strongest advantage. Sending an e-mail is relatively cheap because it does not cost anything extra: it is enough that marketer has access to the internet. The possibility to contact and stay in touch with customers all around the world just adds value for the company. E-mail marketing has definitely facilitated international business communication. It is also beneficial to staying in touch and maintaining the customers, whether or not they are domestic or international. (Brennan et al. 2007, 206-207.)

To summarize, Brassington and Pettitt (2003, 1077) declare that most mentioned benefits for companies are "low cost, speed and ease to delivery". They also accentuate the endless possibilities for small companies. With a creative design and using e-mail marketing properly, it can be the most effective promotional tool without enormous necessity for resources. Another advantage is its high and quick response rate. Marketers get almost immediate results and can start adjusting and developing their campaign to the needed direction. (Brassington & Pettitt 2003, 1083).

Additionally, being able to contact individual customers for personal advertising rather than using mass media approaches is a strong benefit for companies. Targeted messages to targeted customers always redouble the possible outcomes and benefits. Brassington and Pettitt also agree with Brennan et al.(2007) that carefully designed e-mail marketing campaign can

help maintain existing customers. However, they add to the list that it can as well assist getting new contacts and customers. (Brassington & Pettitt 2003, 1076-1081.)

When handling numerous contacts daily, the possibility of customer retention is highlighted. Like just mentioned, e-mail marketing itself can help the continuity of customership, but what happens when there are thousands and thousands of clients? Ever changing technology helps and today different types of databases and servers automatically segment customers into groups based on which e-mails they have opened, which titles they have clicked on and what they have bought. This is a tremendous help for e-mail marketers as they can choose the proper group of customers from thousands of other clients. Even micro segments are possible: just 100 clients in one list. (Brassington & Pettitt 2003, 1079-1080.)

Osés (2004) also talked about the frequency of the e-mails to be sent by the company. In her practical research the questionnaire answerers (small size companies) were willing to receive e-mails from the company as often as considered necessary by the company. (Osés 2005, 40.) If this is the reality, companies could send as many offers and newsletters for their clients (other businesses) as they want.

Brassington and Pettitt (2003, 1078) introduce another term current in today's e-mail marketing. Viral marketing is basically a word of mouth by email. Many e-mails and websites as well as websites have a "e-mail this page to a friend"- link. When their existing customer decides to share his received e-mail with a friend, company gets another set of contacts for sending their newsletters and coupons. Essentially, company's customer markets their products for free. However, viral marketing also has its negative sides and it will be discussed in the following chapter.

Customers could consider e-mail marketing to be good customer service. Ads for new products and latest offers from a company the customer has done business earlier with, diminishes his endeavours towards finding information by himself. Getting discounts that only selected or regular customers get, can make customers feel special and in a long run companies can make stronger relationship with the customer. (Brassington and Pettitt 2003, 1076.) Customers can also open the e-mail when they want to and when they have time to concentrate on the offer. If they are not interested, the mail can easily be deleted with couple of clicks.



### 3.2.3 Challenges of E-mail Marketing

Challenges of E-mail marketing will be introduced by first listing the points concerning the company (seller) or marketer and then followed by matters with customers (other company, buyer).

For companies, regulations inhibit companies for contacting as many customers they want. Permission marketing like mentioned earlier, however, offers the consumer the opportunity to volunteer to receive regular messages from the company, for example for newsletters and sales offers. Usually companies try to get people to sign up for their newsletter via different prices or discounts. Companies should also carefully select their target customer groups, in order to narrow down the irritation possibility and maximise the opening percentage. (Brassington & Pettitt 2003, 1078-1079).

Marketing in real-time can also be a challenge for companies. When sending e-mails straight to the customer, they can expect being responded immediately. This association is usually combined with the fact that internet pages deal with customers in real-time as well. (Brennan et al. 2007, 207.)

When direct marketing and e-mail marketing is used in B2B sector, Sara Martinez Osés (2004, 41) also noticed in her research couple of disadvantages. First, opening, scanning, (re) reading and response behaviour of the e-mail receiver, depend on the subject line and on the situational factors (attractiveness of the offer, reading behaviour, characteristics and situation of the individual). These are matters that are genuinely challenging to measure. Second, measuring factors for e-mail's influence can be challenging to assess due to the fact that more and more people are involved in decision making processes within companies. Third, quality of service was one of the most valued critical factors for purchasing within business-to-business customers. (Osés 2005, 41.)

When moving on to customer's prospective, e-mail marketing is not always considered to be good customer service. It can cause negative attitudes as well. Individuals as well as business-to-business customers can find it annoying and disturbing when being contacted by advertising e-mails. Sometimes the e-mails can even contain something unethical or outrageous and only cause negative images for the customer towards the company and the brand. (Brassing-

ton & Pettitt 2003, 1076.) The research done by Sara Matinez Osés (2005, 41) also included the fact that unwanted direct e-mails is considered not decent among the questionnaire answerers.

Additionally, e-mails are not even opened every time they are sent. Receivers usually scan their inbox based on the subject line or the sender. Because of this, it is highly important that the sender pays extra attention to the subject line. Like mentioned in previous chapters, it can make or break the e-mail. The e-mails are also scanned due to security policies. Many of us are uncertain of the possible viruses of e-mails sent by unidentified senders and can end up moving the e-mails unopened to the trash-file (Brassington & Pettitt 2003, 1076.)

Viral marketing or so called word of mouth via e-mail introduced in previous chapters can be challenging. Like mentioned in previous paragraph viral marketing can also be risky for both parties. We have already agreed that a company can lose a customer by sending outrageous e-mails to their contacts. However, Brassington and Pettitt (2003, 1078) aggravate a fact that viral marketing can end up breaking another relationship as well. If customer sends an appropriate e-mail to his friend, the friendship might be in danger.

This following figure will summarize the previous chapters, introducing the main points of both advantages and challenges of telemarketing.

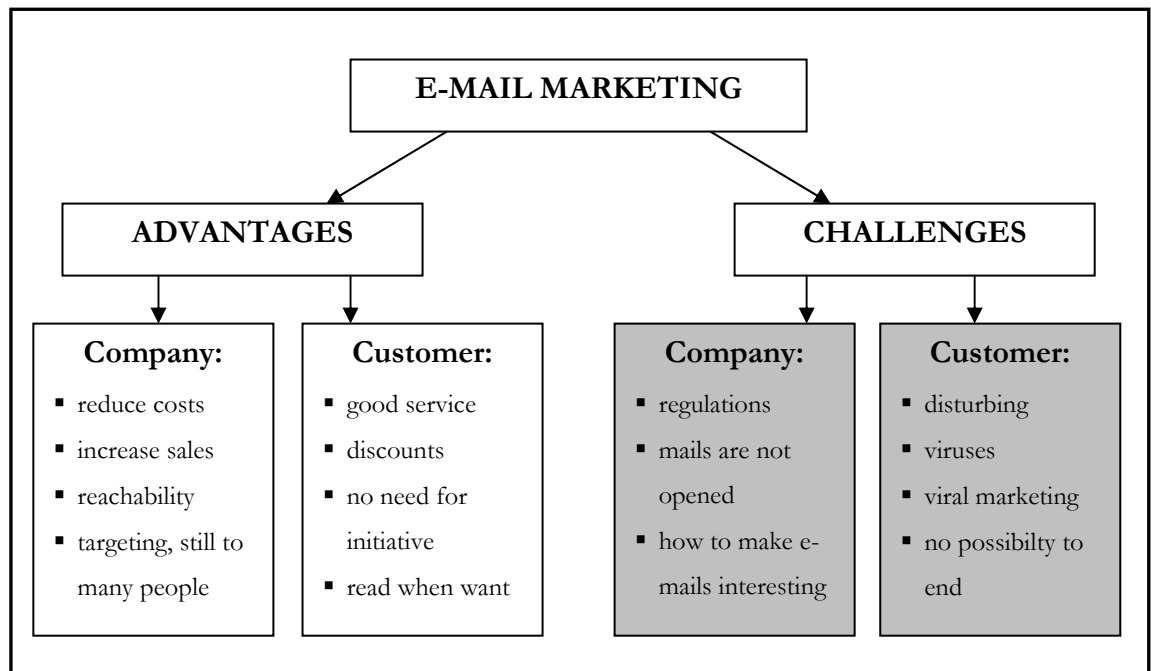


Figure 4. Summary of advantages and challenges of e-mail marketing (Created by the author 2010.)

### 3.3 Telemarketing

Like we can assume from the title, in practise telephone marketing is “using the telephone to sell directly to customers” (Kotler & Armstrong 2004, 549). Cron and Decarlo (2010, 40) on the other hand define the term more specifically: “telemarketing refers to customer contacts utilizing telecommunications technology for personal selling without direct, face-to-face contact”. Third type of definition is written by Brassington and Pettitt (2003, 758): “Any planned and controlled activity that creates and exploits a direct relationship between customer and seller, using the telephone”.

Like mentioned in earlier chapters EcoTelematics Group has used telemarketing in the past for supportive follow-up calls to their e-mail campaigns. Calls have been carried out by their marketing representative directly to the customer businesses after 5-7 workdays of sending the preliminary information e-mail. No specific technique has been used; rather just checking and confirming the appearance of the e-mail. After defining the terms of telemarketing, the research of this thesis will be examining telemarketing from the following angle: using the tele-

phone to sell directly and personally to customers without face-to-face contact. These two main points are the most important for EcoTelematics.

Today people are familiar with telemarketers who call and sell their products straight to customers. We often think negatively about telemarketers and feel like they are teasing ourselves constantly. However, according to Kotler and Armstrong (2004, 549) over 58% of all telephone marketing sales are done by business-to-business marketers and not to private customers. This emphasizes the value of telemarketing in today's business world.

EcoTelematics Group has used telemarketing as follow-up calls in the past. Nevertheless, the company has not really been aware of the techniques. Follow-up calls should definitely be executed earlier than follow-up mails. (Ignatov, A. 15.10.2009.)

The recommended length is between 3 or 4 days. Anything later than that will not have the same affect, because people do not usually keep a week old mail on their desks. It's also good to remember that during the follow up call, a telemarketer should not start talking about the product rather just asking whether or not your mail was received. (Thomas & Housden, 2002, 219-220.)

### **3.3.1 Types of Telemarketing and dos and do not's**

Kotler and Armstrong (2004, 549) define two types of telemarketing: outbound and inbound. When telemarketer contacts the customer for sales directly, it is called outbound telephone marketing. Inbound however, occurs when a customer himself calls to company's sales number, for example a toll-free 800-numbers in USA. (Kotler & Armstrong 2004, 549.)

Vuorio (2008,95) concentrates on the company's initiatives and lists different outbound telemarketing activities. According to him, telemarketing is used as part of the marketing plan when wanting to get the greatest possible outcomes. His outbound telemarketing list consists of 13 different procedures and some of them will be introduced next. First three are different selling procedures: media selling, distribution selling and product and service selling. Second are founding and getting new customers. The list is followed by different questionnaires and researches and also different bookings are mentioned. Outbound telemarketing can also be used for distributing products for resellers. Last on his list is database updating.

Honeycutt, Ford and Simintiras (2003, 104-105) also talk about the outbound and inbound telemarketing. However, they add to the list a few new inbound telemarketing activities. According to them, inbound calls are not just for sales activities. It can also be used for sales assistance and technical support. Authors also highlight the importance of telephone support with highly technical and complex products. (Honeycutt et al. 2003, 104-105.) Brasington and Pettitt (2003, 758-759) mention also the value of customer relationship maintenance via help phones and add competitions and other sales promotions to the inbound telephone marketing list. To sum up, Cron and Decarlo (2010, 166) introduce a table summarizing four telemarketing activities. First, “customer service” provides a helpline for customers’ questions. Second, “prospecting and lead qualification” helps telemarketers to call prospects or qualify customers for face-to-face selling. Third, “account management” should concentrate on smaller customer groups in order to free salesmen to concentrate on larger customers. Fourth, “promotion support” is for inbound calls from interested customers and can add value to a newspaper ad for example.

Telemarketing can of course be a powerful tool just used alone. However, the possible outcomes can be maximised by using other marketing channels side by side with telemarketing. Vuorio (2008, 95) introduces a figure that will help understanding how telemarketing can be part of the larger marketing plan. He talks about second-, third- and fourth-level strategies.

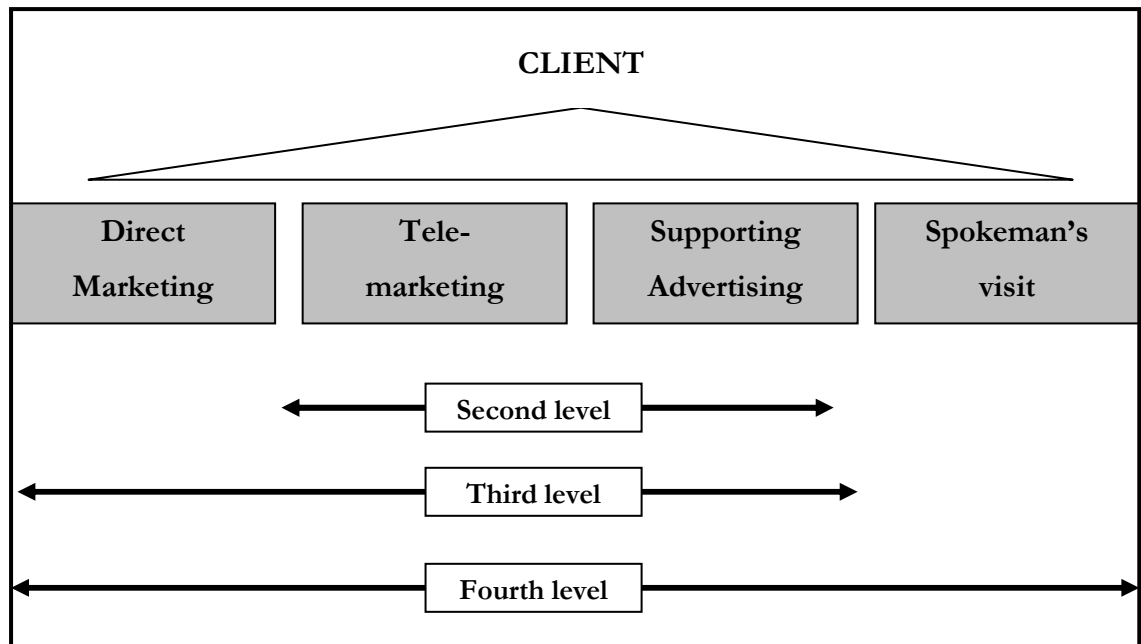


Figure 5. Telemarketing as a part of marketing plan [Telemarkkinointi markkinointikokonaisuuden osana] (Vuorio 2008, 95).

In the second level strategy, company first contacts the customer and then performs the after call, in other words telemarketing. Vuorio calls other forms of marketing as supporting advertising, because according to him a well planned telemarketing campaign can bring more volume and bigger sales than other marketing activities. In the third level strategy the first step can be a direct marketing letter (or spokesman's visit) and then continued by the supporting advertising and telemarketing. In the last and fourth level, all the activities will be performed: direct marketing letter, supporting advertising, spokesman's visit and telemarketing. He states that with several previously mentioned activities and larger investments the outcomes can be higher. However, marketer must remember to take under consideration the volumes and financial issues and form a marketing plan that is beneficial in both terms. (Vuorio 2008, 95-96.)

When talked about e-mail marketing, different rules were mentioned due to writing a text. In telemarketing we have to take under consideration that only straightforward messages can be delivered. It is also important that your message is relatable to the customer and not sudden, because they are often felt like interruptions. However, if a telemarketing call includes an attractive offer and the call is targeted to a right customer, company can enjoy the positive outcomes. (Tapp 2005, 314.)

### 3.3.2 Advantages of Telemarketing

Advantages of telemarketing will be introduced by first listing the points concerning the company (seller) or marketer and then followed by matters with customers (other company, buyer).

Many authors talk about the advantages of telemarketing for the company and direct marketer. One flagrantly stands out from the rest as in e-mail marketing: cost-effectiveness. For example, Cron and Decarlo (2010, 165) mention that telemarketing is five to fifteen times more efficient and 70 to 95 percent less expensive than field sales. This is based on the fact that necessarily no other tangible assets than telephone is needed for achieving benefits. Kotler and Keller (2009, 577) highlight also the importance of reducing costs and increasing revenues to the list of telemarketing's advantages.

Of course the stakes climb rapidly up if salesmen bear some personal and communicational skills. With the help of trained and professional telemarketers the marketing campaign can lead to larger results. (Brassington and Pettitt 2003, 764). Also Vuorio (2008, 101) talks about communicational skills in telemarketing. Additionally possible lacks in knowledge can be easily cheated from papers because there is no face to face contact. Still, telemarketing is a dynamic communication tool and can be used for surveying customer needs and wants and changing their stereotypes towards the product or service.

Technology can improve companies' efficiency dealing with outgoing calls. Server systems can for example move unanswered, busy-line numbers and answer machine calls automatically to the end of the call list in order to try again later. If these small steps are not required from the salesmen, they can more easily concentrate on what is required from them: selling. (Brassington and Pettitt 2003, 764.)

From the customer's point of view, telemarketing is often seen as a distraction but it can hide some hidden advantages. Kotler and Keller (2009, 577) mention that telemarketing can add customer satisfaction. The truth could lay behind the fact that telemarketing calls can lighten the customer's burden when they do not have to make the first initiative for purchasing or ordering something. When being contacted personally, customers can feel special and enjoy

the fact that a salesmen concentrates on them only. With these facts telemarketing can be viewed as good customer service.

### **3.3.3 Challenges of Telemarketing**

Challenges of telemarketing will be introduced by first listing the points concerning the company (seller) or marketer and then followed by matters with customers (other company, buyer).

Before clarifying different challenges of telemarketing we have to consider the fact that telemarketing can be performed also outside the company. Outsourcing could be cheaper and the work force used more professional, as they are especially trained for telemarketing. Last, these reasons lead to the fact that outsourcing is becoming more popular in business-to-business direct marketing. However, for EcoTelematics Group, it has been cheaper to conduct their own telemarketing calls. Getting the first impression of the possible client (other business, buyer) and having the possibility to tell more about their product and service has been the aggravation for not outsourcing telemarketing. For this reason, the research of this thesis will concentrate on examining telemarketing as an internal activity in the company. This could include value and importance in the future also to EcoTelematics Group.

Companies like the advantage of contacting customers individually. However in Finland, for example, there are regulations that limit the possibility to call whoever whenever. Asiakkuusmarkkinointiliitto (The Finnish Direct Marketing Association) appoint the possibility for customers to limit the direct marketing via their phones and mails. These lists are called the Robinson lists and their purpose is to "refrain from sending addressed direct mail or making promotional phone calls to consumers, who have disclosed their will not to receive either of the mentioned forms of advertising / sales". (The Finnish Direct Marketing Association 2009.)

This sets limits for the companies as they have to respect the customer's wishes. Even though companies think they are contacting other companies and not individuals, they still have to make sure whether or not the person him- or herself has banned direct marketing. In other words, individuals within companies have the right to abstain from e-mail marketing or telemarketing. (Data Protection in Finland 2010). However, it is challenging because not everyone is aware of this possibility and thinks that this law does not affect on companies.



What seems to be the greatest advantage of telemarketing can also end up being a challenge. Especially in inbound telemarketing companies can have troubles in making their telemarketing successful due to financial issues. Hiring enough people in order to have a trouble-free and efficient customer service or sales department can be very expensive. Companies who want to gain customer loyalty should definitely invest in inbound telemarketing because customers can find it very intrusive if they have to wait service for too long. (Brassington and Pettitt 2003, 763.) Furthermore, it is obvious that the employees have to know the products and services sold in order to close the deal.

Like mentioned before, finding the right people for telemarketing can also be a challenge for companies. Firms need a combined customer service worker and a salesperson. After hiring, motivating your telemarketers can cause problems. Usually they are expected to make 20 to 30 phone calls per hour and they are still paid less than face-to-face salesmen. This is why, companies tend to provide different bonus systems and commission based salary. Role of the internet has also grown to be a challenge for telemarketing. Customers can not relate to the offered products online without any visual help. Many companies have realized this and now offer a telemarketing service through their web page. For example, via “Call me up”-button. This is called permission marketing and it is not only a challenge but can lead to company’s competitive advantage. (Cron & Decarlo 2010, 166-167.)

Brassington and Pettitt (2003) also highlight the importance of targeting outbound telemarketing calls. A telemarketer should spend time for carefully selecting his target customer groups like in e-mail marketing. This will lower down the irritation factors for customers who are not interested in products and stop bothering the customers who have added their names to the Robinson list, mentioned earlier. How to achieve this accurate list of only interested customers is a true challenge for telemarketing. (Brassington and Pettitt 2003, 764.)

However, not everybody can be interested of every product or service. This is why a telemarketer must be prepared also for negative answers. According to Vuorio (2008, 25) these rejections can be extra sharp and harsh over the phone, because lacking of face-to-face contact. Tapp (2005, 314-315) also reminds that many people refuse to answer calls that they know are from telemarketers. Companies have learned from this and nowadays many use regular phone numbers instead of 1-800 types of selling numbers.

For customer perspective there are obvious reasons for negative attitudes. In general telemarketing is seen as a disturbing form of direct marketing. The phone has a habit of ringing when you are busy and do not have time and effort to concentrate. Usually the telemarketer talks without stopping and you are annoyed by not achieving a dialogue. When you try to signal that you are not interested, the telemarketer usually just gets more excited. And when you tell them not to call again, you can be sure that you are disturbed again within the next couple of months.

This following figure will summarize the previous chapters, introducing the main points of both advantages and challenges of telemarketing.

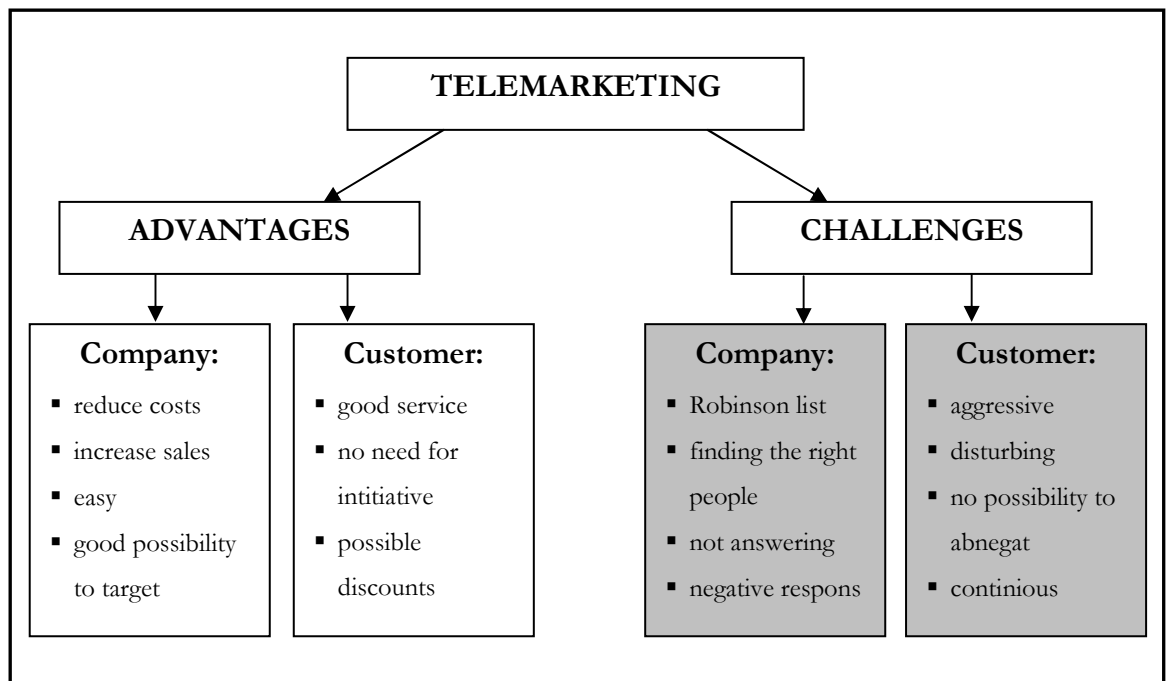


Figure 6. Summary of advantages and challenges of telemarketing (Created by the author, 2010).

### 3.4 Combining e-mail marketing and telemarketing

There have not been many studies about combining the two direct marketing methods. Short mentions appear in several books and articles, but a broad study concentrating only on the combination of the two methods have not been published. However, Barry Silverstein (2000) talks about combining direct mail with telemarketing in the book Business-To-Business Inter-

net Marketing. He highlights the possibilities on sales growth when it is used effectively on both active customers, that have responded to mailing and non-active customers that have not replied. On both times the marketer can prompt the response. (Silverstein 2000, 127-128.)

One study was found to be closest to this research problem. In article published in Ebsco, Nemes (2008) shortly discusses about the integration of e-mail and telemarketing. In an example presented a company operating in the manufacturing business evaluated their telemarketing campaign. They realized that not maximum profits were reached, because not all the customers were aware of their activities. They decided to add a sophisticated e-mail marketing campaign to introduce their products to customers before performing their normal telemarketing activities. The results were amazing, because the number of interested customers grew over 50%. Then telemarketing calls could be targeted on only attracted customers and the company saved money and time at the same time. (Nemes, 2008.)

#### **3.4.1 Research framework**

The previous chapters reread that e-mail marketing is a cost effective direct marketing tool with which it is possible to target to your customers but still use it as a mass marketing tool if wanted. E-mail marketing is also seen as customer friendly way to communicate with your customers, whereas telemarketing is usually considered to be more disturbing. However, reducing costs is one of the main highlights also for telemarketing and it can be used for a private dialogue with the customer.

Like in the previous paragraph and throughout the whole literature review of this bachelor thesis there has been separate discussion about advantages and disadvantages of e-mail marketing and telemarketing. This decision has been made based on the available literature and previous research as there are not many existing studies on combining the two direct marketing methods. It is good to investigate their separate benefits and drawbacks in order to understand the main concept behind them. However, the main purpose and value of this research is to look and investigate the combination of e-mail marketing and telemarketing and provide new information for studies in business-to-business direct marketing.

The research framework of this thesis is presented next:

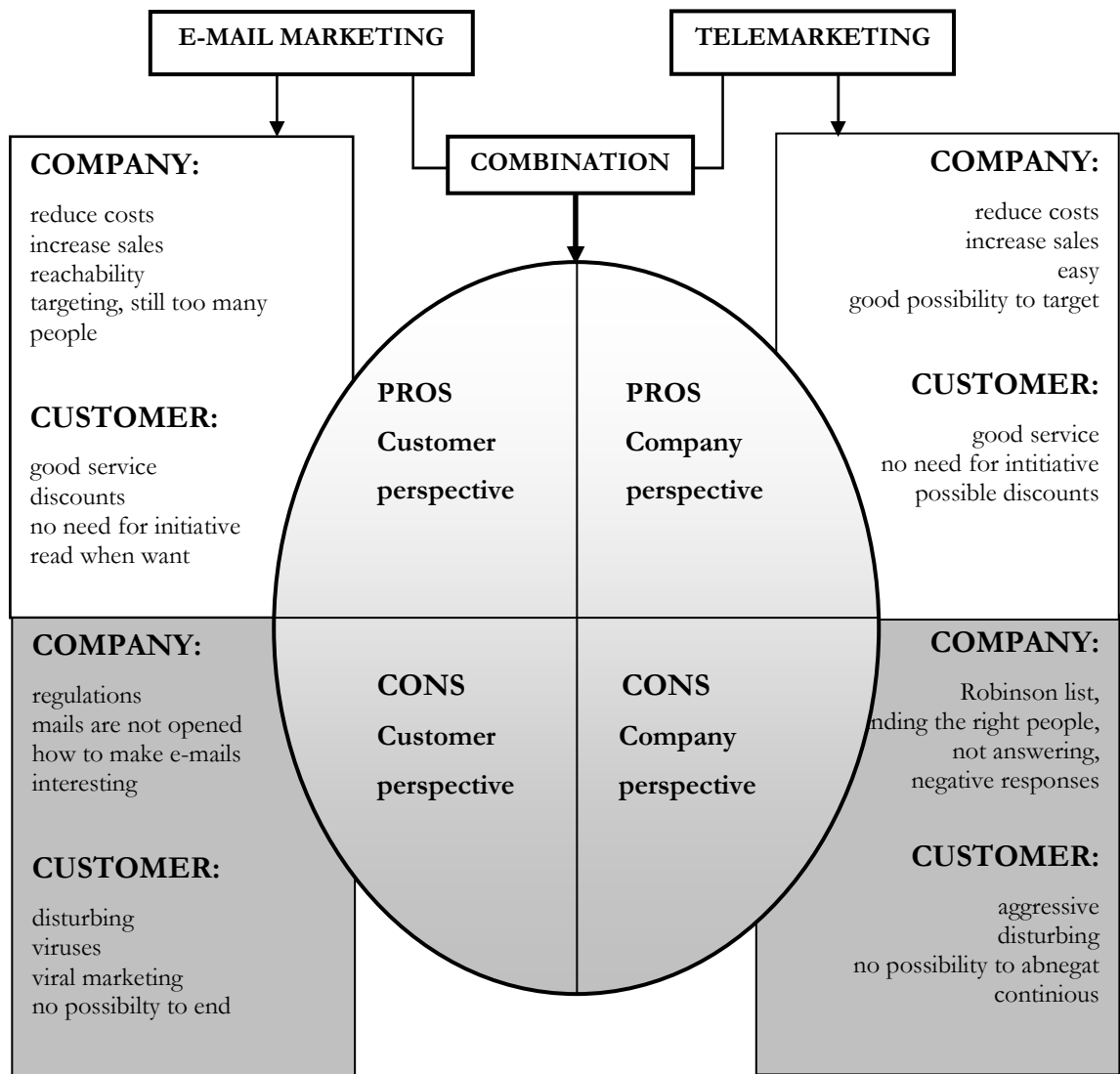


Figure 7. The Research Framework (Created by the author 2010).

The framework of the research, which is presented above, was formulated based on the following categorization. First separate advantages of e-mail marketing and telemarketing are listed in the top white squares on both sides of the figure. Controversially, disadvantages of the two direct marketing techniques are listed in the below gray square boxes. As both parties' opinions have been discussed throughout this literature review it was obvious to separate them as well. To summarize, you can find from the research framework figure the main points of advantages and disadvantages for companies (sellers) and customers (other busi-

nesses, buyers) in e-mail marketing and telemarketing. Advantages are listed in white and disadvantages in grey squares.

However, as the main reason for conducting this research is to find pros and cons when combining e-mail marketing with telemarketing the central circle is the most valuable for the research. From the literature review we can agree that combining e-mail marketing with telemarketing can be an effective tool in direct marketing if used right. Customers can relate to the offered campaigns via e-mail or telephone only if the company is familiar to them. By adding information about the company and the products to the first contacting e-mail will make it easier to close sales through later telemarketing activities. Unfortunately, it was also mentioned that this has not been a common study area in business to business direct marketing. This is why this circle is also a research gap for this thesis and will be answered after conducting the research.

## **4 Research Method and Implementation**

This part of the bachelor thesis will describe details about the conduction of the research. Qualitative, the chosen research method will be first clarified and explained. Later on the interview questions will be introduced and categorized based on the literature review framework. All these steps were planned and later executed in order to answer the research question and fill in the research gap in the best possible way: what are the pros and cons when combining e-mail marketing with telemarketing in business-to-business direct marketing?

### **4.1 Research Design**

A good understanding of the research question helped in the process of choosing the right research design. This thesis wants to find answers to the research question: what are the pros and cons when combining email marketing with telemarketing in business-to-business direct marketing. As it did not foreshadow any hypothesis, expect certain types of answers or want to measure anything, the best choice for this thesis was the exploratory research.

Exploratory research is based on loosely defined conclusive outcomes which suited best the quite wide and vacant research question of this thesis. Another deciding factor was also the verity that throughout the literature review quite few available researches were done on the same subject. In exploratory research the whole research process can be flexible which was great for the interview processes of this thesis as follow up questions were asked in several occasions. With the help of exploratory research this thesis was able to understand clearly the answers of the respondents and categorize them into a logic format. (Malhotra & Birks 2003, 62-63.)

Exploratory research has two sub research designs. Whereas quantitative research method focuses on numbers, qualitative research method deals with text and words. Its purpose is to record what people have said and this is why the most common qualitative tool is interviews. However, in every case qualitative data can help understand people and their motivations and actions in a wider context. (Myers 2009, 8-9.)

Based on the literature review and the lack of existing literature and sources on combination of e-mail marketing and telemarketing the best research method for filling in the research gap

and answering the research question was qualitative. As the research was focusing on business-to-business markets, interviews were providing specific and interesting information from direct marketing specialists. With this method more valuable information was received with interviewing fewer people but with applying longer time with every respondent and making sure the interview reached the greatest possible depth.

## **4.2 Research Sample**

When conducting the literature review it was evitable that two parties were needed to be interviewed. My thesis found answers for the research question by first interviewing marketing managers and sales professionals who sell and market their products using e-mail and telephone. However, as there are two sides to every story also companies who are customers in e-mail marketing and telemarketing were interviewed. With these two sets of interviews the research gap could be filled in most effectively.

In order to get reliable results, the author of this thesis decided that 5 interviews on both sides should be conducted. As the following paragraphs will explain the types of the interviews and based on the chosen number, it was guaranteed to get enough material for deep understanding of the subject.

Even though there were two different groups as respondents for the interviews, all the interviewees' had to have something in common as well. They were required to have been working with e-mail marketing and telemarketing earlier and preferably for several years. The specific field of their business did not play a role in this research, as it concentrated more on the actual marketing process, not decision process made by the buyer where the product would have had a bigger impact.

It was also crucial that all the interviewees, sellers and buyers, operated in business-to-business markets and not with individual consumers. Even though throughout the literature review the advantages and disadvantages of the two different direct marketing forms were listed from customer's perspective, many authors mentioned that there is a direct connection to business-to-business perspective. For this research however, all the customers (buyers, other business) were interviewed from the business-to-business markets in order to find concrete facts and personal opinions for filling in the research gap.

Due to the preferences of the interviewees, we agreed that their actual personalities will stay unknown. However, I got the permission to list their employees so we will know which companies took part of this research. Like mentioned before, the respondents had to have worked with or received e-mail and telemarketing before, in order to participate in the research. Still, their professional titles did not play that big of a role and varied from marketing manager to sales manager and from CEO to B2B Consultant. From the table below, one can see all the companies that were interviewed for this research. Yet again, the titles are not introduced due to privacy contracts with the respondents.

SENDER-side (company)	RECEIVER-side (customer)
Eilakaisla Oy	Raisio Group
CleanTech Finland	CleanTech Finland
Ernst & Young	Elparts Oy
Elisa Oy	Tamtron Solutions Oy
Yritysneuvonta Potkuri	Protelum Oy

Figure 8. The Interviewed Companies.

### 4.3 Data Collection

Like mentioned in previous paragraphs qualitative research method has been used for answering the research question and filling in the research gap. In order to achieve in this, two sets of respondents have been interviewed: company (seller) and customer (buyer, other business). This diversity has been earlier discussed in literature review and the research framework has been the backbone for this data collection.

#### 4.3.1 Interviews

The interviews were conducted as depth interviews. Depth interviews are mainly unstructured but still direct and personal interviews with a single respondent. Their main target is to uncover underlying beliefs, motivations and attitudes on a matter. The interview session took place once with every respondent and lasted from 30-minutes to an hour which is a typical duration for a depth interview. (Malhotra & Birks 2003, 179-180.)



However, because theoretical information was needed for the research as well, the interviews were also conducted by open-end questions. Like depth interviews, in this type of interview the respondents are interviewed with questions about their opinions and thoughts but also about facts of a matter. (Yin 1994, 84-85.) The whole interview had a conversational manner and this allowed the respondents to talk openly about their opinions but also facts about the subject. This type of interview had definitely the greatest benefit for filling in the research gap as the respondents could freely answer to the questions. As the main backbone questions had been strictly formulated before, the conversation was to follow the right subject.

When interviews and respondents are involved in the research process, more focus should be targeted on the choosing the right research design. According to Malhotra and Birks (2003, 60-61) respondents act and response differently to specific research techniques. As this thesis was concentrating on information collection with the help of interviews, it was interesting to see how respondents usually act to them. Semi-structured interviews are categorized as getting intuitive and imaginative responses from the respondents. These promising facts definitely had an impact on choosing the right research design.

Based on the information in the previous paragraph, the interviews were done as semi-structured interviews. Even though depth interviews are usually unstructured, during the data collection process it was obvious that some kind of list of topics was needed. This is why there was a backbone of the previously categorized and listed questions which were followed during the interview session. However, typical to a semi-structured interview, additional questions were asked in the middle because within the flow of the interviews it was clear that not just previously categorized questions were enough. Respondents were giving examples in their answers and more details were needed. Due to this reason, also probes were used: for asking more information about respondent's previous answer. (Yates 2004, 165-167). With this decision the interview was a laidback conversation where the respondents could freely talk about the topic. However, the schedule was beneficial as it helped keeping the small talk on a right path and remind about the theoretical aspects of the topic.

Like mentioned before, the interviews were mainly conducted as personal face-to-face depth interviews. This allowed the focusing upon individuals at each time and guaranteed the best possible results. However, as some of the respondents lived relatively far away or were busy,

5 of the interviews were done via telephone. In both cases, the interview conversation was recorded. Later on, the interviews' main points were typed from the tape to a paper. This permitted a closer observation of the results as they were written black and white on the paper. The next chapter will explain the methods for this in more detail.

#### **4.3.2 Interview Questions**

When knowing the right research method and the interview techniques in more detail, it was easier to plan a little bit of the qualitative interview questions, which would answer the research question and fill in the research gap. However, the questions that are explained in the next paragraph, are only the simple and main categories of the title and like mentioned before probes and follow up questions were asked during the interviews. It was more facile and in some way secures to have a backbone of the main categories and questions before the interviews. This blueprint was however adjusted a little bit after the first interview took place, when noticed some gaps in the list of questions.

For the first respondent group (company's perspective, seller) it was clear to ask how they've ended up choosing a combination of e-mail marketing and telemarketing. The main point was to however find out what were the pros and cons in their thoughts when they combined these two direct marketing methods. Have they had problems during the process and what were their recommendations to other businesses? The research framework from the literature review was the base for the categorization of the questions.

The questions for the second respondent group (customer: other company, buyer) were pretty much similar as for the company's perspective. However, it was interesting to find out how do companies feel when they are contacted with these two direct marketing methods. Did they feel it was effective or not? What were the main disturbing factors and do they want to be contacted with using e-mail marketing and telemarketing in general? Again, the research framework helped with involving the main points to the questions.

All the questions were planned by the author to match the perspective of this research, which was business-to-business direct marketing. Instead of letting the respondents to talk about their personal liking and experiences on the matter, they were told in the beginning to concentrate on B2B side only. However, if this important aspect was forgotten during the interview

they were reminded again and usually after that they continued sharing their professional likings and thoughts.

The whole interview framework for the two different interviewee groups can be found from the appendix of this thesis (Appendices 1 and 2).

#### **4.4 Data Analyses**

After the research interviews were conducted it was time to collect the important data from the tapes. Instead of copying every single word the respondent had to say, this thesis followed a pre-structured sequence analysis. Compared to a traditional sequence where the write-up is written from notes and then followed by coding, data displays and conclusions, the pre-structured case first designs the outline of the data and then follows by field notes, coding, data display and conclusions. In other words, the data from the interviews was analyzed and coded based on the previously defined outline and only points that dealt with issues listed in the outline were filed. (Miles & Huberman 1994, 84-85.)

The outline for the data analysis was preliminary designed before the interviews took place. The basic separation of pros and cons was defined already in the beginning but the additional points were attached after the interviews. Listening carefully to every single respondent permitted to categorize the main points of the studied subject. Another important factor was also that by listening to the respondents the outline was formatted instantly during the interviews to an accurate arrangement. By this it was guaranteed that several not that important points were not disturbing. Based on the preliminary ideas occurred during the interviews, the final outline was written.

It was easier to go through the hours and hours of tape material with the help of a well structured outline. Answering the outline questions assisted on finding only the relevant information from the conversations. However, the data that was outside the structured outline was reviewed separately to see if there was any additional relevance to understanding the research question. Additionally, all the practical examples of the respondents were also written down in the notes as well but only if they were relevant based on the outline.

At the end, a well structured outline with only the relevant and important matters saved time. It was easy to follow a clear pattern and write down only the main points from every single interview. This well structured outline also helped categorizing and coding the respondents' answers: all the answers underneath a specific outline point dealt with the same subject and it was easier to find similarities or differences between the respondents. From these comments and results it was relatively simplistic to write down the conclusions and later on contribute them into the final results of this thesis.

#### **4.5 Validity, Reliability and Minimizing Risks**

Validity is “the extent to which a measurement represents characteristics that exist in the phenomenon under investigation” (Malhotra & Birks 2003, 140). In other words it tells whether or not the research was conducted about the planned subject and has the writer conducted and written the research about the given subject?

For this thesis, minimizing risks about getting off tracked during the interviews was avoided by following preliminary formed interview frameworks. The backbone of the important questions in every interview assured that the conversation was to follow a certain common thread and not wonder wherever in the subject of marketing. However, as the whole discussion session was wanted to be as relaxed as possible, the framework was only a backbone for the interview and additional questions were asked but they were highly evaluated on their validity before introduced to the respondents.

Reliability is “the extent to which a measurement reproduces consistent results if the process of measurement were to be repeated (Malhotra & Birks 2003, 140). In other words, it assures that the results will be the same if this research would be conducted again by other person or by other time and that the research was conducted and written with good professionalism and accuracy.

In order to maximise the reliability of the research for this thesis the respondents were carefully selected. By choosing only professionals from the direct marketing field guaranteed professional answers and interesting viewpoints. Only differences on the reliability could be that some examples were too contemporary and would change during time. However, this was minimized in the final report by clearly classifying the facts from the examples.

After considering the specific validity and reliability of the research, it is good to consider other possible risks during the research process as well. With well structured and planned pre-steps the process could minimize the possible risks and increase the quality of the whole research.

Like mentioned in earlier paragraphs, the interviews for answering the research question and filling in the research gap were semi-structured. This allowed asking probes and follow-up questions during the interview if needed. Overall, the whole relaxed and easy atmosphere of the interviews guaranteed a safe place for the respondents and because they were not constantly bombed with new questions, they could feel like the interviewer was listening and that their opinions really mattered to whole research.

Another important fact is that the data analysis outline was formulated after all the interviews. When listening the answers of the respondents it was easier to find another common thread of the opinions. With the help of this categorization, only the most important matters were listed and no extra time was required for recording irrelevant things.

The pretesting of the preliminary interview questions or the backbone of the interview happened meanwhile the first interview. After that, some minor changes were made. Some questions were just rephrased so the respondents would understand them better. The order was slightly somewhat changed as well, but no questions needed to be removed or added. The last “additional comments” question enabled the respondents to talk about any other thought they might have had. However, almost all the respondent stated that the questions were already so wide that no other additional comments were necessary. This was seen as a guarantee for the accuracy of the questions.

## 5 Research Results

In the following part of the thesis the research results from the interviews will be introduced. First the data categorization will be explained, in other words how all the data was organized in a logical way. Later on some of the most important detailed results will be listed. Like in the previous chapters of this thesis, it is important to remember that also in this part throughout the text everything will be explained from the two sets of points of views: customer's and company's (or sender and receiver) side and e-mail and telemarketing in separate. However, in this part also the combination of the two direct marketing tools will have its own section as it was highlighted in the interview sessions.

### 5.1 Data Categorization

After conducting all ten 30 minute interviews, it was obvious that there was a lot of data to organize. Even after typing down all the interview answers there was too much information and it was crucial to be able to find all the most valuable results among the interviewee's answers. The final data categorization tables will be shown after each important title topics but they will be explained in detail next.

First, the data was divided into 3 main categories. This was the base for the interview questionnaires so it was logical to continue this division throughout the data categorization as well. In other words, there are three different but quite similar tables, one for e-mail marketing, one for telemarketing and one for the combination of the two. With this division the results were easy to categorize into much smaller pieces and it is easier for the reader to understand which marketing tool is discussed at each point.

Another important factor that will continue throughout this thesis is the division of the two points of views. Every subject in the literature review and in the interviews was examined from the different perspectives of the sender and the receiver. It was obvious that this division was also been followed in the data categorization tables. As the tables were designed to be the easiest for the reader, it was crucial to be able to fit the two points of views for the each direct marketing tool into one single table. With this conclusion the reader gets an overall view of the results for each marketing tool just by looking at one single table.

In other words, the data from the interviews was categorized into three different tables. These tables can be found from the following paragraphs, 5.2, 5.3 and 5.4, but it's good to explain the content of them first. When looking at these tables in more detail, the left hand vertical title tells which marketing tool has been summarized in that specific table. Then when moving on to right, the next column is called "category". Categories are the main topics that were presented in the interview framework and of course covered in each interview session, for example *pros* and *cons* of e-mail marketing and *targeting*, *appearance* and *profitability*. These main topics were chosen after studying all the interview answers because then it was easier to understand which of the questions were highlighted among the answers. It was not necessary to include everything every interviewee had said, rather to find the subjects that were relevant to the research topic of this thesis.

However, finding just the common topics was not enough because they were just titles that were discussed during all the interviews. Because of this, it was decided to name the next column as "statement". These statements are specific detailed answers that were mentioned none, rarely or often among the interviewees and have impact on the whole research. Every statement goes under some category, and different categories are separated by two neutral tones: white and grey. This made it easier to read the table.

The last two columns are the actual results. They are separated into sender and receiver, like throughout the whole research of this thesis. It was also crucial to get these two different points of views into one single table in order to easily compare the results. With this decision, the reader is able to see the similarities and the differences between the two groups just by quickly going through the numbers.

The numbers are clearly the amounts how often each statement was or was not mentioned. After the statements were decided, it was relatively easy to find them from the interviews. Later on they were calculated and the final number was listed to the table. As there were 5 interviews among the both sides, 5 is the maximum amount of how often a statement could have been mentioned. It was decided in the beginning that a statement will be only calculated once for each interviewee. This was decided, because there was so much repeating and often an interviewee could say the same things twice just by accident or if he or she did not quite

understand the question. If all these times were calculated, the results would not have been accurate.

However, if some statements were not mentioned or supported by the interviewees the mark - was added. With this, it is easy to read the table by clearly separating the numbers from “minus” marks.

With these explanations of the data categorization tables it should be easy to follow the next paragraphs. Like mentioned before, e-mail marketing, telemarketing and the combination of the two, will be discussed separately. Some of the most important points will be explained in words, but the tables will support the reading at all times. Nonetheless, these following chapters will only list the answers and the analyzing will be done separately in the next chapter.

## **5.2 E-mail Marketing**

E-mail marketing was the first subject discussed in the interviews. Due to this reason the explanation of the results will be started from it as well. Below, you can see the table where the results are clearly listed. In the next paragraphs, the numbers will be explained in words in order to understand it completely.



E-MAIL MARKETING	Category	Statement	Results: Sender	Results: Receiver
	Effective when used alone	YES	-	-
		NO	5	5
	Pros	Easy	1	3
		Fast	2	2
		Profitable	1	1
		Cheap	1	-
		Targeting	4	4
		Can open / delete whenever	-	5
		Informative	1	-
		Reminds of company	1	-
	Cons	So much of it	5	5
		SPAM	2	-
		Viruses	-	-
		Not opened	3	-
		If used alone	3	-
		Targeted to wrong people	-	1
		Reachability (addresses change)	2	-
	Targeting	E-mails should be targeted	4	5
		Mass-marketing is ok	1	1
		E-mails should be personalized	1	1
		Not personalized	2	2
	Appearance	Short	5	4
		Appendixes	3	1
		No appendixes	2	4
		Links	3	-
		Importance of subject line/title	5	4
		Importance of the address sent	3	3
		Include something intersetting	2	5
		Pictures / other visuals	-	1
	Reason	Invites to Events	1	3
		Discounts	-	1
		First contact	2	1
		Agreeing on meeting	-	1
		For clarifying further steps	-	-
		Follow-up / futher information	-	2
	Profitability	Cost-effective	3	-
		Increase sales	2	-
		Decreases costs	4	-
	Customer Service	Good customer service	1	3
		Discounts / Offers	-	1
	Sender	Professional	-	-
		Unknown – dont answer	-	3
		Known – more trust	3	1

Figure 9. The results from the interviews about e-mail marketing.

The very first question of the whole interview asked, whether or not e-mail marketing is seen to be effective when used alone. This was also the first category and statements listed in the results table. After conducting the interviews, the results were straightforward: all the interviewees from both sides, senders and receivers, thought e-mail marketing is not effective when used as a single tool. It was decided to provide many direct quotations in this thesis and here are some of them listed about this specific subject. The coding has been done by choosing the letters A, B, C, D and E to represent the respondents of the sender-side and choosing letters Z, Y, X, W and V to represent the respondents of the receiver side.

- “A single e-mail can add knowhow for the sending company, but doesn’t affect on big decisions”, (Receiver side Interviewee Y 2010).
- “I get so many e-mails that I destroy most of them without opening”, (Receiver side Interviewee Z 2010).
- “It’s not effective because most likely you’re message will end up in the SPAM-folder”, (Sender side Interviewee A 2010).
- “You don’t get any results with a single e-mail. It has to be part of a larger communication and marketing plan”, (Sender side Interviewee D 2010).

Throughout the interview several pros of e-mail marketing were mentioned. Like written before the interview questions were open ended and not ready answers were provided. This is why there are different statements, but not all of them have supporters on both sides. Nevertheless, the second category in the table is called “*pros*”. Different types of pros mentioned in the interviews were then listed as statements. Couple of interesting points were highlighted.

First, two interviewees from both sides thought that speed is one of the pros of e-mail marketing. It was seen as a fast marketing tool to contact customers or to be contacted by: “E-mail is the fastest direct marketing tool out there and additionally it’s cheap and easy”, (Receiver side Interviewee X 2010.) However, as couple of the receivers thought e-mail marketing is easy to receive, almost all the senders thought it is rather challenging. They considered the biggest problem to be, how to stand out from the other e-mails and how to make it so attractive that receivers will open them and be interested:

“People get so many e-mails nowadays that the receivers obviously don’t open all of them. Your message can also find its way to a SPAM-folder and then you’ve done unnecessary work. The big question is how to stand out from the other e-mails and make sure your e-mail will be opened. That’s what I’d like to know.”

(Sender side Interviewee E 2010.)

Costs were seen also as pros of e-mail marketing. For example, senders thought e-mail marketing was profitable and cheap, but this value was not highlighted as much in the receiver side. This can be perhaps because the main costs were considered to concern only the sender. Senders thought that the salaries of the employees sending e-mail marketing were definitely the biggest costs: “Salaries of the employees are the biggest cost in our company. And if they don’t reach the respondents then we have to pay more money.” (Sender side Interviewee C 2010.) The internet bills were not mentioned.

One sender also considered e-mails to be informative. If the company would not gain anything from sending the e-mail message, it would at least remind the existence of the company: “Every e-mail that we send, reminds the receiver that we exist. If only one or two are interested from the list of 300 companies we sent the e-mail, to at least we know that all the others have been informed about our company.” (Sender side Interviewee B 2010.)

Still, one the biggest pro of e-mail marketing was considered to be targeting. Four interviewees from both sides thought that it is relatively easy and profitable to target e-mails to certain target groups. However, it was mentioned among the receiver interviewees, that they get quite often e-mails that are not targeted to them, but only one interviewee saw this as a con of e-mail marketing.

“We do not have time to send a personalized message to all our customers. We could have a campaign of 800 companies and making every single one different than the others would take too much of our resources. Instead, we choose the companies carefully. Make sure that they are from the same target group and then send the same messages to all of them.”

(Sender side Interviewee A 2010.)

Receivers considered the fact that e-mails can be opened and/or deleted whenever as the biggest pro of e-mail marketing. All five of the interviewees admitted that they do delete message just because they get so much of it all the time:

- “The biggest advantage of e-mails is that I can choose when and where to open them. Or choose not to.” (Receiver side Interviewee Y 2010.)
- “I like the fact that I can decide which messages I open and which ones I destroy immediately”, (Receiver side Interviewee Z 2010).

- “For me as a receiver of e-mail marketing, it gives the possibility to choose the ones I want to read in more depth. The other ones I can easily destroy and the sender won’t know about it.” (Receiver side Interviewee V 2010.)

The next category was the opposite, in other words cons of e-mail marketing. It was interesting to notice that every single interviewee agreed that there is too much e-mails and e-mail marketing. It was the main negative statement that the receivers brought up.

- “Right now I have about 250 unread e-mails in my mailbox. How can anyone think I have time to open yet alone study all of them?” (Receiver side Interviewee Z 2010.)
- “I get hundreds of e-mails every single workday”, (Receiver side Interviewee W 2010).
- “Even I know as a sender of e-mail marketing that people get it way too much nowadays. That’s why standing out from the others is the key to success.” (Sender side Interviewee C 2010.)

However, the senders also mentioned other problems in e-mail marketing. Two of the answerers thought that it is a risk to get your e-mail message into the receivers SPAM-folder. The fact that e-mails can be opened or left unopened was definitely a pro for the receiver, but senders thought it was a definite disadvantage. It was also seen as useless among senders if it’s left alone and not supported by any other marketing tool: “E-mail marketing should always be a part of something larger. If you leave it alone, you won’t succeed.” (Sender side Interviewee C 2010.)

Two of the sender interviewees also thought reach ability of the correct people was challenging or even hard. According to them, e-mail addresses could change quite often and the right people forward their e-mails to others during their vacations or sick-leaves for example. Still, the biggest challenges of the whole internet, viruses, were not seen as a problem in e-mail marketing on both sides: “I have not had a single problem with viruses online”, (Receiver side W Interviewee 2010.)

The next important category in the interviews was targeting. Even though mentioned before so far as 9 out of the 10 interviewees thought that e-mails should definitely be targeted. This agrees with the facts that only one answerer on both interviewee sides thought that mass-marketing is okay and could be used. However, the e-mails do not have to be personalized to the end, as only one receiver required his or her name to the title line of the e-mail: “If the e-mail doesn’t include my name, I most likely won’t open it”, (Receiver side Y Interviewee

2010.) To everybody else, it was enough that the subject of the e-mail was suitable for their business.

One of the most interesting categories in the interviewees for the respondents was about the physical appearance of the e-mails: how should they look like? Yet again, 9 out of 10 interviews agreed on the fact that e-mails should be short. It was also mentioned on several times that long e-mails will be deleted already in the beginning. However, the preferred length still varied. Here are some comments about the length and the appearance in general:

- “The e-mail should only include two main points”, (Receiver side Interviewee Y 2010).
- “E-mail should not be longer than a one screen length”, (Receiver side Interviewee Z 2010).
- “The perfect length is two paragraphs”, (Receiver side Interviewee V 2010).
- “People don’t even open long messages. That’s why a perfect e-mail is maximum 5 rows long.” (Sender side Interviewee E 2010.)

What about if the sender would have a lot to inform the receiver about? Senders would prefer appendixes and links with 3 agreed answerers, but only one respondent from the receiver side would allow appendixes. According to the answers appendixes only “fulfil mail boxes and do not even open at all times” (Sender side Interviewee D 2010). One of the receiver suggested that the e-mail itself should look like a homepage with pictures and other visuals but still not be longer than one screen length: “I like short and visual e-mails with pictures”, (Receiver side Interviewee Z 2010). None of the receivers wanted links: “Links are bad, because I have to click and open them. The sender should be doing all the work instead.” (Receiver side Interviewee V 2010.)

The importance of the subject line and title of the message was highlighted among the interviewees. 5 of the senders and 4 of the receivers thought that the subject line should be effective in order to raise the interest for the reader and differentiate the e-mails among the other hundreds in the mailbox.

- “I decide based on the subject line whether or not I will open the whole e-mail”, (Receiver Interviewee Y 2010).
- “Short and attractive titles will stand out and get my interest”, (Receiver side Interviewee W 2010).

- “If already the title is boring, I won’t bother and open the message at all”, (Receiver side Interviewee X 2010).
- “Subject line should tell in short but detailed what the whole message is about”, (Sender side Interviewee B 2010).

3 of the answerers from both sides thought that the address to which the e-mail is sent is as important as the title line or even the message itself. Two of the receiver interviewees even mentioned that they do not open the e-mail if they do not know the sender. Due to this fact, senders should definitely add other direct marketing tools on top of e-mails. This will be further explained when talking about the combination of the two marketing tools.

It was interesting to notice that only 2 of the senders thought that the e-mail should provide something interesting and special to the receiver. However, all 5 receiver side interviewees thought the e-mail is pointless if it does not include anything useful to them: “If a company sends a pointless e-mail to me, I’ll make sure I won’t open the second one”, (Receiver side Interviewee X 2010.) To sum up, the e-mails should be short, have a catchy title and include something useful in order to maximise the percentage of opening and reading them.

But why should e-mails be sent? The reason for e-mail marketing was considered to be one of the categories in the data categorization tables. 3 of the receiver interviewees thought that invites to different types of events is a good reason for e-mail marketing: “I like to receive e-mails about events. Then the companies can make them a bit more visual and I get a better idea what the whole occasion is about.” (Receiver side Interviewee Y 2010). But only one receiver from the 10 interviewees thought discounts are best transferred via e-mail. Additionally, only one receiver and none of the senders thought e-mail is the best marketing tool agreeing on meetings.

However, it was clear after interviewing all the respondents that only 3 of the whole group of 10 thought e-mail marketing is an effective tool for contacting another company for the very first time: “If the sender is unknown for me, I won’t open the message”, (Receiver side Interviewee Y 2010). Another receiver side interviewee W (2010) also considered that “e-mails are not personal enough for first contacts”. Other direct marketing tools were highlighted more, but they will be explained later on. 2 of the receiver side interviewees thought follow-ups and further information is best to receive via e-mail, whereas senders supported telemarketing.

The next category dealt with costs. 3 of the senders thought e-mail marketing is cost-effective. Others highlighted the time management and the salaries more. Only 2 answerers thought e-mail marketing has a straight connection to increasing sales but up to 4 thought a company could definitely decrease their costs by choosing this direct marketing tool rather than some others: "E-mail marketing is cheap if you don't consider the salaries. Additionally, you can get pretty good results with a smaller workload." (Sender side Interviewee D 2010.)

During the interview, questions about the relationship between the marketing tools and customer service were also asked. Only one sender but 3 receivers considered e-mail marketing to be good customer service: "I don't understand why people think we wouldn't like e-mail marketing. For me it just good service that I don't have to find out about things myself." (Receiver side Interviewee V 2010.) This was definitely a surprise and has an impact on the result of this thesis.

Last category to be included in the table was the importance of the sender. The profession or the title of the sender was not considered to be important. However, if the sender was known to the receiver, 3 of the senders but only one of the receiver side interviewees thought this to be important. However like mentioned before 3 of the receivers admitted that they do not answer to e-mail messages whose sender they don't know. This is a definite challenge for the senders: How to make sure the receiver knows your business before sending the message? This dilemma will be further analyzed in the following chapters.

### **5.3 Telemarketing**

The second part of the interviews dealt with telemarketing and it was logical to continue with it to the second data categorization tables. Many of the categories and statements are the same or at least similar to the table of e-mail marketing, but that only proves that same types of questions were asked for both direct marketing tools. Next you can see the results table and like previously, the most interesting results will be shortly explained within the next paragraphs.

TELEMARKETING	Category	Statement	Results: Sender	Results: Receiver
	Effective when used alone	YES	2	3
		NO	3	2
	Pros	Easy	2	-
		Fast	-	1
		Profitable	-	-
		Reach the right person	1	-
		Solve the "problem" immediately	2	4
		Answer/hang up whenever	-	4
		Personal	2	3
	Cons	Reachability	4	-
		Time-consuming	3	-
		Disturbing when wont stop	1	4
		Challenging, not easy	3	-
		Timing, when wrong	2	4
		So many calls	-	1
	Targeting	Should be targeted	1	-
	What kind?	Short	4	1
		Right to the reason	1	3
		Professional text/speech	2	1
		Not an agent	-	1
		Listening/dialogue	1	3
		Planned	3	1
		Not planned	1	-
	Reason	First contact	-	2
		Agreeing on meeting	3	2
		For clarifying further steps	1	-
		Follow-up / futher information	2	-
	Profitability	Cost-effective	1	-
		Increase sales	3	-
		Decreases costs	2	-
	Customer Service	Good customer service	-	3
		Discounts / Offers	-	-
	Caller	Professional	1	1
		Normal person	-	1
		Unknown – dont answer	-	2
		Known – more trust	1	-

Figure 10. The results from the interviews about telemarketing.

The interview session continued from questions about e-mail marketing into questions about telemarketing. The first question about telemarketing was equal to one about e-mail marketing: is telemarketing an effective direct marketing tool when used alone? The results were more scattered this time. Whereas all the respondents were unanimous that e-mail marketing is not an effective tool when used alone, with telemarketing their votes were more or less



50/50. 2 of the senders and 3 of the receivers thought telemarketing is effective even when used alone and conversely 3 senders and 2 receivers thought it is not effective. It was interesting to notice that respondents were more approving than senders because in general we consider telemarketing very aggressive and disturbing.

- “I like to get telemarketing calls because I don’t have time to answer millions of e-mails and in phone you can agree or disagree on something quickly and easily.” (Receiver side Interviewee W 2010.)
- “Telemarketing is effective because of the personal contact with the receiver. You can tell a lot from the tone of voices and word choices.” (Sender side Interviewee E 2010.)

The interview sessions continued with questions about pros of telemarketing. Whereas e-mail marketing was seen as a relatively easy and fast way to market your business to other businesses, telemarketing is definitely more challenging. Only 2 senders considered it to be easy and none of the receivers mentioned anything about the easiness: “It’s super easy to grab a phone and call, but in order to actually do it well you have to know some tricks”, (Sender side Interviewee D 2010). When it comes to speed, only one receiver considered telemarketing as a fast direct marketing tool.

However, like already mentioned before, the respondents highlighted more the personal contact which is accomplished when having a conversation via telephone. 2 senders and 3 receivers thought that telemarketing is a personal direct marketing tool because you get “sense of the other person”. Additionally, tone of voice, selection of words and even breathing help to form a first impression of the other person on the line:

“I realize after 10 seconds whether or not I want to make business with the other person. His (or hers) voice already tells a lot: if it’s too enthusiastic, I know I’m not the only person on his contact list... I rather want to do business with a normal person than with a seller robot.”  
(Receiver side Interviewee X 2010.)

The fact that you get a personal contact with someone is also reason to the biggest pro of telemarketing. The fact that the “problem” can be solved immediately was supported by 2 senders and 4 receivers. The interviewees liked that no waiting is necessary because you can neglect or agree on something right away during the one telephone call:

- “I like the fact that I can talk the issues over right away and waste no time. For example, if the same would be done over e-mail it would take up to several days or weeks. With telephone, you don’t need to wait the responses.”  
(Receiver side Interviewee W 2010.)

Receivers also listed the possibility to answer or hang up whenever as one of the biggest advantages of telemarketing. 4 out of 5 receiver side interviewees liked the fact that they can decide when and whom to answer: “Like with e-mail, I can decide also by looking the caller id whether or not I will answer the phone call”, (Receiver side Interviewee Y 2010). However, this was also seen as a con of telemarketing for the sender side as 4 out of 5 interviewees thought reach ability is the one the most common challenges of telemarketing. One question comes up, how to make the senders (or in these cases callers) phone calls interesting for the receiver and maximise the answer percentage? This dilemma will be further analyzed in the next chapter.

Several other cons of telemarketing came up during the interview as well. For example the sender side considered telemarketing relatively time-consuming when 3 out of 5 interviewees mentioned it: “Reaching the right people can take days. When you finally get a hold of them, you do not want to ruin it because they’re might not be a second chance.” (Sender side Interviewee B 2010.) The receiver side did not think telemarketing takes a lot of their time as none of the respondents mentioned it during the interviews. However, another disadvantage of telemarketing related to time emerged as 2 of the 5 senders and 4 of the 5 receivers thought timing can be harmful for the whole marketing process if it’s wrong:

- “If somebody tries to reach me during lunch, I can swear I don’t answer”, (Receiver side interviewee X 2010).
- “The best time to reach me is Monday and Friday afternoons”, (Receiver side Interviewee Y 2010).
- “The mornings are worst, I prefer afternoons”, (Receiver side Interviewee Z 2010).
- “After lunch is the best time. Then all the receivers will be in a good mood.” (Sender side Interviewee E 2010.)

The biggest issue in telemarketing for receivers was the fact that sometimes they think sender side (or caller in this case) can be too aggressive and keep calling over and over again. Then it becomes disturbing and the thoughts about the company are rather negative. “Some callers just won’t stop. One time this foreign company representative called me over 20 times in a

row. I got a rather fearful impression of the whole company and never answered to any or their calls.” (Receiver side Interviewee Y 2010.) However, the problem is not fully acknowledged on the sender side as only one of the respondents agreed on this fact. Another challenging factor is that one receiver side interviewee considered the amount of calls to be so enormous that it is a downside for telemarketing.

On the other hand, sender side thinks one of the biggest cons in telemarketing is the fact that it is relatively challenging and definitely not easy. Every respondent that agreed on mentioned almost the same facts: “I get pretty rarely good telemarketing calls. More often sellers that won’t stop and make me hang up.” (Receiver side Interviewee Z 2010.)

When in e-mail marketing almost every respondent considered targeting to be very crucial for the whole marketing process, in telemarketing only one sender side interviewee mentioned it.

But how should a good telemarketing call sound like? First statement listed on the table was “short”. Up to 4 of the 5 respondents on sender side considered a good telemarketing call to be short, time wise. “I definitely think a telemarketing call should be short and your “speech” should not last longer than 30 seconds.” (Sender side Interviewee E 2010.) However, the respondent side does not necessarily agree on this as only one of the interviewees has mentioned this fact during the interviews: “Short and precise telemarketing calls are the best”, (Receiver side Interviewee V 2010).

Then again, respondents appreciate the fact that the caller goes right to reason or purpose of the phone call more than the fact that the phone call should be short to begin with. In other words, the respondents think the telemarketing call can be longer but the caller must go to the point immediately. Otherwise some negative attitudes can be found: “The caller should first introduce oneself and then shortly explain why he or she is calling me? And then listen me, whether or not I’m interested and do I give him a permission to continue.” (Receiver side Interviewee X 2010.)

Sender side also pointed out that the whole telemarketing call should be well planned and the caller must talk with a professional language: “All the calls (as well as e-mails) leaving this building must follow a certain and carefully selected structure. With this, we make sure the process protects our brand.” (Sender side Interviewee C 2010.) Only one receiver side re-

spondent agrees to these facts but highlights more the importance of dialogue. Receivers like to have a conversation with the caller and not just listen to their selling monologues. The listening for the sender side is as important as it is for receiver side. “If the caller doesn’t listen what I have to say, he or she leaves me no other option than hanging up. Listening me will make me part of the process as well.” (Receiver side Interviewee Y 2010.)

The next category listed on the results table for telemarketing is called reason. Like in e-mail marketing, this is the reason why telemarketing should be or not be used. In other words, in which kind of situation telemarketing is useful and is preferred among other direct marketing tools. 2 of the receiver side interviewees think telemarketing should be used for first contact, whereas only 1 respondent suggested e-mail marketing. Half of the whole ten interviewees considered telemarketing to be a very useful tool when agreeing on meeting. Then you can “discuss about the subject, time and location freely and it gives you a possibility to agree on everything needed right away, instead of sending dozens of e-mails back and forward”, (Sender side Interviewee E 2010).

One sender side respondent also mentioned the fact that telephone is a great way to agree on any further steps in the marketing process. Whether it is a meeting or sales process, telemarketing is the most effective tool. The reasons are very similar to the previous statement: “With telephone and voices you can go right to the point”, (Sender side Interviewee B 2010). Sender side also prefers telemarketing for any type of follow-up. In their minds it is a lot easier and more importantly, more effective. “Telemarketing is the best tool for making sure the respondent has received my e-mails. If not, I can go through it shortly over right away and then we can agree on following steps.” (Sender side Interviewee E 2010.)

Statements about profitability were asked too during the interviews and interesting results were noticed. Unlike e-mail marketing, telemarketing is seen a lot more challenging and expensive among the sender side respondents. Only one interviewee thinks telemarketing is cost-effective and only 2 thinks it has a connection to decreasing costs within the company. Resources and salaries of the employees are yet again the biggest costs: “You can only imagine how much money it requires to hire a full time telemarketer. With this I mean, it takes a lot of hours in order to get a one contract.” (Sender side Interviewee A 2010.) However, when telemarketing is done well, up to 3 sender side interviewees think it has a direct link to increasing sales in general: “Telemarketing can be very effective and profitable when you

avoid certain mistakes. Money can be saved with good planning of the calls and targeting.” (Sender side Interviewee C 2010.)

When asked questions about customer service from the interviewees, the results were interesting. Not a single interviewee from the sender side thought telemarketing is good customer service. In comparison, up to 3 interviewees from the respondent side considered telemarketing to be good customer service. Even though the respondents are usually considered to be more or less negative about telemarketing, the interviews for this thesis prove the opposite. “I think telemarketing shows a company remembers that we are existing as well. They have to think about us in order to reach us. That’s good customer service.” (Receiver side Interviewee V 2010.)

Last category on the results table is called “caller”. How should the caller sound like and should the respondent know the caller or the company one is calling from already before the first contact? One respondent from both sides mentioned that the caller should definitely be professional: “If the caller doesn’t sound professional and doesn’t know what he or she is selling, the possible new customer is lost already in the beginning.” (Sender side Interviewee X 2010.) However, one respondent side interviewee preferred a normal person instead of a professional seller: “I don’t want to take to a speech machine. I prefer rather a normal person with a clear voice. That’s all.” (Receiver side Interviewee Y 2010.)

2 of the receiver side interviewees admitted that they do not answer to phone calls if the caller is unknown. “I don’t answer if the caller id is unknown” (Receiver side Interviewee Y 2010). One sender side interviewee thinks the more the company is known, the more it gives trust to the respondents and the more likely the whole telemarketing campaign is about to succeed.

## **5.4 Combining E-mail Marketing and Telemarketing**

After fully understanding some detailed information about the two direct marketing tools, e-mail- and telemarketing, the interviews moved on to the most important section: the combination of the two. Whereas previously the questions were always about one or the other direct marketing tool, now the questions specifically concentrated on the combination. The interviewees were informed about this division already in the beginning and they understood the purpose and the concept relatively well.

In the result tables for the separate direct marketing tools, the categories and statements were more or less the same. However, for the combination the same categories were not useful. This is due to the fact that the questions concentrated strictly on the two tools at the same time and it left no room for additional information. On the other hand, this is why the first and second part of the interviews concentrated on the tools in separate. This division made it possible to understand the total concept of combining e-mail marketing and telemarketing. Next, you can see the summarized results of the combination of the two direct marketing tools. Like previously, the next paragraphs will open up the information behind the numbers in the table and the brief but clear explanations will help the reader to understand the most important facts behind the ten interviews.

COMBINING E-MAIL MARKETING & TELEMARKETING	Category	Statement	Results: Sender	Results: Receiver
	Combination is effective	YES	5	5
		NO	-	-
	Cost	Profitable	-	-
		Good price-quality ratio	3	-
		Expensive phone bills	1	-
		Expensive because, salaries	5	-
	Affect on	Increasing Sales	1	-
		Decreasing Cost	-	-
		Hasn't noticed	2	-
		Good customer service	-	3
	Importance	Telemarketing supports e-mailmar.	-	-
		E-mail marketing supports telem.	4	1
	Order	First e-mail, then telemarketing	5	1
		First telemarketing then e-mail	-	4
		Needs repeating	2	1
		Needs additional tools	4	3
	Correcting Mistakes	E-mail can be saved with call	5	2
		E-mail can't be saved with call	-	3
		Call can be saved with e-mail	1	1
		Call can't be saved with e-mail	4	4
	Targeting	Helps targeting	2	-
		Doesn't help targeting	-	-
	Right respondent	Hard to find	1	-
		Easy to find	1	-
		Need to futher send to others	-	1
	Renunciation	Say directly	5	4
		Not directely	-	1
	Personality of Sender / Caller	Affects	5	4
		Doesn't affect	-	1
	Title of Sender / Caller	Affects	1	1
		Doesn't affect	-	2
	Skills needed for sender & caller	Clear voice / accurate text	5	-
		Done background work	2	4
		Technology knowhow	1	1
		Professional	-	3
		Experience	2	-
		Persuasive	-	1
		"Normal" person	-	3
	Robinson Lists in B2B Marketing	YES	1	1
		NO	1	2

Figure 11. The results from the interviews about the combination of e-mail marketing and telemarketing.

The first category in the third part of the interviews was the same as in first and second part.

The question asked was whether or not the interviewees considered the combination of e-mail

marketing and telemarketing to be effective. The results were unanimous: all 10 interviewees considered the combination to work well, as all of them thought it is an effective way to market your services or products or receive information about them in business-to-business direct marketing: “When combining these two direct marketing tools you will reach the person twice with good communication devices. In my thoughts, they are relatively positive for the receivers as well.” (Sender side Interviewee C 2010.)

The interviews continued with questions about the costs. Receiver side interviewees did not have an opinion about it as no one mentioned any cost related things during the discussion. However, 3 out of 5 senders considered the combination to be with good price-quality ratio. With this, they meant that for the invested money the company gets relatively good results or even sales. Still, no one thought the combination to be directly profitable, but the salaries came up yet again. All 5 sender side interviewees thought the combination is expensive because of the salaries. The employee resources take the biggest piece from the cake and can be quite a lot of money.

The next category chosen from the interviews dealt about the affects of the combination. Only one sender side respondent considered the combination of e-mail marketing and telemarketing has an impact on increasing sales but no respondent mentioned that the combination could decrease cost. Instead, 2 out of 5 sender side interviewees have not noticed any big effects of the combination. This is in contrast with the last statement, where 3 receiver side interviewees think the combination is good customer service. How can it be possible that the sender side does not see that? This subject will be further analyzed in the next chapter.

The next topic in the interviews tried to find out the relationship of the two direct marketing tools during the combination process. The statements are “telemarketing supports e-mail marketing” and “e-mail marketing supports telemarketing”, and they need a deeper explanation in order to minimize the misunderstanding. To clear out, when telemarketing supports e-mail marketing, e-mail is the leading tool and when e-mail marketing supports telemarketing, telephone is the leading tool. This tells us, which tool should be highlighted and which tool should be used as a supporting one.

The results were quite clear because no respondent considered e-mail marketing to be the leading one, in other words telemarketing to support e-mail marketing. However, up to 4



respondents from the sender side and one from the receiver side thought e-mail marketing should support telemarketing. With these results we could generalize that telemarketing should be highlighted in the marketing process and e-mail to be used only to support the other:

- “Telemarketing should definitely be highlighted throughout the marketing process as it is more personal than e-mail marketing. E-mail is only a good tool for sending additional information about specific things that would require too much time in order to explain.” (Sender side Interviewee A 2010).

It was also interesting to learn about the order of the two tools in the combination process. The interviewees were clearly asked which tool should be used first and which one for follow-up. The results were clearly divided between the different sides of respondents. First, the sender side definitely considered with all the respondents whom agreed the order to be the following: first e-mail, then telemarketing. Additionally, one receiver side interviewee agreed on this fact, whereas all the others supported the opposite. 4 out of the 5 receiver side interviewees thought the sender side should definitely call first and then send e-mail. This was due mostly to the following fact:

- “When I get e-mails from addresses and persons I don’t know, I delete them right away. If a company wants to get a hold of me, they should call first and tell me they will send me an e-mail. Then I know to wait for it and the percentage of me opening it will only grow.” (Receiver side interviewee Y 2010.)
- “You should first send an e-mail and then call by phone to ask about it. It is better that you have something specific to rely on during the phone call: “I called to make sure whether or not you had time to read my e-mail”.” (Sender side Interviewee D 2010.)

However, even though the respondents consider the combination to be a lot more effective than using only one of the two tools, even the combination itself is not enough. 2 of the sender side and one of the receiver side interviewees think the combination needs repeating: “Consistency is the key to success. Sending several e-mails and calling every now and then will only help you to get the contract”, (Sender side interviewee C 2010). The combination needs also other supporting tools than just repeating. 4 sender side and 3 receiver side interviewees think that using other additional tools like “media” will make the company more known and then the relating to the e-mails and telephone calls will be easier for the receivers.

The interview sessions continued with assuming what would happen if one or the other tool is misused and could it be saved with an effective usage of the other. All 5 sender side interviewees thought that a bad e-mail can be saved with a good telephone call: “E-mail is just text and telephone call tells the receiver so much more. I believe the call can still make the difference.” (Sender side Interviewee E 2010.)

2 of the receiver side respondents also agreed to this statement, but the others considered the whole process to be ruined if the e-mail is distractive. In other words, majority of the receiver side interviewees thought that a bad e-mail cannot be saved with a good telemarketing call: “If I get a bad e-mail from a company, I don’t know how they could save it over the phone”, (Receiver side Interviewee W 2010).

Additionally, the respondents were even more sceptic with a presumed situation where telemarketing call was done first and for some reason it was unsuccessful. In this occasion, only one respondents from each side thought the whole marketing process could still be saved with a very good and effective e-mail. Nevertheless, all the other respondents, which means 4 from each side, agreed that a bad telemarketing call cannot be saved with a good e-mail in any situation: “As telemarketing has more impact, I believe a bad telephone call can’t be saved with even the best e-mail”, (Receiver side Interviewee X 2010). This could be linked to the fact that telemarketing was considered to be the leading tool in this combination and would have more impact on the whole marketing process.

Next category in the results table is targeting and the statements tell whether or not the combination helps targeting or not. During the interviews targeting came up only 2 times. From sender side 2 interviewees considered the combination to have an impact on targeting. However, not anybody stated clearly that the combination does not help targeting. With this we could assume that it just does not have that big of an impact of the whole process.

During the interview sessions the problems with finding the right respondents also came up. One sender side interviewee thought it is relatively hard to find the right respondents: “I believe people change within the company quite often and you can never be sure who’s doing what”, (Sender side Interviewee C 2010). On the other hand, also one sender side interviewee considered the same process to be relatively easy: “You just send your e-mail to the

company and somebody there will make sure it reaches the right person”, (Sender side Interviewee E 2010). Additionally, one receiver side interviewee stated that sometimes the e-mails or phone calls reach wrong people and they have to be forwarded or redirected to the correct persons. But to generalize, as only 3 out of 10 respondents mentioned the statement during the interviews, we could think that this is not a very big issue in the whole combination process.

But what happens when the respondent is not interested in what the sender is marketing? This issue was directly asked from all the interviewees and the results were relatively unanimous. All 5 sender side and 4 receiver side respondents thought that the truth should be said directly to the marketer:

“It is better to you and to the seller to tell the truth right away. Then you’ll save your own time and show respect to the other party when not wasting any more of their valuable time. It only shows your professionalism. And if the sender side cannot handle it, then they should change their profession.”

(Receiver side interviewee X 2010).

However, one receiver does not agree on the others and thinks that the renunciation should instead be indirect:

“I can tell you from my own experience that it is definitely better to not answer their calls and their e-mails or just pretend that you’re interested up to some point, than saying directly “no thank you”. After that, the company will be after you like a hungry wolf and you will not get rid of them as easily anymore. You should make them tired, and eventually they will stop and leave you alone. This is how I see it.

(Receiver side interviewee W 2010).

What about the personality and the title of the sender? Do they affect on the marketing process? The personality was definitely seen as more important as the title. All 5 sender side and 4 receiver side interviewees thought the personality affects on the whole process: “The person has to be nice and humanlike in order for me to want to continue the conversation”, (Receiver side Interviewee Y 2010.) The one receiver side interviewee who was left out disagreed with saying: “I don’t care who calls, if its professional I’ll take it seriously”, (Receiver side Interviewee V 2010).

Like mentioned before, the title of the sender did not have as much impact in the e-mails during the interviews. Only one interviewee from both sides thought the title mattered and only 2 other receiver side respondents mentioned that it does not affect on the process. All other interviewees did not mention the importance of the titles during the interviews.

However, even though the title did not matter that much to our interviewees, whose needed skills were definitely highlighted. All 5 sender side interviewees considered “ a clear voice and accurate text” in the telemarketing calls to be the most important skill for a marketer who uses this direct marketing combination.

The receiver side interviewees on the other hand highlight more the background work and professionalism. It was mentioned 4 times that background work should be done before any kind of contacting:

“The worst is to get e-mails or phone calls from companies whose products or services you don’t need at all. It just tells me that the other company is calling to all the possible companies they can find and do not concentrate on their specific target group. For me that shows unprofessionalism and I lose trust in them.”

(Receiver side interviewee X 2010).

3 out of 5 receivers also consider professionalism to be important in the marketing process. Nevertheless, the same amount of interviewees also highlights the importance of a “normal person”. They like to have a conversation with a normal person rather than a salesman: “A seller robot or agent is a definite ‘no-no’ for me. I rather have a nice conversation with another human being.” (Receiver side Interviewee Y 2010.)

Sender side respondents believe more in experience. 2 of them think salesmen have to have a lot of experience in order to succeed in the market: “You have to have a lot experience in order to succeed in telemarketing. I would not necessarily hire a beginner because it would take a lot of time to make him or her profitable for the company.” (Sender side Interviewee C 2010.) Other mentioned skills were technology knowhow for example creating interesting e-mails with latest technology possibilities.

In the literature review, it was mentioned that customer side direct marketing has Robinson lists for protecting people’s privacy, but people in the business life are not generally aware that

these are also valid in the business-to-business marketing. The interview session also included some questions about what kind of effects these lists have in B2B marketing. Only one respondent from each side supported these regulations: “Robinson list make it harder to reach people and some companies do not even know they exist”, (Sender side Interviewee C 2010). However, it was more surprising to notice that only one sender but two receiver side interviewees thought the Robinson lists should be totally removed from the B2B marketing.

## 6 Analyzing the Results

This chapter of this thesis will analyse the results from the interviews. As the previous chapter just listed and presented the results, this part will provide deeper discussion about the same subjects and find possible connections between the statements in literature review and the results from the interviews. Because the whole thesis has been written from two points of view, company and customer (in other words the other company) or seller and buyer or sender and receiver, the same division will also be continued and highlighted in this chapter. After reading this chapter, the reader will be able to understand the outcomes of this thesis and see the positive and negative points when combining e-mail marketing with telemarketing. In other words, the research question and its sub-questions will be answered in the following paragraphs.

### 6.1 How should the combination look and sound like?

The order of the combination was to be one of the most interesting topics of this research. In other words, should telemarketing be first and e-mail second, or first e-mail and then telemarketing? As the same question was asked from the two sides, the sender and the receiver interviewees, the results were clear and easy to understand and calculate. The main difference was that the sender side interviewees preferred first to send an e-mail and then use telephone for follow-up. However, the receiver side thought the total opposite, as majority of them mentioned that a person should first call and then send e-mail.

The sender side interviewees explained the reasoning due to a fact that it is easier to call if you have something concrete to rely on: in this case it would be the previously sent e-mail message. The caller could first introduce him/herself and then directly ask if the respondent has seen the e-mail message. It is an easy way to start the conversation and the sender could avoid awkward and silent moments just by asking further questions about the e-mail. The sender side interviewees also liked that calling after sending an e-mail does not make them “strangers” to the respondents. If they have contacted them before, with an e-mail, the caller can easily rely on that fact and assume that the respondents also “know” them.

However, this same fact is the biggest problem among the respondent side. As they may get hundreds and hundreds of e-mails every day, they might not open each and one of them. This

leads to the fact that, even though the sender's e-mail is in the receiver's mailbox they might not open it because they consider the sender still "unknown". Receivers prefer first to be contacted by phone: explain who the caller is and why he/she is calling. Then the receiver side knows to expect the e-mail and the percentage of opening it will grow. It can also be assumed that if receivers like to be first contacted by phone, they like to have the personal contact with the other person already in the beginning.

The dilemma here is to understand, which point of view is better? This question is relatively tricky, because there are pros and cons to both of them. However, if the purpose is to do business and eventually sell your products or services to the other company, the right order should be decided based on the preferences of the receiver side. If the receiver feels the order is wrong and it somehow disturbs his or her work there will most likely not be a sale. In other words, the order of the combination should be first telemarketing and then e-mail marketing. Of course there might be some exceptions and the order should always be chosen based on the particular situation and case, but based on the receiver's comments from the 5 interviews we can generalize that they like to be contacted by phone for the first time rather than by e-mail.

Nevertheless, there was one matter that the two parties more or less agreed on: the length of e-mails and telephone calls. Like mentioned in the literature review, almost all the respondents agreed that an e-mail must be short. In literature review the preferred length was not longer than 500 words, but during the interviews it was noticeable that the actual length varied from two lines to one screen length, but the message was clear: no one had time to read texts that were too long. As the possibility of not opening and reading long e-mails is true, the senders should always remember to keep their messages short and simple. With this the percentage of opening and reading the actual text will grow as the receiver does not need to sacrifice dozens of minutes, rather just a couple.

However, the real problem hides behind the fact that the respondent side was not enthusiastic about either appendixes or links. This might be problem if the sender has some bigger matters to share and is aware of keeping the actual e-mail short. During the interviews it cleared that the respondent side is not happy about doing any extra work and actually opening something extra, like links or appendixes, even though almost all sender side interviewees and the sources in literature review recommended using them. Still, as many of the questions were

asked from the first contacting e-mail point of view, we can assume that after a couple of e-mails or even telephone calls the appendixes and links would not be a problem. The respondent side just does not want to have them with every e-mail they get.

The literature review of this thesis suggested that an e-mail should not include more than one topic per one e-mail. In other words, combined messages were thought negatively about. However, the respondents did not see this as a problem because it did not rise up during the interviews. Also the fact that e-mails should be personalized whenever possible wasn't that highly supported.

If the respondents liked the e-mails to be short, the same tone repeated when talking about telephone calls. The receivers liked that callers go right down to the topic and do not waste their time with vague issues. As written in previous paragraph, the senders (or callers) must remember to keep it short and simple also during the telemarketing call. The vital skill for telemarketing is also the ability to go right to the topic and express you clearly. However, having a monologue will not help the sender side to get their message crossed. They should rather concentrate on the dialogue with the respondent side, because the receivers like to have an easy conversation with the sender (or caller). The tone of the call should also be kept on a professional but not on a level that's too uptight.

The professionalism was also an interesting topic during the interviews. Everybody highlighted the same fact from the literature review that the sender or caller must use a professional language in both written and spoken text. As the receivers also pointed out that they'll understand quickly whether or not the sender (or caller) is a true professional on that field or an agent, the sender side must highlight the importance of the caller's personality. Receiver side preferred a company salesman over a third party agent and a normal person over a super talented salesman. From this, we can come to the conclusion that the best possible choice is to use an in house salesman who is professional, for example does not curse and talk his/her mouth full, but still more or less a "normal person". Then the receivers can more easily relate to the sender side representative and the marketing conversation, with the help of e-mail or telephone, is more neutral and informal.

The different characteristics of the combination of e-mail marketing and telemarketing that have previously been discussed about have now been summarized into the following table.



From it, it is easy to see which characteristics the two respondent sides agree and which disagree on.

	Sender-side	Receiver-side
<b>Order</b>	E-mail → telemarketing	Telemarketing → E-mail
<b>Length of the e-mails and calls</b>	Short and simple	Short and simple
<b>Appendixes</b>	Yes	No
<b>Professionalism</b>	Important	Important

Figure 12. The Practical Characteristics of the Combination.

All in all, we can sum up that e-mail messages and telemarketing calls should be short but professional. The order of the combination should follow the preferences of the respondent side, but must be evaluated separately for each case.

## 6.2 The Pros of the Combination

The first sub-question of the research questions was about the advantages of the combination. The combination of e-mail marketing and telemarketing was to be seen as an effective, easy and cheap way to communicate. The internet and telephone bills are rather cheap compared to the amount of e-mails and calls you can make. The special features of copying your e-mail messages and sending them to hundreds of receivers at the same time make e-mail a beneficial direct marketing tool. Even though telemarketing takes a lot more time and resources, it has the best price quality ratio available for quick but personal contact. Last, when combining these two methods into one direct marketing plan, the package is a quick and effective direct marketing combination. These topics were important especially to the sender side interviewees, but also receivers mentioned the easiness several times.

One of the biggest advantages of the combination of e-mail marketing and telemarketing was the fact that they support each other. Almost every interviewees from both sides mentioned that these tools are not effective on their own. They do need each other in order to work individually because just one e-mail or one telemarketing call will get lost so easily in the hun-

dreds of others. As these specific tools are also very cost-effective, this combination is affordable and relatively easy for the senders and suitable for the receivers.

However, if one of the direct marketing tools would be seen stronger as the other it would be a definite benefit for being able to highlight that within the process. Because of this, the interviews also researched the relationship of the two direct marketing tools within the combination. In other words, even though e-mail marketing and telemarketing do support each other, is one of the two more important than the other and which one should or should not be highlighted in the process? The results clearly showed that telemarketing is more important than e-mail marketing during the process of combining the two. This was justified by different interviewees saying that in telemarketing you get a more personal feeling of the other. With word choice and tone of voice the other person can create a better image of the person on the other line. Afterwards it can be a start for building a customer relationship with the other.

Why telemarketing is superior was supported more over e-mail was that the two parties were able to discuss the matter completely over phone. Before hanging up the sender and the respondent side representatives could have agreed on something concrete, for example the next steps of a project. This was seen to be an easy way to communicate rather than sending tens of e-mails back and forth. Based on all of this, it can be agreed that telemarketing is a faster direct marketing tool than e-mail and allows better communication.

However, the receiver side preferred e-mail over telephone at some cases. For example getting an e-mail would allow the receiver to decide about the future: whether he or she would delete it already in the beginning, open it or read it. The privilege of choosing what to do with every e-mail was seen as very positive even though the receiver side respondents considered the amount of e-mails being too big to start with. This same issue was mentioned as a con for the sender side in the literature review but it turned out during the interviews that it was also the biggest pro for the receiver side.

Of course the same privilege could happen in telemarketing. The receiver could end the telemarketing call pretty quickly as well or choose not to open it at all, but this was not mentioned that often during the 10 different interviews. The reason behind it could be that, like mentioned earlier, as telemarketing is considered to be more personal than e-mail marketing, being

rude and hanging up is harder over the phone as you're having more concrete connection with the other person. In contrast, if you delete an e-mail message the sender would most likely not know about it right away and the receiver could make some excuses if the follow up telemarketing call would happen.

Senders highlighted also the possibility of targeting with the combination. They can first decide who to send an e-mail to and then based on the responses decide who to contact by phone. Senders liked the fact that they could easily send the same message to hundreds of receivers without having to spend time on each e-mail on separate. However, receivers mentioned that sometimes this was not done successfully as they have received e-mails and offers from companies that do not suit their needs. This is the reason why targeting is especially important and the senders should not be blinded by the possibility of contacting as many companies as they could. Already every e-mail sent or telemarketing call made should include something interesting for each of the receivers. If this does not occur, the combination is a waste of time and there's no need for a follow-up.

Like mentioned before, these marketing tools won't work alone and need each other's support. From this statement, we can also find an additional benefit. Every time when sending a new e-mail or calling for a follow-up call, the sender company gets more visibility and the receiver will start noticing their messages easier. However, there also relies a threat behind this. If sender side keeps bombing another company with its messages or telephone calls, one can be pretty sure they are doing only harm to themselves. The receiver side won't let themselves to be disturbed forever and soon the company could end up in SPAM-folder or being hanged up all the time.

One factor that was mentioned in literature review was the importance of customer service. When conducting the interview framework, it was thought that senders would highlight this factor a lot and receivers more likely disagree, but during the interviews some differences were found. Like mentioned before, the customer service was more highlighted by the receivers. They considered the combination to be good customer service, because they would not need to be active rather being contacted by someone else. The senders on the other hand differed by saying that the combination in general, but especially telemarketing, is very disturbing for the receivers. This is a gap that would need to be clarified for both sides.

### 6.3 The Cons of the Combination

The second sub-question was designed in order to find out what could be the possible negative aspects of the combination. Some of the cons of the combination have already been mentioned in previous paragraphs but here additional problems will be listed in separate.

The main problem of the combination was definitely the fact that people get too many e-mails and telephone calls every day. The both interviewee sides, the senders and receivers, agreed on the fact that their e-mail boxes are full and phone keeps ringing every now and then. This makes it even more challenging to get your messages and calls crossed and to get the receivers open them. And as senders cannot control how many e-mails or calls the receivers get from other companies, it is important that they make the best out of their messages. With this senders can attract receivers and will maximise the percentage of the receivers opening or answering them.

Other fact is, if using only one of the two direct marketing tools the amount of e-mails and calls would decrease by 50% (obviously, if deleting the other) but the quality will also decrease. The two tools need each other in order to work and this is why both the mailbox and telephone needs to be activated.

However, even though the combination was seen to be more effective than using only one of the tools, the interviewees still considered the need for additional marketing methods. The receivers especially informed the e-mails to be opened more easily if the sender company has been shown in television or newspapers for example. The sender side agreed by saying that publicity helps to build the brand and a strong brand will interest the receivers and help opening messages and answering telemarketing calls.

Nevertheless, the problems start occurring if the combination is used wrongly. Some of the possible mistakes have already been discussed and some of them will be analyzed in the next paragraphs, but what is to be mentioned here is the fact that how can the mistakes be corrected if one of the tools is not used effectively? The sender side was more forgiving than the receivers. According to the latter, the combination is considered lost if the first contact is unsuccessful. However, a bad e-mail is generally seen to be easier to save than a telemarketing call. This is most likely due to the reason that telemarketing involves more personal contact

than e-mail and the opinion of the other party after the conversation is so much stronger than just one with written text. Additionally, this relates also to the fact that telemarketing is the leading tool of the combination and should be slightly more highlighted than the e-mail.

#### **6.4 The Common Mistakes of the Combination**

The last sub-question was about what are the common mistakes that marketers do when combining e-mail marketing with telemarketing? The receiver side mentioned a fact that aggravated them. As they get even hundreds of e-mails every day some of them are not targeted for them. In other words, they won't benefit anything from reading them and it just wastes their time of having to delete them. The receiver side highlighted that every e-mail should include something interesting for the receiver. This is why a sender should always consider carefully who he or she targets to and make sure all the receivers go under the same category. If sending unnecessary e-mails constantly to wrong people the sender would soon be automatically forwarded to "trash-file".

The same tone should be followed in telemarketing. There is no point of calling and perhaps disturbing the receiver if the matter can't solve a possible problem or offer something interesting and new. All in all, we can agree that if the e-mail message or telemarketing call does not include anything interesting for the receiver, there is no point of contacting one. The specific segments should always be accurately chosen and the messages clearly targeted and modified to them.

The times of calling should also be carefully selected. Many of the interviewees agreed that if contacted between 10am and 2pm, in other words around noon, the possibility of being disturbed at lunch or at meeting, is high. Due to this reason the contacting by telephone should be done at early morning or afternoon. Still, many of the receiver side interviewees chose afternoon to be the best time for listening a telemarketer. This is a matter that will possibly change every day and is very hard to predict, but if the senders remember not to contact the customers around noon, the worst time will be easily avoided.

Another mistake often made is also the time between the used marketing tools within the combination. This obviously depends on the fact that which one of the tools is used first. If e-mail is sent before telemarketing, the time between these two should be one week at most.

During the interviews, both sender and receiver side respondents mentioned that sometimes the e-mails are left totally alone and the follow-up telemarketing call is done when the e-mail has already been deleted. Additionally, if telemarketing call is done first and the receiver is promised of getting e-mail later, the actual message could arrive even couple of weeks too late. Then the receiver doesn't even remember the caller company yet alone the case agreed. To sum up, the telemarketing follow-up should be done within one week of sending the e-mail and e-mail follow-up preferably right after the telemarketing call, but no later than within one workday.

Of course the senders should also remember that doing the follow up too fast, is not good either. For example, during the interviews the receivers mentioned that they should always have enough time to read the e-mail sent. Senders can't presume that one will read it immediately or even within the same day of sending. This is why the time between e-mail and telemarketing should always be at least 2 workdays. This rule is should also be valid, if the combination is started by telemarketing. The time between every e-mail and telemarketing call should be between 2 work days to one week.

One common mistake that was already discussed in earlier paragraphs was the fact that both e-mails and telemarketing calls are too long. The time of the receivers is limited and the messages should be short and precise. Another mistake often done is the wrong choice of title line. Like mentioned in literature review the title line would either make or break the whole e-mail. During the interviewees many respondents, from both interviewee sides, agreed that if the title line is not attractive or interesting the message won't be opened. It could also be deleted without opening. For this reason, the senders should pay special attention to the subject line and make it short but interesting. Like the facts in literature review, the interviewees also agreed that the subject line should be short and include the main idea of the whole message.

## **6.5 The Analysis of the Research Framework**

The following paragraphs will summarize the analyses of this thesis. There will be two different frameworks or diagrams that will present different aspects of this thesis. First a time line graph of the preferred combination process will be introduced. Second, the research framework presented at the end of the literature review will be newly introduced with supplements from the analyses.

Like mentioned, the first time line graph will show the outcomes of this thesis: how the process of combining e-mail marketing with telemarketing should look like.

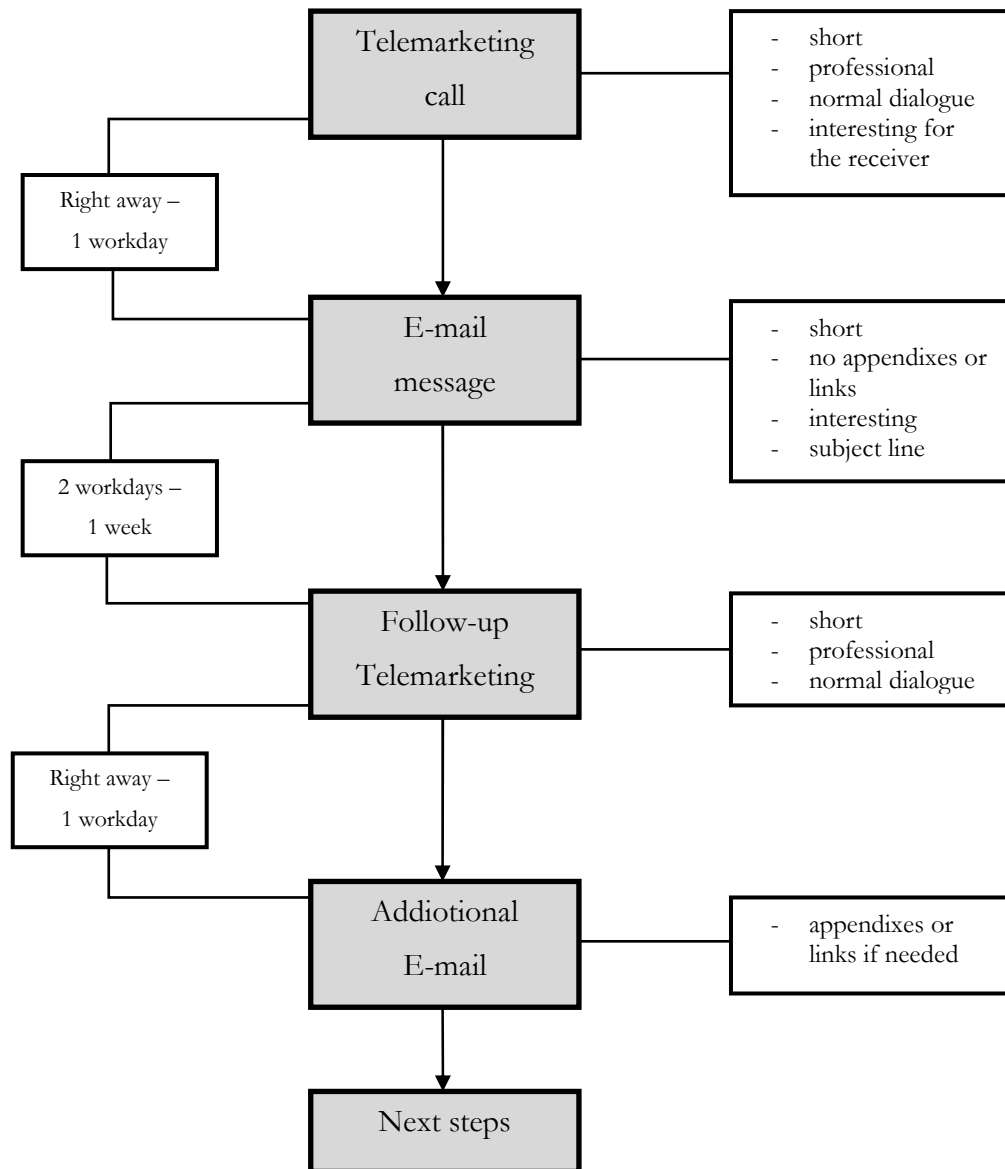


Figure 13. The Process of Combining E-mail Marketing with Telemarketing.

To sum up the process should start with a telemarketing call that is short, professional and dialogue-like. The crucial thing for the whole process is the attractiveness for the receiver. If the idea of the marketing message is not carefully targeted, the whole process can be in danger. After the call, the sender should send the additional e-mail, if permitted by the receiver, right away but at least within one workday. The e-mail should be short and not include any

appendixes of links, because the receiver will most likely not open them. Special attention should also be paid to the subject line.

After the e-mail is sent, the sender should wait from 2 workdays to 1 week before making an additional telemarketing follow-up call. This call should also be short but the permission for the next e-mails with appendixes or links should be asked. Then almost immediately, the detailed e-mail should be sent.

It is important to repeat the two different direct marketing tools, in order to get the receiver interested in your products or services. The accents of the process should be on the telemarketing calls, as they have more impact on the receivers based on the personal contact. After the second detailed e-mail the sender should decide which of these direct marketing tools is the most suitable for the next step or should a face-to-face meeting be arranged. The process might also need more repeating than just telemarketing - e-mail - telemarketing – e-mail.

The basis of the next graph introduced will be the same from the end of the literature review. This time, the middle circle of the combination will be supplemented. The figure or graph is called “The Complete Thesis Framework” because it sums up the literature review and the outcomes of the interviews. Before introducing the graph, it needs to be clarified that during the interviews it was obvious that many of the separate advantages and disadvantages of e-mail marketing and telemarketing, were to repeat in the combination. This is why there are similarities with the separate direct marketing tools and the combination of the two.



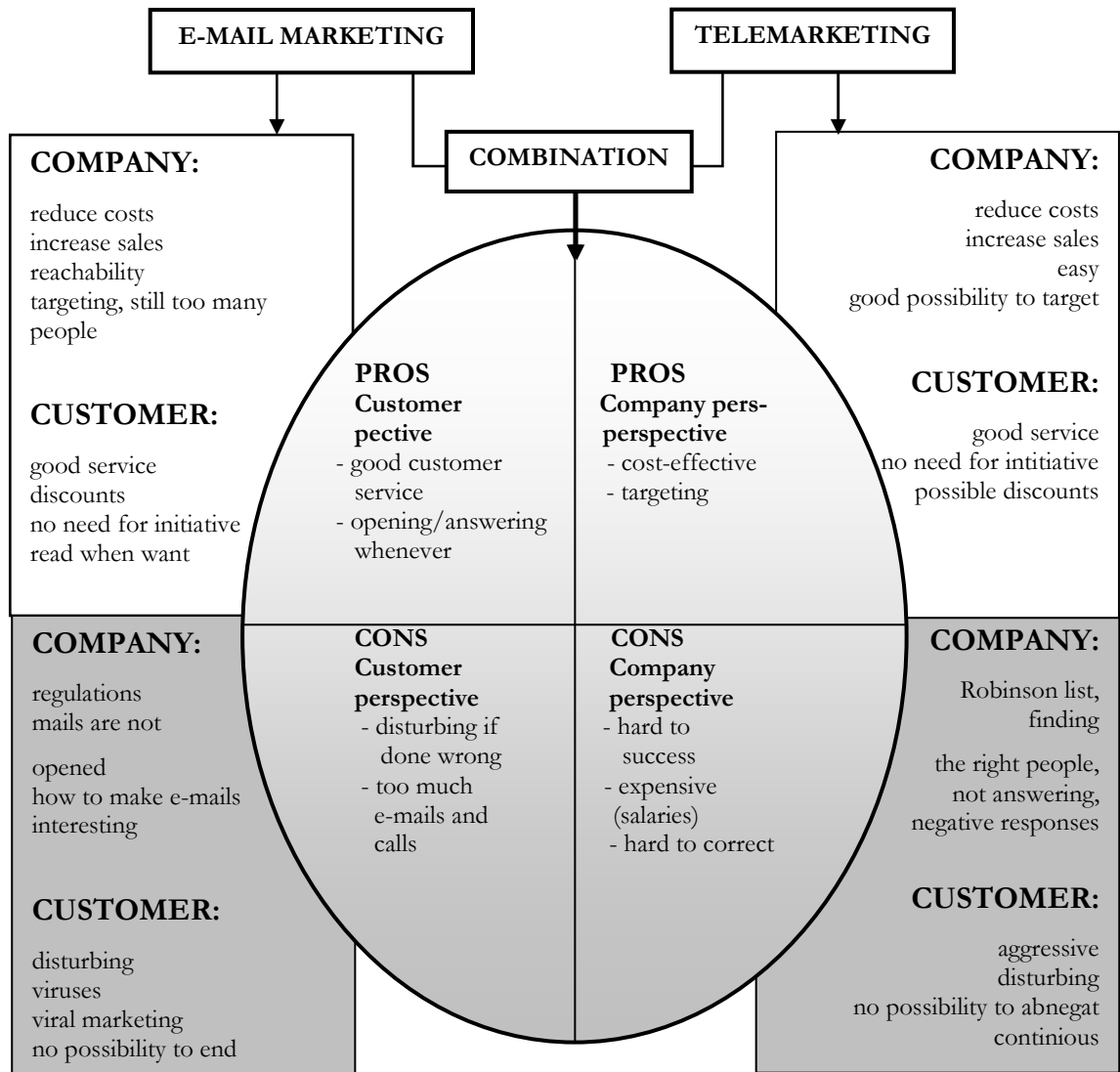


Figure 14. The Outcome of the Research Applied to the Frame.

In order to shortly introduce the graph, the concentration will be at the center of the figure. The square boxes at the sides summarize everything from the literature review. However, the center circle was empty after literature review but now after completing the research it has been filled out with the most important facts.

First the pros of combining e-mail marketing with telemarketing are introduced at the top of the circle. Customer perspective, in other words the receiver side was happy about the good customer service the combination allows. They also highlighted the possibility of opening e-mails and answering telephone calls whenever they like to. The company perspective or the

sender side liked the cost-effectiveness of the combination. They also thought it helped targeting specific information to large amount of customers.

The cons of the combination are listed below the middle line of the circle. The customer side thought the combination can be very disturbing if it is done wrong. The amount of e-mails and calls was also seen a downside of the process. The company side considered the skill of succeeding in the combination as one of the downsides. It was seen very hard to stand out from the crowd and make the e-mails and telemarketing calls interesting. The salaries of the workers, especially for telemarketing, were mentioned to be high and it was a negative aspect for the whole combination. Last, according to the comments of the receiver side, the senders should remember that correcting mistakes in this combination is very hard. Everything should be done perfectly in the beginning, because receivers lose their interest very easily if something is done wrong.

## 7 Conclusions and Recommendations

The purpose of this thesis was to solve the current problems of EcoTelematics Group and answer the research question about “What are the Pros and Cons when Combining E-mail Marketing with Telemarketing in business-to-business Direct Marketing?” The subject was chosen based on the matters that concerned especially EcoTelematics Group, but it was soon to be noticed that also other companies struggle with this specific combination. This thesis was to be then a guideline for all business-to-business marketers.

The literature review conducted in the beginning of the project showed that not much research on this specific direct marketing combination has been done earlier. However, there was enough information about the e-mail marketing and telemarketing in separate. It was good to understand the concepts fully and separately before combining them in any way. This helped to form a good research framework that was to be the base for the rest of the research. The research of this thesis provided new information for the business-to-business direct marketing and also practical tips for companies who use e-mail marketing and telemarketing in their direct marketing process.

After the literature review it was time to investigate the subject. As the conducted research was wide and interviewed 10 marketing professionals in total the amount of data was enough for reliable information. Additionally, as the interviewees were divided into 2 different groups, answers from both senders and receivers of e-mail marketing and telemarketing were found. This allowed comparisons between the two points of views and helped to understand where this two groups share opinions and where disagree on different matters.

All in all, the research provides good guidelines for companies who want to combine e-mail marketing and telemarketing in their business-to-business marketing. There are listed pros and cons as well as opinions from both perspectives, but the tips and recommendations for this thesis have been selected from the receivers (customer's) point of view. This due to the reason, that the customers always decide whether or not there will be a sale and it's good to follow their preferences. However, like mentioned earlier, the specific details of the process should be decided separately for each case.

## 7.1 Recommendations for EcoTelematics Group

After completing the research in total, practical tips for the Case Company EcoTelematics Group could also be suggested. When now understanding the mistakes in the previous campaigns the results could be optimized by correcting few basic aspects. This does not require too much financial assets as just basic fixation is required.

First, EcoTelematics Group should improve the direct e-mail message by cutting the information down. The previous messages have been too long and probably not too many respondents have read it at all. The appendices should also be deleted from the first contacting e-mail. The message itself has to be short and precise, but still professional. The overall language must be checked and no spelling mistakes can be found. The title of the e-mail has to be interesting and tell the main topic of the whole message.

The order of the combination should follow the preferences of the receiver side respondents. In other words, EcoTelematics Group should first call to the possible customers and then send the information e-mail. In this case the percentage of the respondents then opening the message will grow as they know to look for it from the e-mail inbox. After couple of days of sending the e-mail another telemarketing call, in other words a follow-up call, should take place. During that call, possible further steps should be agreed on. The difference in order will be the biggest change EcoTelematics Group has to make to their current direct marketing plan. As the e-mail was conducted first in the past, now the telemarketing call should start the whole process.

As the potential customers or partners of EcoTelematics Group are usually located in the other parts of Europe or even the world, the e-mail sending and telemarketing times should be carefully selected. For example, sending e-mails to Europe and Asia can't be conducted on the same time as the time difference is too big. It is best that the receiver gets the e-mail or the call in the morning or at afternoon after lunch. If the message has arrived during night, there would be a big possibility it to be deleted even before opening.

## 7.2 Recommendations for Further Research

Like mentioned before, there has not been many studies about this type of direct marketing combination before this thesis was started. Because of this, anything related to the topic will offer new ideas for further research and provide new information for direct marketing studies.

However, there are couple of concrete subjects that could be further investigated from this thesis. As this research was conducted from the business-to-business point of view, it would be interesting to see if there are any similarities with the results compared to business-to-customer perspective. The results of the company or sender side from this thesis could work as a base for the future research, and deep interviews of customers (with this individual customers is meant) could be added. At last the results from this thesis and the future research could be compared and analyzed.

Additionally, future researchers could evaluate how other direct marketing tools could be added to the combination of e-mail marketing and telemarketing. As it was mentioned during the interviews, quite many believe that the existing combination needs some additional tools or media. The tools could be for example, SMS-marketing or regular direct marketing (mail). On the other hand, comparisons between the effectiveness of direct mailing and e-mailing could also add value to the existing theories of direct marketing.

International aspects could also be a good source for further researches. If a company wants to internationalize their activities, how will people in certain countries react to the combination? Especially, different direct marketing laws are important and the general culture of the country will definitely have an impact on the process, but how?

Another new aspect for further studies could be to conduct a quantitative research about the same subject and see whether or not the results would differ from the qualitative research results. This would provide new information about the same subject, as the sample size would be bigger and stronger generalizations about the practical instructions could be made.

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## **Interview Framework – COMPANY side (seller)**

*"Pros and Cons when Combining E-mail Marketing with Telemarketing in B2B Direct Marketing"*

### **General questions:**

1. Name?
2. Title?
3. Company?
4. Have you worked with (Work experience in) e-mail marketing and telemarketing before?

### **E-mail marketing:**

1. Do you think that email marketing is effective?
2. Do you believe it is effective when approaching companies/business as opposed to individuals?
3. Why company should choose e-mail marketing as part of their What are the pros in e-mail marketing?
  - a. What makes e-mail marketing effective?
  - b. To which kinds of email messages people respond more easily?
  - c. How to maximize the results for the contact e-mail?
  - d. Appendixes or not?
4. When e-mail marketing is effective? In which situations should company use it? (for first contacts, for closing a deal, etc...)
5. What are the cons in e-mail marketing?
  - a. What makes e-mail marketing diseffective?
  - b. What kind of e-mail messages should be avoided?
6. In literature review the following points came up as pros. Do you agree?
  - a. ...Reduce costs?
  - b. ...Increase sales?
  - c. ...Reachability?
  - d. ...Targeting, still the possibility to contact many people at the same time?
7. In literature review the following points came up as cons. Do you agree?
  - a. ...Regulations?
  - b. ...all e-mails are not always opened?
  - c. ...how to make e-mails effective/attractive?

### **Telemarketing:**

1. Do you think that telemarketing is effective?
2. Do you believe it is effective when approaching companies/business as opposed to individuals?
3. Why company should choose telemarketing as part of their direct marketing plan?
4. When telemarketing is effective? In which situations should company use it? (for first contacts, for closing a deal, etc...)
5. What are the pros in telemarketing?
  - a. What makes telemarketing effective?
  - b. What are the essential things to remember when doing telemarketing calls?
  - c. What is a good telemarketing call?
  - d. How to maximize the results with effective telephone calls?
6. What are the cons in telemarketing?
  - a. What needs to be avoided?
7. In literature review the following points came up as pros. Do you agree?
  - a. ...Reduce costs?
  - b. ...Increase sales?
  - c. ...Easiness?
  - d. ...Good possibility to target?
8. In literature review the following points came up as cons. Do you agree?
  - a. ...Robinson list?
  - b. ...Finding the right people?
  - c. ...Not answering/picking up?
  - d. ...Negative responses?

### **Combining e-mail marketing with telemarketing:**

1. How could a company combine e-mail marketing with telemarketing?
2. Should a company combine e-mail marketing with telemarketing?
3. Why company should choose e-mail marketing with telemarketing (as part of their marketing plan)?
4. When company should choose e-mail marketing with telemarketing as part of their marketing plan? When is it a good choice and when not? In which situations it is most effective: e.g. when setting up a meeting with potential customer or when trying to get a contract?
5. Is it cost-effective for a company to use e-mail and telemarketing?
  - a. What is the main cost?
  - b. Price-quality?
  - c. Price-effectiveness?
6. In your experience does the combination have an impact on...

- a. ...increasing sales?
  - b. ...cost-effectiveness?
  - c. ...other affects?
- 7. Should telemarketing support e-mail marketing or vice versa?
  - a. Should e-mail marketing be the dominating tool?
  - b. Should telemarketing be the dominating tool?
- 8. Which version you prefer and why?
  - a. First e-mail marketing, then telemarketing as a follow-up?
  - b. First telemarketing, then e-mail marketing as a follow-up?
- 9. Can the order (above, which one is used first) be changed? If yes, then when and with what results? Does the timing affect the change?
- 10. Can a bad contact e-mail be saved with a effective telephone call?
- 11. Can a bad telephone contact be saved with an effective e-mail?
- 12. Do e-mail and telephone marketing help targeting? How?
  - a. How to choose the right receiver from the other company?
  - b. How can the receiver affect on the results?
  - c. Do you choose the timing for contacting the other company?
- 13. How do Robinson lists and other regulations affect on B2B direct marketing (e-mail and telemarketing)?
- 14. How do employees affect on e-mail and telemarketing campaigns?
  - a. What is required from employees who are responsible for carrying out...
    - i. ...e-mail marketing?
    - ii. ...telemarketing?
    - iii. ...e-mail marketing and telemarketing?
  - b. What is required from the manager who is responsible for the success?
    - i. Similarities with "normal" employees?
    - ii. Differences with "normal" employees?
  - c. How can the professionalism of employees and/or managers increase sales?
  - d. Can they decrease the results with their unprofessionalism?
  - e. How does your company train the employees?
- 15. How do you feel how customers (other businesses) react to the combination of e-mail and telemarketing?
  - a. How should they abstain for the contacting?
  - b. How do you try to change the customer's mind if not interested?
- 16. TO SUMMARIZE... (if needed)
  - a. ...pros when combining e-mail and telemarketing?
  - b. ...cons when combining e-mail and telemarketing?

**Interview Framework – CUSTOMER side (buyer, other company)**

*"Pros and Cons when Combining E-mail Marketing with Telemarketing in B2B Direct Marketing"*

**General questions:**

1. Name?
2. Title?
3. Company?
4. Work experience?

**E-mail marketing:**

1. Do you think that email marketing is effective?
2. Do you believe it is effective when approaching companies/business as opposed to individuals?
3. Why do you think a company should choose e-mail marketing as part of their marketing plan?
4. What are the pros in e-mail marketing?
  - a. What makes e-mail marketing effective?
  - b. To which kinds of email messages you respond more easily?
  - c. How to maximize the results for the contact e-mail?
  - d. Appendixes or not?
5. When e-mail marketing is effective? In which situations should company use it? (for first contacts, for closing a deal, etc...)
6. In which situations you like to receive e-mail marketing?
7. What are the cons in e-mail marketing?
  - a. What makes e-mail marketing diseffective?
  - b. What kind of e-mail messages should be avoided?
8. In literature review the following points came up as pros. Do you agree?
  - a. ...good service?
  - b. ...discounts?
  - c. ...no need for being initiative?
  - d. ...read when want?
9. In literature review the following points came up as cons. Do you agree?
  - a. ...disturbing?
  - b. ...viruses?
  - c. ...no possibility to end?

### **Telemarketing:**

1. Do you think that telemarketing is effective?
2. Do you believe it is effective when approaching companies/business as opposed to individuals?
3. Why company should choose telemarketing as part of their direct marketing plan?
4. When telemarketing is effective? In which situations should company use it? (for first contacts, for closing a deal, etc...)
5. When do you like to receive telemarketing?
  
6. What are the pros in telemarketing?
  - a. What makes telemarketing effective?
  - b. What kind of telemarketing calls you like to receive?
  - c. What is a good telemarketing call?
  - d. How to maximize the results with effective telephone calls?
7. What are the cons in telemarketing?
  - a. What needs to be avoided?
  - b. What kind of calls you dont like?
  
8. In literature review the following points came up as pros. Do you agree?
  - a. ...good service?
  - b. ...no need for initiative?
  - c. ...possible discounts?
9. In literature review the following points came up as cons. Do you agree?
  - a. ...aggressive?
  - b. ...disturbing?
  - c. ...no possibility to end?
  - d. ...continuousness?

### **Combining e-mail marketing with telemarketing:**

1. How could a company combine e-mail marketing with telemarketing? What is the best way for the receiver?
2. Should a company combine e-mail marketing with telemarketing?
3. Why company should choose e-mail marketing with telemarketing (as part of their marketing plan)?
4. When company should choose e-mail marketing with telemarketing as part of their marketing plan? When is it a good choice and when not? In which situations it is most effective: e.g. when setting up a meeting with potential customer or when trying to get a contract?
  
5. What kind of information you feel the contacting e-mail should include?
  - a. Just information?
  - b. Offers and discounts?

- c. SHOULD IT BE PERSONALIZED? Do you get annoyed if its not?
- 6. What kind of information you feel the contacting telemarketing call should include?
  - a. Just information?
  - b. Offers and discounts?
- 7. Should telemarketing support e-mail marketing or vice versa?
  - a. Should e-mail marketing be the dominating tool?
  - b. Should telemarketing be the dominating tool?
- 8. Which one you / your company prefer?
  - a. First e-mail marketing, then telemarketing as a follow-up?
  - b. First telemarketing, then e-mail marketing as a follow-up?
- 9. Can a bad contact e-mail be saved with a effective telephone call?
- 10. Can a bad telephone contact be saved with an effective e-mail?
- 11. When a company likes to receive information and offers from another company via e-mail and telemarketing?
  - a. Is there bad timings?
  - b. When does it become disturbing?
- 12. Is the combination of e-mail marketing and telemarketing seen as...
  - a. ...good customer service?
  - b. ...disturbing?
- 13. How does the personality of a sender / caller affect on the process / decision?
  - a. Do the e-mails / calls reach the right person?
  - b. How often the e-mails / calls are transffered to other persons?
  - c. What qualities the best telemarketer should have?
- 14. Is it easy to abstain (say no) for the e-mails and telephone calls?
  - a. What is the best way to inform your company is not interested?
  - b. Should the seller try to change receivers mind? How?
  - c. Should there be a separate Robinson list for companies?
- 15. How do Robinson lists and other regulations affect on B2B direct marketing (e-mail and telemarketing)?
- 16. How do you feel why companys choose the combination of e-mail and telemarketing?
- 17. TO SUMMARIZE...
  - a. ...pros when receiving combination of e-mail and telemarketing?
  - b. ...cons when receiving combination e-mail and telemarketing?