

**THE APPLICATION OF ICT APPLICATION IN
MARKETING APPROACH IN SMES**

CASE: HUNG DAO

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The purpose of this thesis was to present a lead generation tool to facilitate the process of searching client contacts and email marketing campaign.

The analysis of company's IT situation was provided, accompanied by expectations and restraints. The analysis was relatable to the implementation of ICT on case company. The research questions about case company were studied. The exploratory-descriptive methodology and qualitative research were utilized. The interview occurred through phone call with director and marketing officer. Primary data from the conversation was to understand business requirements, perspectives and expectation to new digital system. Secondary data was from online reliable sources. Finally, interview content were rewritten into text and comparative analysis between case enterprise and theoretical articles were made.

Software for email automation and lead generation program were proposed for email marketing approach. Manual instruction for LinkedIn Sale Navigator usage and chosen email automated software were indicated.

Key words Information system, email automated software, ICT, SMEs, lead generation tool, lead generation

CONTENT

1	INTRODUCTION	7
1.1	Background.....	7
1.2	Scope and Objectives.....	8
1.3	Delimitation	10
1.4	Outline	10
1.5	Research Questions And Methodology	10
1.5.1	Research Questions.....	11
1.5.2	Research Methodology	12
1.5.3	Research Approach.....	13
2	LITERATURE REVIEW	16
2.1	SMEs Conception.....	16
2.1	Traditional Marketing Approach in SMEs.....	16
2.2	ICT Definition	17
2.3	Roles of ICT in Marketing Approach	18
2.4	ICT Usage in Lead Generation	21
2.4.1	Lead Generation Software	21
2.4.2	LinkedIn Sale Navigator	22
2.4.3	Email Marketing.....	24
2.4.4	Lead Privacy	27
2.5	Conclusion	27
3	CASE COMPANY DISCUSSION.....	29
3.1	Current Problem	29
3.2	Company Internal Constraints	30
3.2.1	Employer	30
3.2.2	Employee	32
3.3	Involved People's Expectations	36
3.3.1	General Director.....	36
3.3.2	Staff.....	37
4	FINAL OUTPUT.....	38
4.1	Description of the New System.....	38
4.2	New Marketing Process Interpretation.....	39
4.3	Automated Tool Discussion	42
4.4	Email Software Instruction	43

4.4.1	LinkedIn Sale Navigator	43
4.4.2	Snov.io Outreach Email Campaign	46
5	CONCLUSION.....	49
	BIBLIOGRAPHY	52
	APPENDICES.....	65

SYMBOLS AND ABBREVIATIONS

IT	Information technology
IS	Information system
ICT	Information and communications technology
SMEs	Small and medium sized enterprises
CTA	Call to action
CRM	Customer relationship management

FIGURE

Figure 1. Comparative Chart Of Social Media Platforms	22
Figure 2. Small & Medium Business Trends Report.....	25
Figure 3. List Of Online Activities Impacts Customer Acquisition And Retention	26
Figure 4. Case Company Marketing Process	28
Figure 5. New Email Marketing Diagram Of Case Company.....	40
Figure 6. LinkedIn Sale Navigator main Page	45
Figure 7. LinkedIn Search Window, Filtered By Keyword, Geography, Name, Relationship Attribute	46
Figure 8. LinkedIn Search Window, Filtered By Role And Tenure.....	46
Figure 9. Screenshot Of Leads Captured By Snov.io Extension	47
Figure 10. Workflow Created For Email Marketing Campaign	49
Figure 11. Snov.io Email Marketing Campaign Statistic.....	50

1 INTRODUCTION

1.1 Background

Digital technology has been evolving dramatically for the past several years. Information is required to be stored and transformed into electronic form while maintained to be accessed from various devices and spread through reliable systems. As a sequence of the increasing amount of information, SMEs are required to obtain ICT to engage in international networks. Stemming from the lack of resources, network and economies of scale and scope, SMEs are in a disadvantage situation where their position is dominated by large firms in globalized era (Yoshino & Taghizadeh-Hesary, 2016). They have big challenges in growing business with unorganized data and mechanization. Hvolby, Trienekens and Carrie (2004) had stated that development of SMEs will be limited without extensive adaptation of technology as supply chain and Enterprise Resource Planning (ERP). SMEs was influenced by global unified growth and the implementation of information system can liberate them from crisis. By converting information into electronic format and owning proficient information system, SMEs can earn their advantages in market competition and create harmonies within internal departments.

Running small business requires ability to adapt to new technology, market knowledge while maintain globalization and client demands. The application of ICT is significantly supportive in these fields. Either human resources or finance, operation or sale and marketing department, automated execution created within information system is able to help handle the complexed process and promote the effectiveness. Reid (2000) suggested that informational complexity of SMEs can be positively changed by the usage of information system. By allowing digital automated process, SMEs can focus more on other essential objectives and produce marketing decision after the result made by information system.

The thesis realm covered the discussion of ICT utilization in SMEs. One of the issue SMEs have to confront is to guarantee proficiency with low-cost price. In

Hung Dao, as a chosen company, meets the similar difficulty. The business hasn't embraced the implementation of information system in internal information management. The situation where daily tasks are repeated manually takes time and human resources. It will decline business operation, which can be replaced for better changes by support of information technology. Paul, Keil and Autio (2000) debated that the success of SMEs, compared to their competitors, can be associated with the involvement of information system. It can put great impact on the development of SMEs based on their understandings about innovative technologies. One of nine vital components that contributes to the success of SMEs is information system, indicated by Sen and Taylor (2007) after their research about two enterprises in education. It emphasized the importance of information-related strategy to improve competitive capabilities.

The motivation for the thesis work comes from the interest in information system topic. Through the investigation, ICT usefulness in SMEs was demonstrated. Email marketing workflow was created, based on studying business requirement and available resources. Case organization was practically offered lead generation tool to extract customer email address from LinkedIn. ICT system permits responsible employees to precisely accelerate the rapidity of customer's extractable process with the assistance of machine automation. Email addresses are defined and follow-up emails are scheduled to send as reminder. The technique saves time, increases productivity for SMEs and provides customer with most-wanted content at high-speeds.

1.2 Scope and Objectives

The study concentrates on exploring current situation of SMEs case company. With the purpose of improving marketing approach, the recommendation concerns with marketing tools and email workflow automation. Enterprise research about their IT opportunity and the analysis of company current situation related to ICT implementation were specified. The idea is to promote activity of exchanging information between business and customers. The process will be conducted mechanically by computers and the final analytics

report about the group of target is derived afterward. By gaining deep knowledge about the improving marketing email automation and customer routine, case organization will be able to create their marketing strategy and narrow down marketing funnel, increasing lead conversion rate.

The scope analyses the essential role of information system in SMEs. It mentions about the present issue case company has faced, customer information management and advertising email delivery method in information technology transformation. Besides, the benefits and possible risk can be indicated if the small firm decides to make digital changes. Hung Dao company can be proposed with new technology where employee's work will be assisted with applied sciences.

Case company still depends on paper work where customer information is recorded in phone book and employee has to extract the address manually. They are expected to contact company after Hung Dao sends advertising letter. There is no place to store the information about company sent per day but relied on post office delivery. In the research, lead generation tool is recommended to support business in reaching customer from digital sources. As claimed by LinkedIn (2018), it can build client database from different areas with same interest on business. Business will be able to understand customer requirements and deliver suitable marketing strategy for target client. After the digital information collected, email automated workflow will be designed to facilitate case company internal management. According to Johnston (2019), email automated workflow can render people responsive and raise brand acknowledgement. It is assistant in saving time and cost but also increasing business income.

There are two aims that would be accomplished in this work. First outcome is to understand the present status of case company and its available resources. This measures the possible adaptation of SMEs to information system. The methodology of finding and managing lead information for email marketing will be discussed. Second result is to clarify email automated tool to satisfy business need. They can scrutinize user interaction in the same environment

and pursue email sending process. Case company will be provided with information about number of unopen email and plan for innovative marketing strategies.

1.3 Delimitation

This thesis focuses on defining and scrutinizing the utilization of information system in promotional process to manage small Vietnamese enterprise. The information was taken by evaluating Vietnamese director and workers personal experience to current implementation. Due to the differences in culture and economic aspect, the suggestions are applied only in the case company with its special qualification. The application of ICT is investigated on internal process, developing email automation workflow with leads mainly taken from email marketing.

1.4 Outline

There are five chapters in total. Chapter 1 is about introduction, background, thesis composition, methodology and research question. For better understanding about theory, chapter 2 mentions about the definition of SMEs, ICT, SMEs benefits and their restraints once applying ICT. Chapter 3 presents the company circumstance as well as possible chances to benefits from ICT execution. Simultaneously, expectations of involved factors were discussed to determine the email workflow. Based on company requirement, the appropriate tool was selected after being compared with distinctive softwares in relation. Chapter 4 is final output. It describes the suggested solution along with the guide. The applied workflow and email process were covered. Chap 5 contains brief summary, expected outcomes and further research.

1.5 Research Questions And Methodology

The chapter explains the research methodology used through the work. The research focus on fitting to solve the application of information system in SMEs,

including research approaches and procedures for information collection. Research questions will be portrayed to carry the structure of the thesis.

1.5.1 Research Questions

The objectives are able to be achieved by pursuing essential research questions:

- a) What is the current way does company use to find contact and manage customer information?

The question requires the deep discussion with involved factors such as director and staff who are experiencing the system. The firm situation was inspected. It helps to comprehend the existing internal operation as well as the case problem.

- b) How does SMEs benefit from ICT system with their available sources?

The literature about ICT application of SMEs will be formed to describe profits, challenges and requirements of using ICT. The deep analysis about company's current IT situation was conducted for better comprehension about company's obscles marketing improvement. The comparison between present condition and article research were placed parallely to display essential changes for case enterprise.

- c) How can automated workflow and suggested lead generation tool be implemented in case enterprise?

Appropriate technology was chosen for email marketng automation. The question interpreted how email automated workflow can be made to bring significant changes to information management. The usage of lead generation tool was explained further in the project.

1.5.2 Research Methodology

Research is assistant tool for the aim to be achieved. It focuses more on gaining deeper knowledge from analysis to discover the phenomenon. There are many methodologies that are used specifically for different realms. Concerned to the modification and execution of ICT system in SMEs, I select exploratory-descriptive methodology and tools such as secondary information, personal interview for this work.

Exploratory methodology helps to investigate the research problem in depth and come to conclusion. It answers for the question why/how issue happens to understand difficult problem and find out applicable strategy (Saunders, Lewis & Thornhill 2003). Descriptive methodology is helpful to feature the whole picture of background, people and events (Shields & Rangarjan 2013). The audience will obtain greater amount of information about its property, conducted from the research. The combination of two research methodologies in the thesis are carefully selected by examining the necessities and proficiency of project. As the thesis process comes from hypothesis to practical framework, the use of two types of research is chosen for adding values to each other. While exploratory research can discover the indicated questions about the people, time, location and the cause of issue; the descriptive research methodology can deliver the output related to the field (Pratap 2019). The outcome is made by utilizing descriptive research and measured by standard theory. With the support of descriptive research, the analysis from exploratory can be made in visualization. The association of exploratory-descriptive research helps to gather unstructured and structured information simultaneously, opening broaden view about the affair. The theoretical point and innovative technology were given for better complication.

Secondary information is used to inspect the other's exploration or previous articles in the same research area. With data being public and officially confirmed, researcher can have knowledge base about the research area and continue own experimentation (Huff 2016). From gaining apprehension, researcher is provided with ideas and develop useful ideas for case company.

Personal interview was chosen as way of collecting data during the thesis where information from open conversation was recorded in paper. The selected methodology is to experience the actual internal operation of business by user's feelings, behaviors at interview time. It guarantees the follow-up answers and more details are added with the most precise content (eVALUEd, 2006).

1.5.3 Research Approach

Concerned to the necessity of understanding the current information management system and application of ICT into case company, it is prime to choose research approach to run the investigation efficiently. Stated by Given L. M (2008), the qualitative research is utilized across several educational subjects with the emphasis on human behaviour and social movement. Due to the definition, qualitative methodology is highly advisable to be used for the discussion to indicate deep understanding. The qualitative research helps to understand people activity and thoughts, which contributes to the successful application of information system. It is applicable solution for Hung Dao organization's problem. During the whole process, the study about the cause and phenomenon's occurrence were explored. The research results in gaining a number of information about business background and adaptability rate. As a consequence, appropriate technological changes can be advocated in future.

The conversation was conducted through phone using semi-structure method. Regarding to Yin (1994), it is realized that interview, observations, questionnaires, pertinent research are considered to be data collection in case study. Interview is one of data collection methods in which information from verbal conversation between human is acquired by asking questions (Potter 1996). There are many ways to conduct an interview. It can be by telecommunication, face-to-face discussion, performing in structured or unstructured design. Using semi-structured method means main inquiries were asked concurrently with extra questions, which pursued by previous responses (Gilbert 2008). The analyst profits from consistent questions where range of data is displayed for research (Kumar 2014), providing the deterministic perception about the discussed problem. Although it takes effort to select

relevant information, it helps interviewer to discover business situation from different aspects and receive unexpected useful stories. Stated by Pole and Lampard (2002), with semi-structured design, the interview can be maintained in intended direction. It can be seen that significant conceptual phenomenon isn't only included but also further research with wide characteristics related to the topic are mentioned. Coincidentally, the structured guide can hinder the topic from being missed and lose important information. Combined by two attributes, semi-structured interview permits the understanding about business marketing process and people's performance in management system.

Telephone interview allows interviewees to express their opinions comfortably in a familiar environment (Meho 2006). Compared to face-to-face discussion, the remote interview are considered to be efficient and reliable for data collection (Musselwhite, Cuff, McGregor & King 2007). Telephone interview can avoid interviewee's subjection to reactivity, which can affect respondent's honesty about potential sensitive topic (Sturges & Harahan 2004) and their responses (Wilson, Roe & Wright 1998). However, conducting telephone interview as qualitative research can contain disadvantages. The interviewer can not analyze nonverbal prompts of participants during the phone call (Smith 2005). The multitask and interview organization can be obstacles for interviewers as information can be missed and the conversation is out of track (Weiss 1994).

For the role of interviewer in subject research, Seidman (1998) pointed that it is vital for interviewers to be listeners. They are required to notice interviewee's answer, subtext and the flow of conversation. Concurrently, they should ask follow-up questions. It is not only helpful for the interview to be invested in different aspects but researcher also can gain comprehensive understanding of the phenomenon. It is mandatory for the process of interview is planned. The interviewer is suggested to prepare the description of primary and secondary research questions, additional questions to investigate to interviewee's view of point (Creswell 2009). Regarding to Fancott (2004), the main and planned follow-up probes are arranged to maintain the concentration of the topic during the development of the discussion. Parallely, the spontaneous follow-up

questions intends to encourage interviewee in sharing for information's enrichment and clarification. Followed by McNamara (1999), interview should involve questions about respondent's behavior, opinion, feelings, knowledge, sensory and their demographics to the particular matter. It is advisable for interviewee to start with intersperse fact-based questions and present situation. It provides the respondent to be easily engaged to the discussion and comfortably express their practical knowledge. The process of interview should create chances for participants to freely express their perspectives and experiences. The words in question should be asked at once time at the clear and neutral level.

The research information was taken from 15-min interview with director and marketing implementer separately. It was translated from Vietnamese into English. The meetings were conducted through phone call and data was reformed to text. Primary data was gapsed from the discussion and secondary data was from article researches. The result was evaluated after the discussion with company director and responsible staff. Information about people expectations and influent components were obtained. The actual process was studied for the indication of an appropriate workflow for email marketing automation.

2 LITERATURE REVIEW

2.1 SMEs Conception

SMEs is an important key in global business growth, especially for countries that are evolving. Defined by European Commission (1996), SMEs are described to be business whose gross revenue every year doesn't surpass 50 million Euros and balance sheet doesn't go over 43 million Euros. Even though SMEs limits in 250 employees, it has brought significant changes to the development of national firms. The contribution of SMEs to the go business employment has been confirmed: "SMEs are the backbone of our economy, creating more than 85% of new jobs in Europe and we have to free them from burdensome regulation." (Juncker 2014). Small and medium-sized enterprises (SMEs) have been considered as remarkable opponents of economic strategies for work and wealth contribution (Holmlund M & Kock S, 1998). Its prominence is demonstrated in supplying economy with skilful workers and jobs offers at low-cost. National economy benefits from having high-quality products and business's possibility in technology adaptation. However, it is challenging for SMEs to compete with well-established brands as they remains in small size and resources limitation. SMEs have to find the solution to improve their recognitions within business network and convey information to customer with effective marketing techniques. By understanding the client's demand and delivering appropriate products and services to potential end users, business can strengthen their images and make them be widely known.

2.1 Traditional Marketing Approach in SMEs

The definition of marketing is described by Kotler (2003): "Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchange that satisfy individual and organizational objectives." This is the important step in business where the connection with clients is established. Moderate engagement can be earned and potential products are focused once firms acknowledge effective

communicative methodology. As the time goes by, there are many changes in the way business interacts with people to gain better understanding about clients, especially there is the involvement of Internet recently. Regarding to the competitive advantages, SMEs should consider whether the entire processes running on traditional way are still applicable.

The traditional marketing has been existing for a long time. The purpose is to listen and match clients with their most-wanted services. It can be executed by the enactment of postcard, magazines, newspapers, posters, advertisement on television as well as brochures and billboard (Taherdoost & Jalaliyoon 2014). There are four main practices (Marketing-schools.org 2012; Mercer 2015). First category is print media. It publicizes product information on paper materials, such as: newspapers, catalogue, journal. The second is the propagation of live-stream on TV or radio. By this way, companies can display different types of products and to any capable clients on national broadcasting channel. Telemarketing is about phone call and face to face conversation, designed to promote direct contact with clients and collect their feedback. The final is direct mail where the postcard and brochures are paper-made and sent to targeted customers. In some incidents, specifically Hung Dao company, they compose their advertising letter which is an offer and deliver it to clients. The intention is to broadcast their brand to publicity and reach more customers by announcing the list of demanded goods. This thesis concentrates on the influence of direct mail in traditional marketing on the chosen case.

2.2 ICT Definition

In order to increase the awareness of customers remotely, there is high requirement for SMEs to consider the application of ICT to manage the internal and external system. Information and communication technology (ICT) clarified by Lubbe (2009), is a unified term that covers all technologies relating to information broadcasting. It is indistinguishable with IT but mainly comprises of telecommunications and business technological tools which are merged to manipulate digital data. Specifically, those are components such as software, printers and peripherals linked to the Internet to promote business

communication (Olatokun 2009). Data that is turned into electronic format and transferred among different functions with the support of application, devices and Internet connection, creates convenient environment for business to manage information (Nanda & Randhawa 2019).

The application of ICT, which using the computer assistance and human behaviour to support for business progress, is necessary for organization marketing development. Regarded to Bhagwat and Sharma (2007), IT can promote international interaction by using analytical information, which helps small and medium-sized firms earn advantageous integration. Business is able to communicate with clients across the borders and is supplied with the statistic tool to analyze client references. It creates great chances for SMEs to have better understanding about their buyers and have a suitable target strategy. They may gain more profit and trust from new incoming purchasers, which makes the success compared to other companies in the same industry. Moreover, said by Mutula and Brakel (2006), the adoption of information resource can facilitate survival chances for SMEs within large business community. It is suggested to deploy innovative ICT system in small organizations to augment profits. Business plans are able to be associated with technology to develop business performance in information generation. In order to present themselves as global brands to offer service across the borders, SMEs requires the alignment between business, internet and digital technology to prove their positions in trade market. Having the fact, the application of ICT in SMEs is highly stressed.

2.3 Roles of ICT in Marketing Approach

Even though traditional marketing can work on some specific industry, it is considered to be expensive and receive lower responsive rate from customer, including print media. It can't be denied that print media effective for delivering the advertising letter to the door of other enterprise. However, it is hard to measure marketing investment due to lack of customer reaction while with ICT, business can be provided with analytical tool to analyse the effect of their strategy and target people based on their features, such as demography and

job title (Maldeni & Jayasena 2009). Understanding the enormous requirement from market, SMEs can stably stand in international economic competition if appropriate ICT solutions are implemented as digital tool (Kapurubandara & Lawson 2006). The application of information system can act as catalyst and enabler to stimulate and authorize the business exponential modification (Hazbo, Arnela & Chun-yan 2008). Apparently, ICT renders the business position in trading market competitive while maintains the efficient internal collaboration among several employees. Apparently, realized by Fink and Disterer (2006), the use of ICT gives SMEs profitable opportunities to obtain effective management process. The implementation of ICT supplies small business information system with the ability to facilitate internal and external management. It helps business to experience the improved exchange information process where smooth transmission is conveyed. The correlation of computerized network escalates the transfer of communicate and data conversion, which alters the communicative quality.

ICT is pondered as one of the most powerful incentive to facilitate business evolution globally. It is obviously pointed out that ICT has conducted massive digital transformation, improvement and supplied community with a range of latest communicative potentialities. Using ICT in SMEs encourages the business production and brings different kinds of profits (Agboh 2015). The implementation of ICT is deployed widely across various departments. It is utilized to raise sale proportion, improve human interaction and positive changes in operational system. Considering ICT as a digital solution, small businesses are able to manage information proficiently in digital era (Buhalis 2003). ICT terminates the space and time restrictions in gaining vital range of messages between people. The record of conversation is saved in the same environment which helps team to catch up no matter where they are. The cost and human resources can be well used regarding to the appropriate application of ICT. It advances the arrangement of works that are repetitive in enterprises while giving employee the opportunities to accomplish tasks that required more human invention.

It is a fact that directors in SMEs are usually busy to concentrate on different business trends and commercial development from many aspects, they have limited time to interact with subordinates and track process of work. Subsequently, there is a communicative gap between executives and laborers which makes trading activities are slowly proceeded. With the integration of ICT, CEO are able to follow the internal operations as information are transformed into digital format and stored in electronic system. According to Ion P and Andreea (2008), domestic coordination within small organizations are positively changed by the use of ICT. The awareness of information between sale and marketing departments made by the support of ICT can enhance firm performance (Tahir & Sam 2010). Small businesses are able to boost departmental cooperation within organizations. Even there are distance and different time zone, teammates still manage to comply with others and support the work remotely. Directors can scrutinize the continuity of project and issue inventive decision making. Contributing to employee effectiveness, staff isn't only assisted in saving time for important work but also quickly being updated the current situation about email marketing and customer engagement.

Moreover, with the support of information system in SMEs, customer data is easily stored and accessed for marketing. Precisely, Swift (2009) determined that SMEs benefits from ICT. The notable characteristic is the cost reduction. ICT simply associates the community of small business with external connection at the low-cost and convenient way. The automation workflow plays essential role in deliver productive work at reasonable price for the entire operation. It helps to promote productiveness, process of exchanging information and firm performance with agents in a short time. By the ability of listening to customer opinions and change strategy in time, small business can satisfy customer demands (OECD 2004). Speed enterprises used to answer customer's questions and request from distinct employee's work update can be augmented. In addition, the using of ICT enables the durability of marketing message maintain longer than traditional manner. As a result, the consistent and short messages can be picked up at any time and seen by both companies and customers, which are moderately helpful for marketing campaign. Establishing information system and synchronizing online documentation place

a huge influence small business position in international market. With contract and deals are accumulated into electronic environment, rate of sales and business revenue can be obtained from reaching customers with compatible service easily.

2.4 ICT Usage in Lead Generation

Depending on different purposes in business organization, the adoption of ICT can be used to improve some specific processes. For company case, ICT is encouraged to be applied in changing company's marketing approach. Considering the fact that ICT boosts the collaboration of people, computer components (hardware, software) and communication network, the essence of attaining technological tool to improve productiveness of lead generation and email marketing process were illustrated. The remark of lead privacy treatment and reason of utilizing LinkedIn Sale Navigator as a reliable extraction methodology are interpreted along the side.

2.4.1 Lead Generation Software

Company needs to find marketing solution to collect high-qualified deal and keep track of information management. Used as the application of ICT in SMEs, the suggested tool is offered to help business develop their lead generation to grasp more customers from online sources, specifically on LinkedIn where people's professional jobs are identified.

Lead implies the customers who initiate preference on distinct product or service of companies (Thanapathy 2014). Lead generation, defined by Rothman (2014), is a marketing process, which business uses to inspire and apprehend the majority of the product and service. Lead generation helps business to collect significant number of clients by identifying their needs, capturing leads and turning leads into real sales. There are many online channels where business can encounter the leads: social media marketing, search engine optimization, website marketing, online marketing (Miller 2012). However, the limited budget of company only allows the digital marketing approach to be

executed on email marketing channel, where their leads can be received the company's new update in catalogue and special proposition.

The software for the key concept is indicated with the function of being automated and accurate to support employees in their repetitive tasks. The tool supposes to help business reach their marketing goal quickly, at the greatly effective level. By utilizing the support of automation, client's information can be captured and identified for email marketing (Lead Liaison, 2013). Lead generation software saves worker's time on executing repetitive tasks by simultaneously connecting the work of email management software, CRM and marketing automation system; updating customer's database for sale; widening group of target customer; facilitating relationship establishment with clients (Dunhill 2016). The tool for case company is selected by after the investigation about company's IT situation, on balance of sufficiency and reasonable price.

2.4.2 LinkedIn Sale Navigator

It is indisputable for SMEs to adapt LinkedIn Sale Navigator for searching leads in marketing. It creates business networking by providing the contact, jobs and skills on mutual platform, increasing the chances to approach more potential business influencers for marketing.

The tool is a product of LinkedIn, a largest professional online platform. It allows the connection between recruiters and applicants to provide job or obtain internship placement. LinkedIn is open for organization owner and job seekers to integrate into business networking and improve their professionalism (LinkedIn). Based on its popularity and reliability as it is made up by well-educated users, LinkedIn is unequivocally used for supporting lead generation. Corliss (2012) confirmed that LinkedIn performance on lead generation is 277% more remarkable than Facebook and Twitter. 43% marketing employees expressed that they usually approach potential business by LinkedIn (LinkedIn). Hence, it is ideal environment for SMEs to invest and execute their marketing campaign as well as target different group of customers in potential industry. The additional characteristic that can make LinkedIn good choice for marketing

approach is the quality of its users. The site retains 675 million participants, 61 million senior-level influencers, 40 million decision-makers that are users (LinkedIn Business, a). Stated in LinkedIn report, there are 46 million graduated students enrolling as users, indicating the educated level of subscribers (Brett J 2018). Moreover, 91% executives declared LinkedIn as the first favorable choice when it comes to professionally compatible content (LinkedIn, 2017). Including in Social Media Marketing Industry by Stelzner (2016), the favourable social platforms marketers desire to investigate are Facebook and LinkedIn. It demonstrated that most of marketing team in general organization both realized the importance and potentiality of LinkedIn platform in finding good lead.

Social media platforms marketers want to learn more about

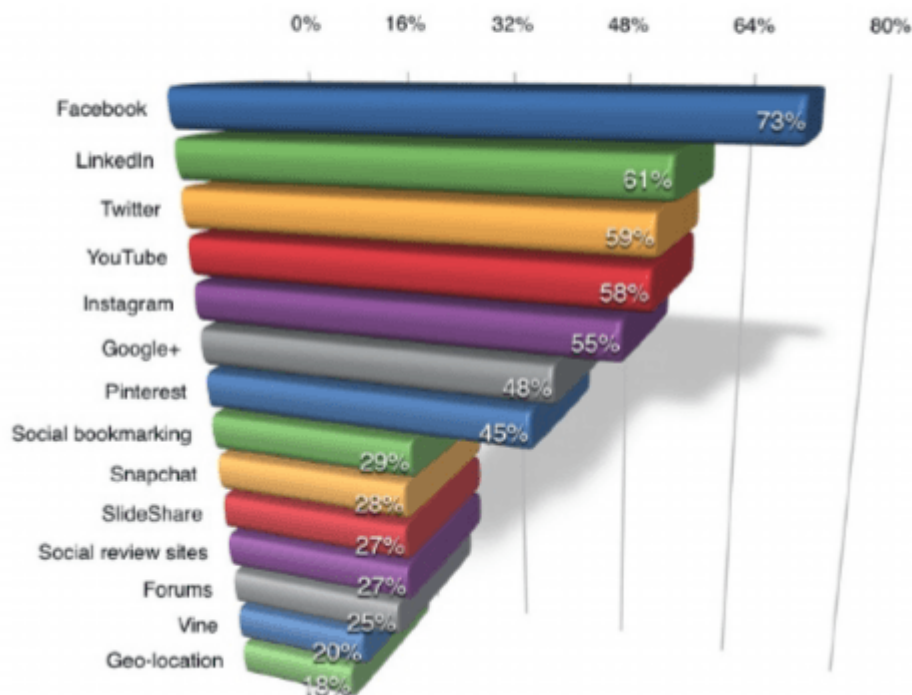


Figure 1. Comparative Chart Of Social Media Platforms (Social Media Marketing Industry 2016)

Considered to be a part of LinkedIn but mainly for business, LinkedIn Sale Navigator is designed for sale professionals by offering range of search facility, enhanced conspicuousness into extended network, customized algorithm to discover desirable decision makers (LinkedIn Business, b). The tool enhances

customer relationship and sale performance through mailings within professional enterprises. Sharing mutual 630 million members with LinkedIn, LinkedIn Sale Navigator permits enterprise's communicative integration to approach and export highly potential leads (LinkedIn Business, c). LinkedIn Sale Navigator is produced for the purpose of social selling approach and business lead investment (Cooper 2016). Being able to exploit benefits from having gigantic number of business contributors on LinkedIn, LinkedIn Sale Navigator is developed to promote high-value sale by focusing on enterprise-customer interaction. By purchasing Sale Navigator Team package with available keyword on filter feature, marketing team can discover greatly prospective clients with keyword on filter feature. Lead Recommendation indicates potential profile related to previous connected leads (LinkedIn Sales Solution, 5). The tool presents up-to-date information of lead and build list due to different goal of business marketing campaign. With various options in search command, small enterprises manage to reach majority of decision makers in targeted organizations, creating the significant opportunity to disclose brand's recognition and develop essential connection (Frost 2019). The professional plan which charges 64.99\$ per month authorizes subscribers to male use of Advanced lead and company search, where specific information about leads are filtered under different realms (LinkedIn Business, d). LinkedIn Sale Navigator helps business to improve internal cooperation and give top manager perceptibility into trade lead conversion process. Automatic notifications with prospects are taken at the suitable time while structure is created to escalate marketing operation more accessibly (Bulat 2019). As a result of embracing LinkedIn as a reliable source and taking advantage of LinkedIn Sale Navigator as lead scrapping tool, case company has possibility to advertise their reputation on professional social business platform and approach relevant leads.

2.4.3 Email Marketing

Lead collected by automated program is used to identify the address business sends email marketing to. It places substantial changes in traditional marketing approach where electronic process is taken advantages for better performance.

As a part of marketing approach, email marketing is the act of distributing emails to both current and potential clients (McPheat 2011a). It reinforces the communication between sales and marketing staff with potential or existing clients on company database (Miller 2012). It establishes a credible individualized relationship with purchasers and maintains contact with new clients by distributing enterprise's newsletter, event, new product inauguration and more (Rothman 2014). In Sean's book about email marketing, he cited that there are three kinds of email that can be used to deliver business information to customers. Direct email is the type of promotional email mainly sent to a part of prospective clients to introduce about company's CTA campaign. In contrast, retention email is to improve customers' allegiance by presenting them special offerings. Lastly, email placed ads carries the advertisement by email inside other business's email (McPheat 2011b). However, the general purpose of email marketing is to strengthen brand's status. For the Hung Dao case, the application of direct email is emphasized in attracting new leads and retaining commercial benefits. It allows the case company to pertain the advantage of technological automation. The client information which is taken from LinkedIn Sales Navigator is delivered to email software for efficiency by the assistance of program. By using email marketing software, SMEs can save expense for better customization, measurement and modifications (Stokes & The Minds of Quirk, 2011). It enables the interchange between company and consumers to improve customer experience (Pure360 2018) and deducts the monotonous workload for employees regardless of organization's size (Jain 2019). Concurrently, email software permits the analytics about people's reactions with email campaign, which is a basement for company's new promotional alteration (McPheat 2011c).

According to recent research by Statista (2020), the number of universal email users accounted for 3.9 billion and the figure tends to reach 4.3 billion people in 2023. The number of people opening SMEs catalogue by email are up to 82% (Leszczynski 2019). The analysis reveals the usage of email marketing as an unmissable communication tool and that the widespread of this communication tool in daily interaction is the evidence of global users' recognition. As a result, SMEs tend to use this method to accomplish consumer retention and procurement. 50% of SMEs use email software to execute automated email

campaign (Salesforce 2017). During the survey, Salesforce exposed the number of small enterprises that have not yet changed their way of managing customer information. For instance, 31% companies use paper-based methodology while 53% started to transfer all data to spreadsheet. It is clearly witness that more than half of them, 62% of SMEs began to engage to to use email to track customer preference to imprvove their marketing outcome.

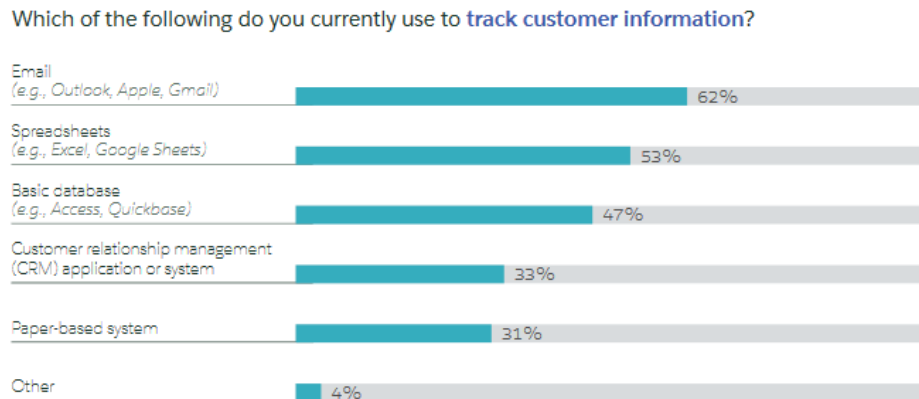


Figure 2. Small & Medium Business Trends Report (Salesforce 2017)

Emarsys and WBR digital agency (2016) stated that 81% of small and medium-sized businesses still depend on email as thier main customer acquisition channel while 80% for retention. The report explains the most affirmative channel SMEs prefer is email marekting. The percentage is higher and takes over social media and organic seach (44% and 36% separately).

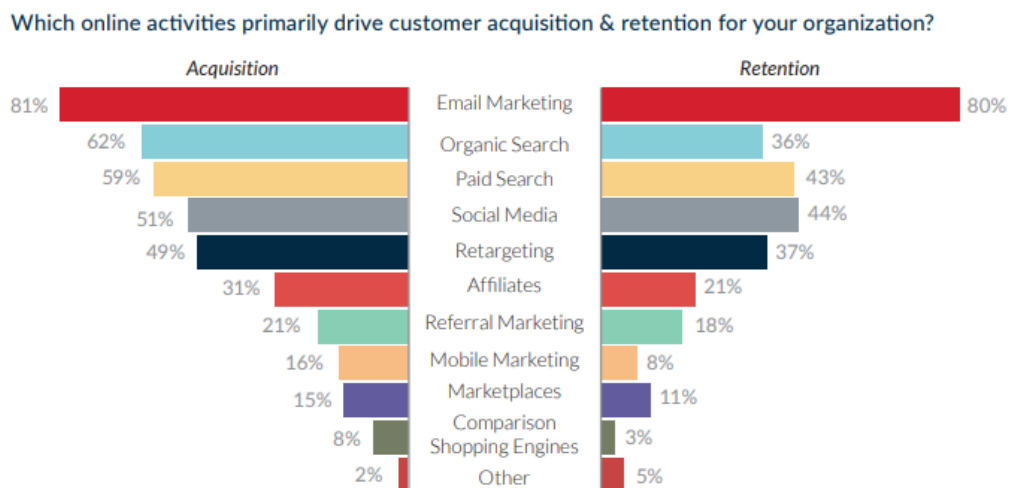


Figure 3. List Of Online Activities Impacts Customer Acquisition And Retention (Emarsys & WBR Digital 2016)

It is prudence of small firms to convey promotional electronic emails to new customers. The adaptation to automated email marketing is a great opportunity for SMEs to exchange ideas and answer to client inquiries instantaneously.

2.4.4 Lead Privacy

Automated lead generation program helps to detect the qualified leads and keep their information on update about marketing campaigns (Salesforce). However, the process of capturing and sending newsletter should be agreed and voluntarily accepted by senders due to matched interest, or giving them the right to opt-out company's email (Dima 2020). Even though it is legal for the marketers to scrap the LinkedIn user's information publicly by automated tool (Wollacott 2019), it is necessary for business to treat customer data with appropriate content. In order to avoid cold mailing and private information intrusion, business should be able to evaluate carefully the legitimacy of advertising email and the target customer (European Union 2016). SMEs have to ensure the process of email marketing doesn't violate the client benefits. Company should do research about customer's need and send them ideal content. In the email marketing, there must be explanation about the purpose of email and company's investigation about the legitimate interest. Next, Hung Dao company should supply customers with the decision-making ability by being able to unsubscribe the email or reply to enterprise's service by adding opt-in and opt-out option. They should be cautious about customer information they store and continuously update as well as prepare the explanation about information extraction (GetProspect, 2020a).

2.5 Conclusion

Though SMEs implies groups of small enterprises, it moderately contributes to the development of global economy. The demand of changing marketing approach in SMEs is raised when the concentration on traditional marketing is

not fully equivalent to gain advantages on competitive market. The utilization of IS is taken into consideration where business can earn benefits from the cooperation of information technology system and responsible staff. Specifically in lead generation where SMEs require to keep record of customer interaction and promote marketing efficiency. With the support of ICT, the process of collecting new customer and email marketing outreach are automated with great achievement. Leads gathered from LinkedIn Sale Navigator, are shifted to mechanized email software to reach customer instantly. Repetitive tasks are done by computerization which will help to save time and human resources. Manager is able to access to supervise the progress of transaction and make decision in time. Simultaneously, SMEs are advised to discern to lead privacy by providing their customer with relevant content and company's apparent explanation. Company should show their respect to customer time by absorbing option for the receiver to sign up or discard from promotional email .

3 CASE COMPANY DISCUSSION

3.1 Current Problem

Hung Dao company is SMEs type, specializing on trading fire extinguisher. The company was established since 1997 and based in Vietnam. Due to the increasing integration of new companies serving the same products, it is urgently necessary for case company to pertain competitive marketing proposal. They currently have difficulty in marketing approach to new potential customers. Observing from their traditional marketing approach, it is seen that the employees search contacts in the public phonebooks that contain other company addresses. After that, they write information down on the advertising letters and send to post office. The marketing letters that can't reach the target organization will be returned some weeks later. The source company used to look for client contact, it is possible for the customer contact to be outdated. The situation has happened several times that they had been wasting time to deliver marketing letters to companies that already dissolved. The traditional methodology is considered inappropriate since employees have to search and take note of address manually.

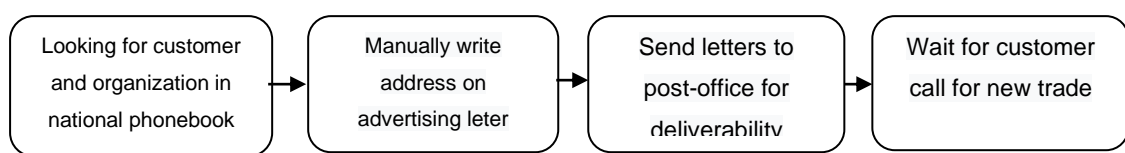


Figure 4. Case Company Marketing Process

Apart from being time and human consumption, it is not highly effective. Moreover, the process of delivering marketing letter is another concerned issue. Company still depends on the assistance of national post-office, which can make the work postpone and untrodden. It is not able to track the number of letters that have been sent and estimate the profits from the customers with the budget spent for direct mail. They don't know the potential target group of clients because the advertising catalogue is sent to many random companies

found in phonebook. The case organization can't acknowledge the number of customers that open the letter and if they are interested in company's service. The current methodology limits them from reaching and increasing customer engagement remotely. The activity of gathering lead information is inadequate due to the contrast with technological development. It affects the productiveness and wasted labour resources. The hours that workers have to spend on arranging the marketing letter accounts for most of the time in a day. People have less concentration on more essential tasks, which is an apparent proof of the nondevelopment. Additionally, Hung Dao company doesn't have any proper plans about how the marketing letter goes to customer but relies on post office, there is lack of customer understanding and internal management. The marketing operation of business is not automated and well structured, which can lead to the uncontrolled conduction and expense squandering.

3.2 Company Internal Constraints

3.2.1 Employer

Regarding to the current state and the company size, there are some specific difficulties in organization that impact ICT adoption. Based on its small size with constricted resources and trades, case enterprise is scrutinized to discovered their troubles and available facility for better ICT solution. Discussed by MacGregor and Vrazalic (2006), the complications are caused by internal and/or external interaction between community and technology around SMEs environment. The determining opponents that can be considered as restraints are business resources or budget, adaptive ability of involved employees along with their IS skills.

Declared as the first critical component, director's decision is claimed to significantly influence the advancement of information system in SMEs. Buckley and Montes (2002) said that director places a vital role in the whole organization. CEOs are responsible for all resolution and campaign made concerning to the changes of business. Believed by Fuller-Love (2006) and Smith (2007), the top manager's decisions contribute to the firms' activities at

present and in the future. In order not to misuse this competitive tool, it is obligated for the business chief to comprehend its performance and deliver appropriate plan. According to the conversation with chief of business development, he hasn't devised any conventional stratagem to improve marketing approach. The resolution the chief executive officer presents usually comes from his experience and personal expertise. He is inexperienced with new technology, which leads to the reluctance with unknown effect on business management. Business's uncapable adaption to new digital challenges and ineligible technology plan are arised, stemming from the deficient managerial quality and hesitant attitude. SMEs owner are not adequately equipped to work on their management in organization (King & McGrath 2002).

Mutula and Brakel (2007) referred that the level of IT knowledge base and the insight of director associates with the adaption of ICT. Manager's restricted IT skills can possibly raise the undetermined management level in business. Proved by Palvia and Palvia (1999), executives who have subservient computer skills is less contented to the engagement of IS compared to those who are supplied with technological knowledge. Consequently, small business, which undergoes and familiarizes with digital transformation, can grow at the magnitude level and bring enormously positive impact on its progress. With the desire to construct IS, the inventive adjustment requires exclusive decision maker to understand about information system for indicating appropriate plans. Business manager was pessimistic about the effect of new creative acquisition. He tended to ponder about incompetent modification and negative outcome. This conceit thinking should be altered because it can produce doubt and ineffectiveness in their decisions.

CEOs who obtain the optimistic viewpoint on technology can generate successful information system (Caldeira & Ward 2003). The inferior opinion can dreadfully affect the effectiveness of digital application. The study places the discussion about important role of entrepreneur willingness to embrace IT solution. While the majority of proposals are given by directors in SMEs, business owners act as key decision makers who can deliver decision and nominate greater signification and practicality beyond the internal and external

commitment (Chau 1995; Lybaert 1998). According to the investigation of Bhagwat and Sharma (2007), with the support of CEO in ICT adoption, small enterprises don't suffer from the administrative precedence on IT as a vital impediment on the process of ICT application. Their willing participation and prior researches will raise the possibility for SMEs in exploiting new technology within business process. CEO's innovativeness brings huge implications on ICT utilization of small companies. Proved by Adamson and Shine (2003) and Jayasuriya (1998), the positive attitude of involved people to IS/IT adoption is viewed as one of pivotal opponent to assess IS implementation. Owing the fear of being risky and lacking know-how, CEOs with deficient commitment in SMEs will hinder the productive ICT solution from creating revenue for enterprise.

Shown on the analysis above, it is clearly seen that business operation can be affected by the solutions given by top manager, including IT adoption. In order to extend the sufficiency of ICT utilization in SMEs, manager should acquire some demanded criteria. There is requirement in the possession of acceptive manners, apprehension of IT, inclination for development, innovativeness (Qureshi & York 2008). It is crucial for CEO to be challenged to gain deep knowledge about information technology. They should be open about innovative changes to gain advantage from ICT. They should have determination on their behaviour and positive attitude to the operation of company. If company owner believes that new digital technology obtains more profits than the risks, business perceives higher chances of applying information system. Stated by Ghobakhloo, Benitez-Amado and Arias-Aranda (2011), innovative chief executive officer in SMEs seem to voluntarily make the first step on considering some typically changes, such as the nomination of IT.

3.2.2 Employee

Another component that is affected by digital application is responsible employee. This attribute is believed to be an additional principal source in enterprises (Egbu & Olomolaiye 2005). In fact, employees are considered to be noticeable contributor to the success of most business type along with CEO decision and vigorously characterizes the role in defining business's

accomplishment and longevity (Melville, Kraemer & Gurbaxani 2004). By the conversation with marketing implementer in case company, two possible restrictions from staff were discerned.

Due to the traditional manual work of company, it is not compulsory for the workers to obtain the certain IT understanding and skills regarding to innovative transformation for their entry admission. Consequently, they only need to prove their understanding about required position and legitimate family background, which makes them to be accepted for two trial weeks. The official confirmation will be given after the agreed time if their behaviour and skills are germane. During these times, employees basically work with paper where all of the transaction and customer information exchange are made on the form of phone call and noted on the customer notebook. Users don't experience the support of technology where information can be stored on computer and extracted by using formulas. Even though the way work conducted is out-fashioned and time-consuming, workers can still afford it since it doesn't demand any special IT knowledge. However, for the further development, it will be a barrier for business's IS application. Hung Dao company can't pursuit innovative adoption when the marketing staff is not able to perceive the idea of technology engagement. The turbulence raised where working orientation is changed. There is question for staff's career if the job can continue to be taken by the current employees or the replacement will happen once Hung Dao enterprise decides to go further with the new adoption.

Staff in the company have limited necessary knowledge about ICT adoption, which prevents them from being high-qualified and promising workers. They are not able to understand IT benefits and deliver suitable solution when there are suggestions related to information system application. It is detrimental for the prevalent utilization of ICT to be deployed by employees who are not trained professionally about technology. They are not able to understand the importance of ICT in business integration. Elements such as IT diminished education and experience of employees can adversely impact the achievement of IT/IS in SMEs (Egbu & Olomolaiye 2005).

It is essential for users who have experience in information technology because they will feasibly realize and take advantage of IS's integral existence. They acceptably turn it into effective tool to generate benefits for marketing activities. The positive influence on SMEs can be performed by employee's deep insights and competence in IT usage (Sarosa & Zowghi 2003). Debated by Fisher and Howell (2004), user's characteristics, which comprise employee's IT expertise, unique perspectives, motivation for digital application and commitment in the execution process can place a considerable effect on IT integration. The efficient level of utilizing hardware and software in business can be evaluated by worker's comprehensive ability with IT operation in business management. With proper IS know-how, employees can identify their proficiency in firms by the early engagement to new technology, which is seen as a stepping stone on their ways to quick ICT adaption. Exploiting employee's IT knowledges, SMEs successful IS implementation where the digital practices are done can be achieved without some unforeseen occurrences.

In company case, users don't provide themselves with additional ICT course and schooling, making their awareness about the recommendation decrease. Correspondingly, the chance for new IS adoption is closed for business when employees haven't had the chance to embrace digital assistance. They are frustrated about the new technology and deliver unexpected mistake, impacting digital system efficiency. The marketing decision can be produced incompletely, which will dissatisfy customer's expectation and ruin company's reputation. Without obtaining the support from users, small business has to go through difficult time to fully consolidate the effective utilization of new IS. Therefore, on the situation where the electronical application acquired, IS apprehension earned by users through the attainment of technological knowledge and skill can bring positive effect on the integration of information technology (Premkumar & Roberts 1999). The accomplishment of higher knowledge in innovative changes helps users gain acceptance and utilize their advantage to execute the task using IS assistance. Concerning to automated email system, the survey from Kleintop and Blau (1994) showed that most IT commitment from users are capably made after they have been trained to use software and hardware before its actual application.

Having no opportunities to understand IT benefits, Hung Dao employees can't realize the strength of electronical tools, which leads to their unacceptance to new IS. However, employee's acceptance is fundamental for organization's profitability, measured by their attitudes, behaviours and satisfaction (Al-Gahtani & King 1999). The prominence of worker's attitude, experience and gratification towards IS amalgamation is predominant phenomenon referred to IT embracement activity (Zhou, Li & Lam 2009). Staff is required to learn about new technology and change working habits, which are considered to be challenging. They feel worried about the presence of IT and are unwilling to commit to the automation. Their unsatisfied opinions can make IT adoption insufficient, which importantly hinders small enterprise to achieve their goals. Employees with limited IT acknowledgement, may earn misunderstanding about the effect of IS and doubt in their job opportunities. Worker's unavailable computerized skills to meet small business demand forms insecurity among group of implementors when new digital modification is applicable. The reluctance turns their contribution at workplace to downside, which makes SMEs have difficulties in adopting desirable IS.

Lack of experience will bring doubt in community where proper operation can't be efficiently established. The fear of being replaced and impermissible feelings for the change of working habit can provoke the objection within the group of workers. Love, Li, Cheng and Tse (2001) mentioned employee's concerns regarding to this matter. They may consider the adoption of IT as a threat of unemployment. Consequently, it drives company functions to be severely distracted, because of worker's resistant participation. Specially in SMEs, where user's performance is viewed to be an outstanding factor to the new successful information system, the lack of employee's engagement can bring a downfall to business development (Foong 1999). The omnipresent arrangement should be popularized to provide people with adaptive ability once the way people conduct job is changed. It prevents the pessimistic mindset from being established in the community where employee's positions can be eliminated. While implementer's belief to ICT adoption maintains positive, business can gain trust and mutual

collaboration from workers, making them undoubtedly dedicate to business functions.

Furthermore, the anxiety can be caused by the lack of support from the top manager. Employees in the case company are not informed about the effectiveness of technology. It is possible that they can't perform the work efficiently. The number of people who accepts IS implementation are minor, significantly affecting the adoption in general. The shortage of encouragement in new technology implementation impacts the way employees conduct their work. Specifically, they are unenthusiastic about the assistance of automated technology on daily tasks. Having no inspiration from CEO about the positive effect of IS, staff can be prohibited from creating valuable outcomes and skilfully exploiting enterprise's resources. It is crucial for manager to spiritually stimulate their subordinates in IT adoption and the advantage of IS. Employees should be guided to make good use of technology for business profitability (Premkumar & Roberts 1999).

3.3 Involved People's Expectations

3.3.1 General Director

Assessed from the supposition of executive officer, the current marketing approach substantially brings inconveniences for his management. It is irrepressible for him to supervise the transaction and communication with every buyer. It is risky for not being able to follow the potential clients and miss the corporate agreements. Since the fire protection equipment is usually provided by external source, it is important for business to know which items are consumed recently. This is useful for decision maker to exploit the best-sellers to raise the revenue. However, there is no analytical report about specific interest of customers after advertising letter campaign run. Director has difficulty to identify the customized goods. The need of manager being engaged into marketing process is limited, which makes contracts with imperative companies unhandled. Concluded from his experiences, the director requests ICT adaption to meet these demands. Firstly, the email automation software should carry the

rapid amendment where subordinate's time is used for prioritized works instead of repetitive tasks. The chief desires to disbursement on post office delivery to be decreased. Alternatively, the proposal should present the sufficient and easy process of digital marketing mailings. The performance of new information system should display the expertise of enterprise and its support in marketing activity. Hence, the customer approach methodology can be improved for necessary strategical modifications.

3.3.2 Staff

Advised by the staff who is currently doing the mailing process, the acknowledgement about their difficulties with the traditional process was achieved. They have to take plenty of time to generate customer conversion without gaining any significant progresses. Consequently, workers can't complete the other creative tasks due to the concentration on paper work. They have problems reaching the monthly goals appointed by the company owner. Moreover, the contact from customers are not be noted and extracted quickly due to the amount of information stored in office. The employees can't perceive if the incoming client is advised by another teammate. It makes the information exchange between labourer and the buyers time-consuming and inefficient. Therefore, from employee's perspectives, it is expected that the new digital application can indicate the automatic process where all the current manual mailings are precise and well-organized. The generic email should be directly delivered to right customer's mailbox and guarantee follow-up notifications. The marketing members are permitted to access to activity records of client to execute the sales and customer service. It is beneficial in maintain the relationship with purchasers while time and effort are used for another highly important work.

4 FINAL OUTPUT

4.1 Description of the New System

New technology is compulsory applied in case organization. The new suggestion should deliver business mechanical system where emails are sent by automatic program and follow-up letters are generated after set-up dates. Furthermore, the indicated software should feature with analysis of lead reaction, which helps employees to finalise marketing report and manager to hand marketing decision at the right time. The tool is advised to be easy in use and reasonable at cost. Particularly, the recommendation should function together with LinkedIn Sale Navigator to raise lead generation performance. According to the analysis of company's current obstacle with direct email marketing, in order to fulfil business expectation, it is fundamental for leads to be automatically extracted and imported into email marketing workflow.

The model for email workflow is utilized to match Hung Dao company's desirable marketing objectives. It should reduce repeatable tasks for staff, capture several clients and increase awareness towards company. Workflow automation converts inefficient works into practical processes that drives business daily activities (Rouse 2019). It is the result of applied science that deploys regulated logic to generate hand-operated assignment such as data importation and lead enrichment (Chi 2019). It helps business to save time and money, eliminates mistake, and boost productivity. The research also states that machine-driven procedure can be implemented in marketing department where email delivery and social media updates occur. The workflow is formed to nurture potential clients with email proposal and schedule social media post.

The expected outcomes are that the new marketing application should be characterized with automation and accuracy. Case company is given more chances to approach various prospective users on international business platform. The support of computerization hands case business the possibility to monitor and analyse email marketing campaign, as well as IT investment. The

software should have an innate capacity to manipulate customer behaviour to company's email marketing. It is advisable for Hung Dao enterprise to acknowledge the effect of digital solution. The announcement of email situation, for instance "open" or "click", can provides business insight into their email campaign and content revision. The extraction tool is obliged to manage customer data in structure, ordered by separative geography and industry. Concurrently, email marketing program enables information to be exported under XLS or CSV format for marketing analysis report. Alternatively, the list of contact can be applied in automated email marketing process.

4.2 New Marketing Process Interpretation

Before collecting leads from lead extraction tool and lead resources, company is required to have specific plan for the lead list they are supposed to make. Company should be certain about the kind of activity they will execute after the email marketing completes. In a consequence of concrete, target's details and marketing goals are visibly identified.

It is suggested that case company conducts marketing research on recent documentation about their prior marketing strategies. The purpose is to check if practicable content from previous campaign can be applied for future programme. Moreover, the investigation allows business to understand thoroughly their strength and weakness in ICT adaption, which stimulates their willingness in learning to catch up with technology. They are able to analyse the characteristic of potential client, such as the location, industry, company demand, target position. From the deep understanding towards who they deliver the service to, case enterprise manages to develop appropriate marketing plan and present customer what they want to hear.

After using automated email system to collect contact information on LinkedIn Sale Navigator, lists of lead are published and saved automatically in Snov.io. The responsible staff should compose proper content for email marketing and has marketing chief officer scrutinize before official being implemented. Once the preparation is approved, leads can be imported into available workflow and

tasks can be made by automated software. Instead of expecting customer's response, organization now can realize the effectiveness of email marketing campaign by checking the analysis client's reaction on Snov.io, by checking "open", "click" status. The reminder is attached which allows follow-up email to be delivered on specific dates in case receivers miss the message. There are two follow-up emails that are sent after the first introduction email. For the prospects that mark positive cooperation, marketers can transfer it to sale team to proceed further consultancy. The remaining who don't show interest or reply, should be taken note of and studied by marketers to consider whether it is wrong targeting or marketing service is not highly sufficient. Next, the process ends.

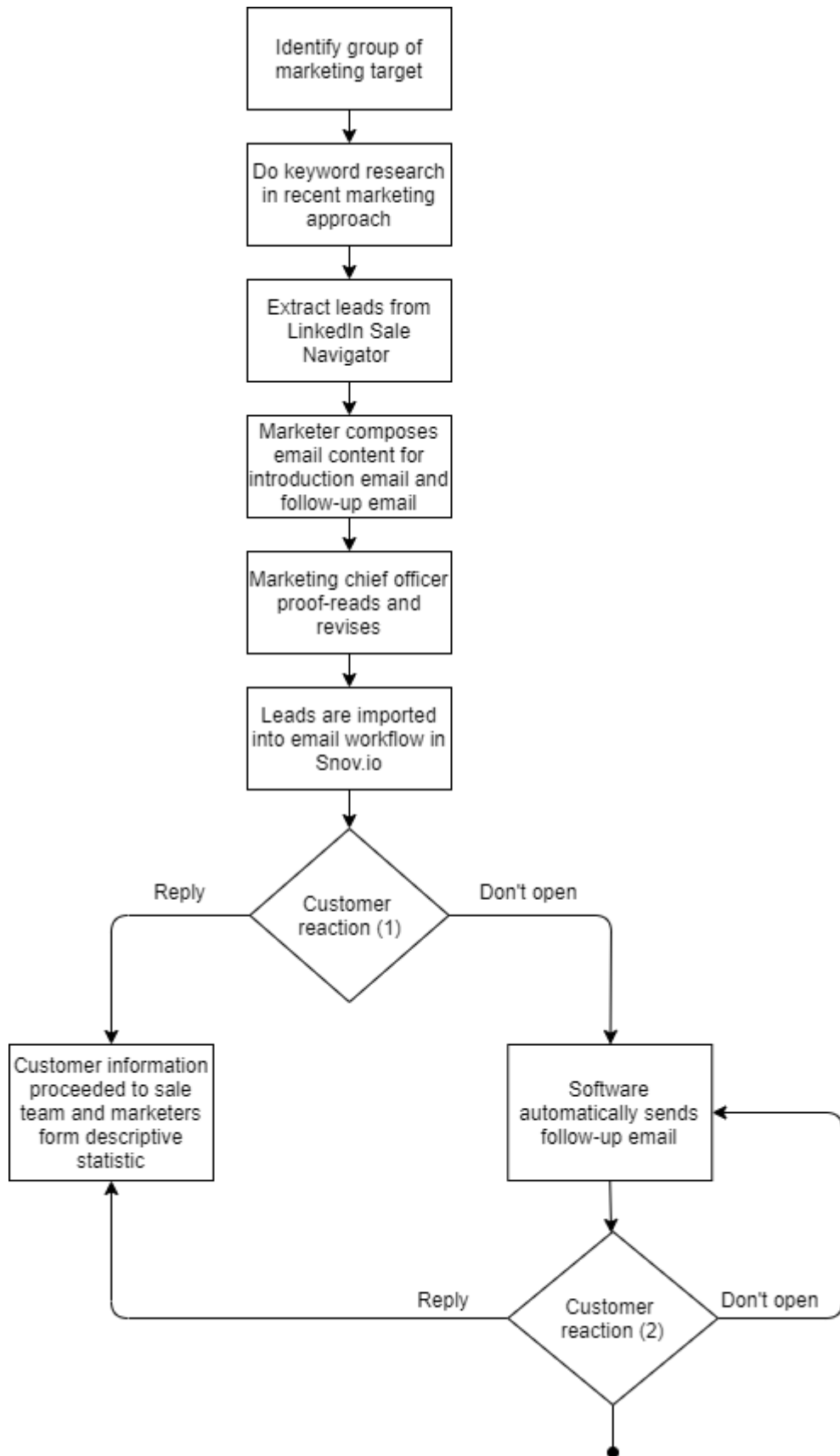


Figure 5. New Email Marketing Diagram Of Case Company

4.3 Automated Tool Discussion

Since the purpose of case business is to extract around 5000 leads per month and transfer leads to automated email program, it is vital for the software to include both features within same environment while manage to be easy-used and cost-saving. The advised tool is able to be used with LinkedIn. Enumerated by Taylor (2020) and Svensson (2019), the information about frequent outbound lead generation tool for SMEs is illustrated. The table comparison is outlined to portrait the appropriate software, according to its convenience and case company's requirements.

Table 1 introduces the description of each tool and the expenditure for requested lead per month, it is clearly witnessed that Snov.io can be appropriate option for case company due its affordability and sufficiency. In accordance to software's application, Snov.io satisfies business's requirement. Compared to Skrapp.io and Findthatlead whose function is to grab leads from LinkedIn, Snov.io can be utilized to capture leads on LinkedIn and other websites in general. Furthermore, the fact Hunder no longer works with LinkedIn and there is no email campaign supplied, it can't be used for business development. Prospect.io is high-priced for business budget (299\$) while Snov.io offers 69\$ for the same credits. In contrast to OutreachPlus and Mailshake, Snov.io doesn't require business to import the data from other approaches but Snov.io extension on Google Chrome. It allows the collaboration between Hung Dao company's marketing strategy and Snov.io to deploy drip campaign. By using email address from the same platform, customer's information is checked for validation and automatically manipulated for marketing mailings. It is convenient for the process to be conveyed and saves time for employees as the consequence of ICT implementation.

4.4 Email Software Instruction

4.4.1 LinkedIn Sale Navigator

It is necessary for Hung Dao company to set up user account and acquires “Sale Navigator Professional Plan” from LinkedIn to leverage keyword searching feature. Snov.io account and its extension from Google web store have to be launched for grasping contact information. Next, marketing implementer is required to access to LinkedIn Sale Navigator homepage for new exploration.

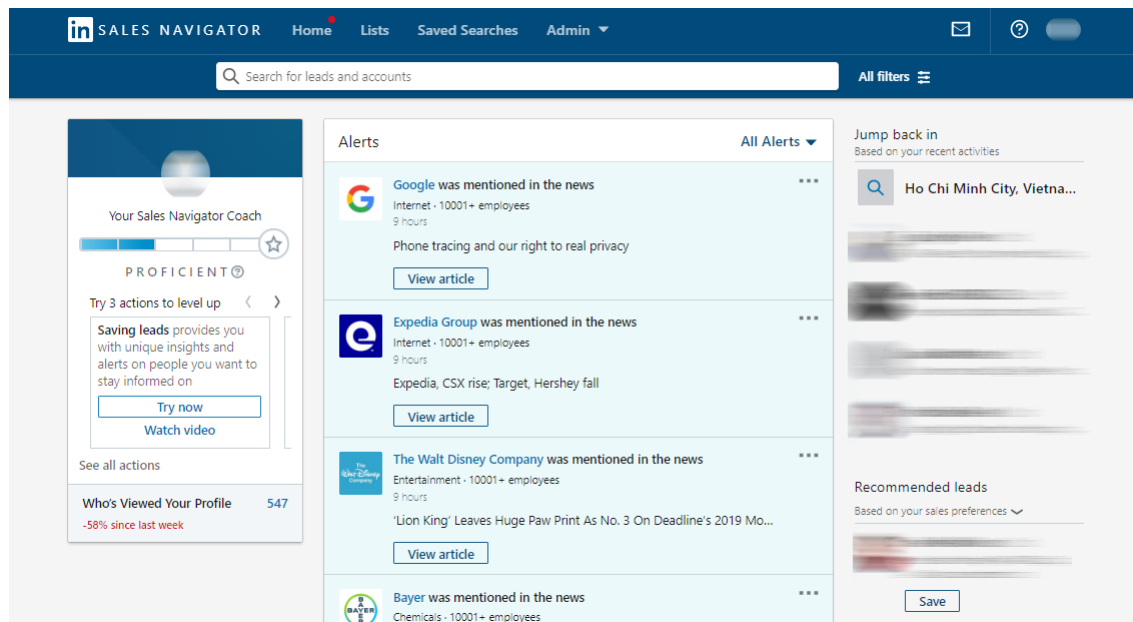


Figure 6. LinkedIn Sale Navigator Main Page

On the top right next to the searching bar, there is “All filter” selection. This is the characteristic business takes advantage of in Sale Navigator. LinkedIn lead search functionality is improved with 2 options “Lead filters” and “Account filters”. Lead is for discovering people profile while account is used for company research (LinkedIn Help, 2020). In the situation where case company is not supplied with potential organization information, marketing officer is advised to conduct the investigation on lead where people are divided into different groups by tool parameters. Followingly, after numerous experiences with one-to-one service, business is able to outline target group of organization concerned with individual client and develop applicable plans. Pop-up window appearing after

Lead filters is clicked, permits users to select their sale reference or exclude some unrelated criteria based on business's ideal client.

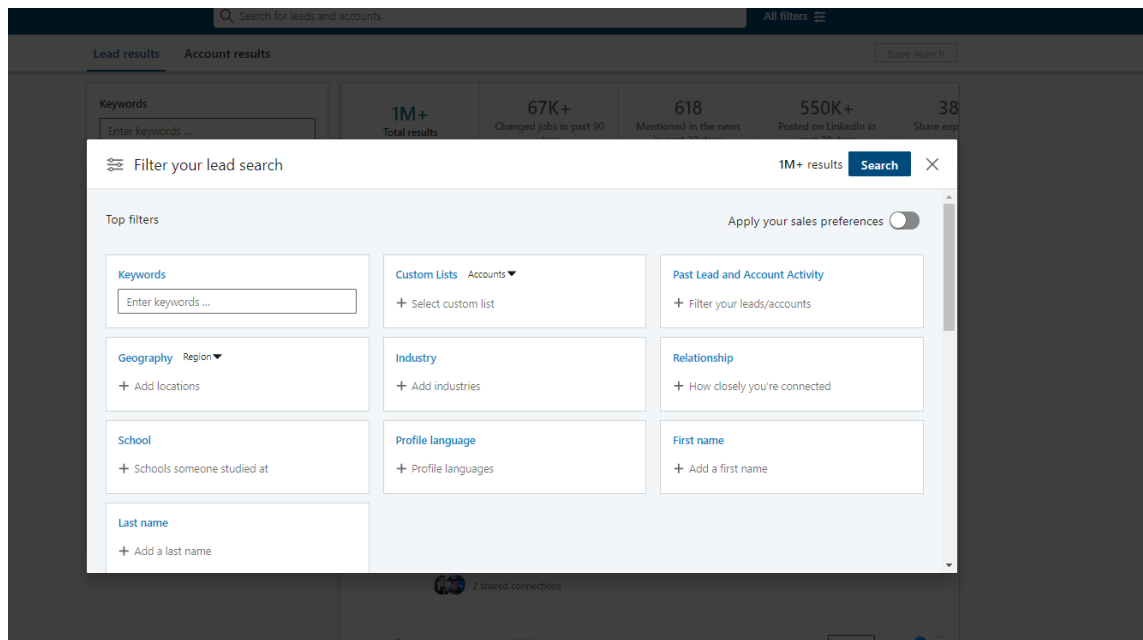


Figure 7. LinkedIn Search Window, Filtered By Keyword, Geography, Name, Relationship Attribute

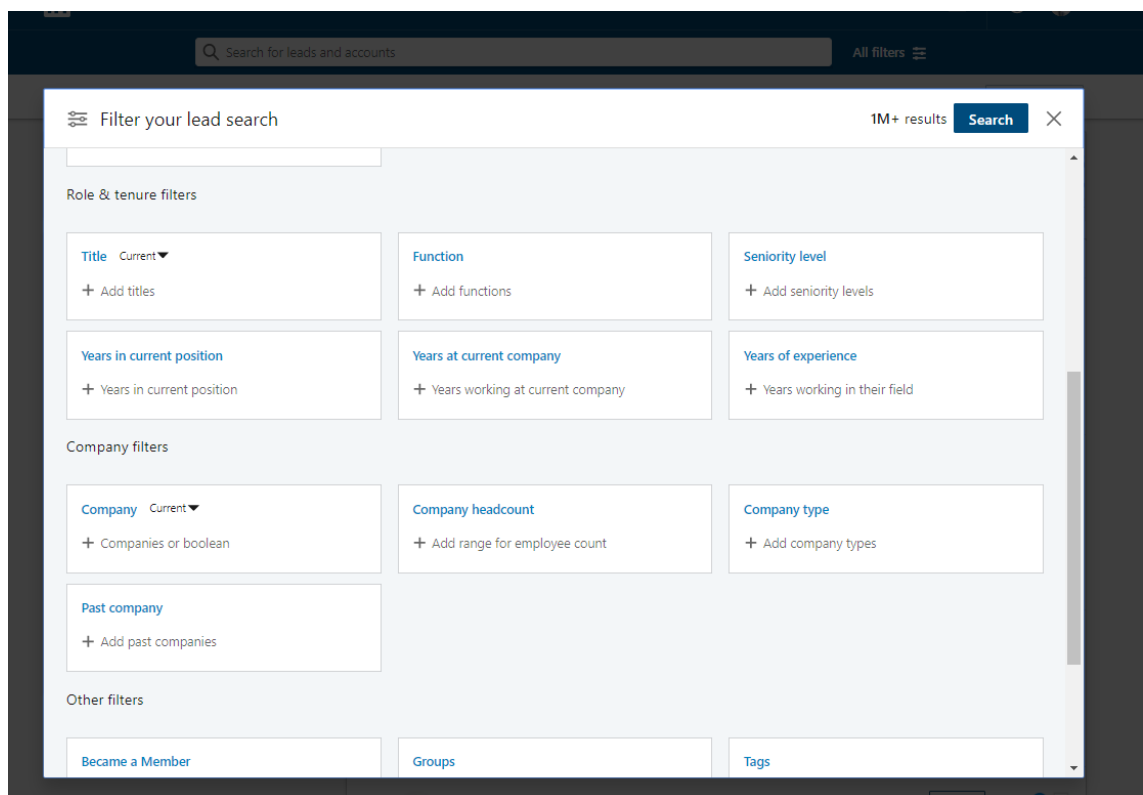


Figure 8. LinkedIn Search Window, Filtered By Role And Tenure

There are many choices business can choose to detect their purchasers. As seen in Figure 7, “Keyword” helps to find the profile that contains the keyword. “Geography” filters users by location. “Relationship” gives organization permission to grasp contact information depended level of connection. 1st degree is to look for those in group business belongs and further is 2nd – 3rd which Hung Dao company hasn’t connected yet. The search can be limited by feature “Industry”, where client from distinctive demanded profession is narrowed. Figure 8 reveals specific type of prospective target within purchasing commission. The “Role and Tenure” comprises of “Seniority level” and “Function”, “Title”, which can define the position and influent level of target in their own companies. For instance, by clicking on “Owner”, “VP” (Vice President), “Manager”, “CXO” (Chief executive officer) in “Seniority level”, case company is capable of aiming at decision maker or responsible manager in firm, for partnership or product offerings. In “Company filter”, there are wide range of selection where users manage to choose type and size of targeted organization, past company client used to work, from Non-profit to Public company.

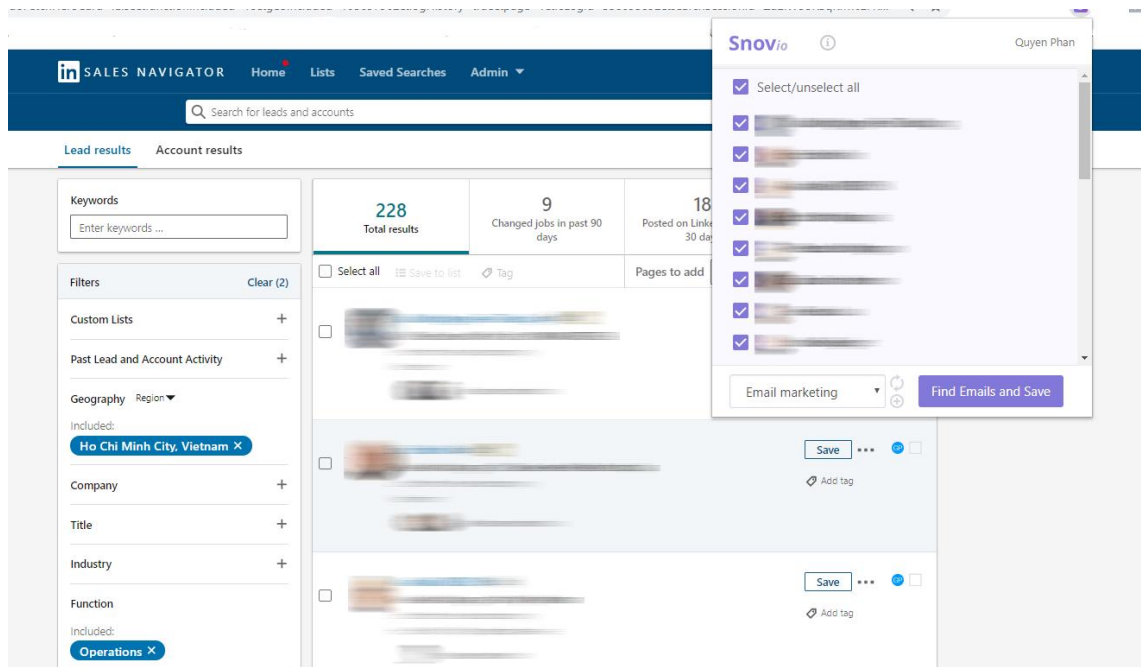


Figure 9. Screenshot Of Leads Captured By Snov.io Extension

Figure 9 presents an example research about how leads are acquired. While Sale Navigator displays clients that match company’s requirement, Snov.io extension from Google seizes leads in its database and transfers to software

memory for further email marketing. The name of list should be labeled beforehand to avoid confusion, such as "Email marketing HCM (Operation)". Followingly, the process is automatically conveyed, in accordance to necessary keywords (location, job position) and number of pages marketing implementer sets up.

4.4.2 Snov.io Outreach Email Campaign

Leads captured from Sale Navigator are stored in Snov.io software and delivered to recipients after the workflow is made. Based on the discussion with business director about customer routine, email workflow for Hung Dao company was visualized.

Campaign name is to differentiate the marketing target due to job function and business goal. In the consequence of utilizing Sale Navigator, organization is given the chance to target different job function and withdraw useful conclusion. For the first campaign, the workflow is created for group of leads in Ho Chi Minh, Vietnam who work in operation department. Business email account should be connected to receive email notification and customer replies to messages. Introduction email is sent directly to first trustworthy email address of customer no matter how many email they owe. The workflow doesn't apply for email tracking link since company doesn't have website and clients who are at threat of having their email unverified, are not reached by the campaign. Importantly, option "Stop after a reply" allows follow-up emails to stop being sent once client responses, which helps case company avoid from being spammer. The schedule is embed to manage the time email can be sent to prospective customers.

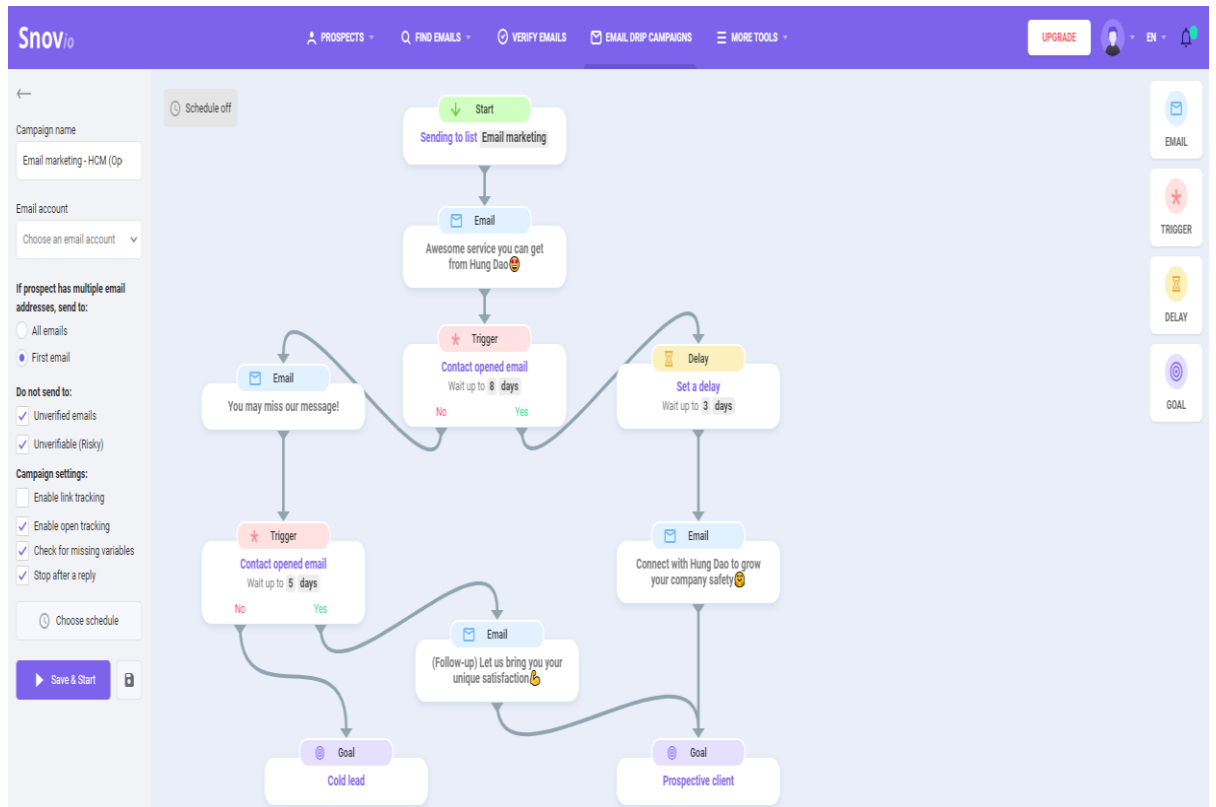


Figure 10. Workflow Created For Email Marketing Campaign

There are 4 factors that contributes to the development of automated workflow: email, trigger, delay and goal. Email is the indispensable part of drip campaign. Organization can compose customized email content by adding file, unsubscribed link and email template from Snov.io. Hung Dao organization can select either attach unsubscribed link of email in email content or sender signature to give recipients permission to opt-out of email marketing. Trigger performs the automation feature after potential leads complete particular action, such as open email or click on email's link. Delay allows the stoppage between different emails. It is put after email or trigger component to support those steps. Goal is the final output business wants to accomplish after the marketing campaign.

In Figure 10, the workflow starts by running the email marketing to list of leads obtained in Sale Navigator, whose name is "Email marketing – HCM (Operation)". The first email is distributed under the subject "Awesome service you can get from Hung Dao" to introduce firm and evaluate customer reaction. The "Trigger" is added to divide two situations where client open or ignore email. If

potential leads open welcome email, the next text is carried after 3-day delay to convince client by indicating business service and suggesting call consultation for specific information. Contact is transferred for sale team to converse lead into client. The goal of reaching new consumer is completed. On the other hand, if leads don't open introduction email, automated workflow has to be set to send follow-up email "You may miss our message" to those who don't react to firm's email marketing. In the observation of how the following email proceeds through 5 days, "Trigger" is launched to illustrate process with contrasting approaches. In case prospective leads open emails, follow-up email is delivered with the purpose of providing further information and recommending discussion by call or face-to-face meeting. Otherwise, new goal "Cold lead" is established and marketing team is required to improve this ineffectiveness for better marketing strategies. Portraited in Figure 11, instead of checking on paper work as before, Hung Dao company is supplied with the tool to observe their results by choosing the campaign running and notice people's behavior. Director and marketing chief office can see a number of emails that have been sent, opened, replied and even clicked if there is website link in the content.

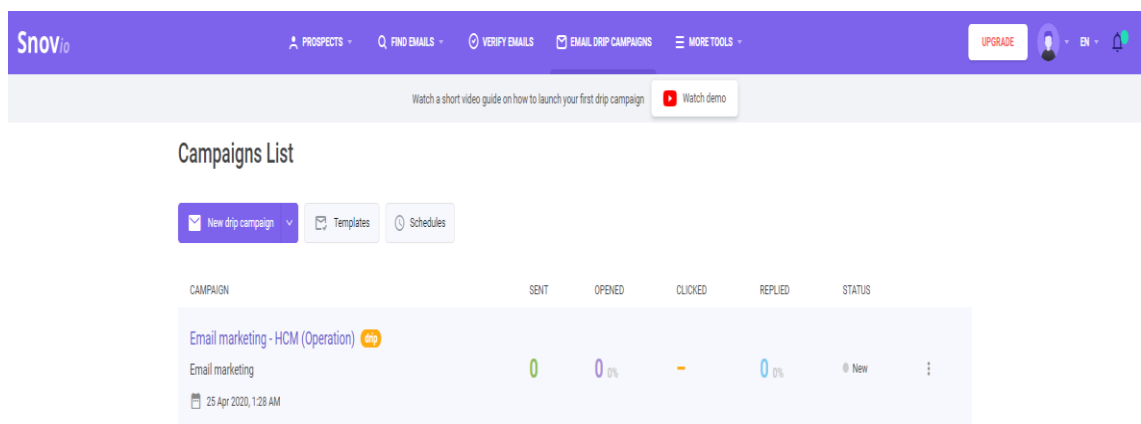


Figure 11. Snov.io Email Marketing Campaign Statistic

5 CONCLUSION

With the intention of maintaining business position in competitive market, it is compulsory for case company to apply ICT as technological solution. Hung Dao company is demanded to modify marketing approach and business operation to keep up with the revolution. Inspired by organization problem, thesis topic is to depict recommendation related to digital marketing approach. The report was established to demonstrate the importance of ICT in lead generation.

The given solution answered the indicated objectives and research questions. The personalized recommendation and case business IT analysis were included. Evolved from the interviews with CEO and marketing chief officer, the implementation of email marketing was achieved where Hung Dao company's requirement was met. The data and workflow provided were used to escalate internal management. Consequently, business can gain insight into customer behaviour. The outcomes as ICT adaptation were scrutinized following the specific background and marketing plan of case organization.

The comparative analysis between different email marketing tool was indicated for the purpose of providing business with appropriate proposal. Concurrently, the evaluation about company's current IT situation and its disadvantage to new technology approach were presented. Through the negotiation with marketing team and company CEO, the understanding about system's requirement was made, which helps to identify new marketing methodology. During the investigation, writer was given to chance to improve knowledge in marketing and Information and Communications Technology, actual business procedure and efficiency assessment. Not only the know-how was earned, writer managed to attain professionalism through meeting with Hung Dao company. The familiarity with academic writing and research-based exercise were put in practice.

The benefit from the work is innovative approach presentation that gives business the opportunity to gradually adapt to recent technologies. In particular,

through literature review, audience was given the conception about traditional marketing and digital marketing, in which lead can be captured in different periods. Next, with the introduction of ICT as supportive tool, the demonstration of profit for SMEs is drawn. New suggestion for direct mailing is indicated, using email as communication tool. Lead generation process is explained in ICT era, in the pursuit of LinkedIn Sale Navigator as professional business community and email marketing automation to obtain accurate and effective level. Additionally, case company's current phenomenon and internal limited resources were studied in order to perform sufficient email marketing process. With the description of new system being attached, firm was given instruction to exploit the benefits of ICT adoption as automatic mechanism.

The new email marketing process was developed based on the contribution of involved people's experiences and their expectations. Company worker's characteristics which might be hinderance for new application was illustrated. The fundamental aspects of ICT changes are the cooperation of business workers and director's IT acceptance. IS application should be learnt by involved people to increase awareness towards innovation. Staff and CEO's IT knowledge should be continuously enhanced. Employees should be encouraged by top manager machine-driven program helps to advance their effectiveness, instead of replacing human.

Business marketing software was proposed. Business is required to come up with technology-involved plan to analyse the productiveness of previous campaign for marketing improvement. Leads were grasped from reliable source and customer reaction was measured. LinkedIn Sale Navigator is a platform specialized for sale and lead generation, which presents the fact that up-to-date users are available and greater opportunities of cooperation are laid. Snov.io was chosen over the scope of identical products. The software met business expectation in both principles, price and efficacy.

By combining the process of capturing lead on any website with its extension, Snov.io serves business users with the capability of operating drip campaign according to distinctive marketing goal. With 69\$ per month for 5000 leads

saved, recipient's behaviour is kept in track and analysed for marketing performance. With email address is clarified and option "Stop after a reply" by technological tool, Hung Dao is not considered as email spammer. Time and effort spent by marketing implementer is reduced, allowing them to focus on significant projects. Director manages to observe the marketing approach and delivers marketing decision at the right time.

The solution is taken in use at the present and on the stage of evaluation. However, in the future, for further exploration, the analysis can be utilized to strengthen online relationship between customer and brand. New marketing plan associated with ICT adoption should be concerned and constantly modified due to market demand. By sustaining the practice of LinkedIn Sale Navigator and customer management on Snov.io, customer relations and provide service across distance will be created, letting business's popularity increase by achieving numerous prospects in disparate communication channels. It is advisable for organization to obtain features in Sale Navigator to maintain interaction with organization and related connection, analyse prospective client's similarity to determine equivalent marketing plan.

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APPENDICES

Appendix 1. Interview transcript with Ly Nguyen, Head Director at Hung Dao company

Appendix 2. Interview transcript with Lan Nguyen, Marketing Officer at Hung Dao company

Appendix 3. Analysis of email automated tool

INTERVIEW TRANSCRIPT WITH LY NGUYEN, HEAD DIRECTOR AT HUNG DAO COMPANY. TAKEN PLACE ON 11TH FEBRUARY 2020.

Interviewer: Nice to meet you today. My name is Quyen Phan. I'm currently studying in Lapland University of Applied Sciences from Finland. Since I chose Hung Dao organization as case company for my research, I would like to hear your perspective towards your business marketing operation through the interview. The discussion was published in request of comprehending about company's current marketing approach, your experiences as well as expectation and requirement about new technology application. Your detailed responses would give me great feasibility to gain insight into business phenomenon and suggest appropriate solution. Thank you for your assistance. May you tell me your name and occupation?

Director: Hello Quyen. I appreciated for your interest on our company. My name is Ly Nguyen. I am the CEO of Hung Dao company. I will try to tell you as specifically as I can.

Interviewer: Can you please tell me about your company's current marketing approach?

Director: My company was established in 1997 and we haven't changed our marketing strategy until now. We used to attract many customers back then but it is getting hard to become well-known in the community as there are many growing companies. For now, we look for client information on national phonebook where all firm address and phone number were publicly posted. After attaching their delivery location on each envelope, we will transfer it to post office for shipment. We don't either know if people can reach advertising letters by hand or their organizations are shutdown. I can't keep track of transaction and did miss some potential clients sometimes. We are not able to analyze customer reaction, until there are envelopes returning back to our company.

Interviewer: Have you ever thought of optimizing the process using Information Technology?

Director: Yes, it would benefit me in manipulating transaction process with clients. I think we can concentrate on different assignments if technology is put in use. That's also our drawback at the moment. We didn't adapt to new technology in our business operations yet. It means that we have to do our job manually. We are challenging to compete to new companies because they are quickly adapting to new digital solution and understand about customer demand.

Interviewer: In your opinion, why hasn't organization applied Information Technology?

Director: Even though I realize the benefits of adopting technology, I'm not sure if it is applicable in our business. I'm not used to technology, it's risky for me to consider its existence in business stages. Plus, in our team, we are used to conduct marketing in our traditional ways. Changing new marketing approach means we have to modify some processes. It demands some technology skills that employees don't have and they may not know how to implement probably. Supposed if the effect is negative, it wastes time and resources for investment.

Interviewer: If so, how do you expect about first new IT execution in your company?

Director: Firstly, it should be reasonable cost and easy to use. It should be able to measure customer reaction and their updated information. Leads are seized and delivered automatically to their addresses. It would be nice if it can give me discernment to marketing process and analysis report about current marketing plan. I have possibility to invest on customer activity and proceed advanced plan that can positively change the communication with purchasers. I can make decision and concentrate on prospective leads as well as targeted region. I can be assured that all customers are approach at the right time and provided with their behavioral status.

Interviewer: With new marketing process supported by information technology, how do you want customer routine to be described?

Director: After the leads are guaranteed to be business professional and influent, I would like introduction email to be sent to explain organization information and service, along with a friendly message for cooperation. The

contact information is sent automatically to recipients by information technology. If client answers, the mail can stop and we should be notified by the response. For those who don't interact, we can send them follow-up mailing as we did with advertising letter for reminders. The interaction should happen on the same environment where both marketing and sale team and I can get access to observe and manage the deals.

INTERVIEW TRANSCRIPT WITH CHI NGUYEN, MARKETING OFFICER AT HUNG DAO COMPANY. TAKEN PLACE ON 11TH FEBRUARY 2020.

Interviewer: Nice to meet you today. My name is Quyen Phan. I'm currently studying in Lapland University of Applied Sciences from Finland. Since I chose Hung Dao organization as case company for my research, I would like to hear your perspective towards your business marketing operation through the interview. The discussion was published in request of comprehending about company's current marketing approach, your experiences as well as expectation and requirement about new technology application. Your detailed responses would give me great feasibility to gain insight into business phenomenon and suggest appropriate solution. Thank you for your assistance. May you tell me your name and occupation?

Marketing officer: Hi, my name is Chi Nguyen. I'm chief marketing officer in Hung Dao company.

Interviewer: How do you describe marketing approach in the enterprise?

Marketing officer: Our company uses direct paper-mail to transmit our advertisement to customer. My work is to find customer contacts and place them on letters. We didn't have any scrutinization about marketing efficiency. We aim at all businesses that are visible on phonebook and wait for correspondences. Sometimes, the client's organization is closed permanently or changes address, and we only know about it when advertising letters got returned. The analysis about potential regions and industry haven't been handled. I can't collect recipient's opinions, which is hard for me to evaluate each marketing campaign.

Interviewer: Have you considered about the involvement of Information Technology in marketing approach?

Marketing officer: I think it will bring great profit for our business. I can receive the support of machine on repetitive tasks. I acknowledge organization can grow by being provided with analysis features and process automation. Nevertheless, to be honest, since I have been recruited for many years, I get used to the current operation of Hung Dao company. Without qualified level of

technological practices, I am reluctant to the adaptation of Information Technology. I have a doubt about me being replaced by computer programs.

Interviewer: What do you expect from new marketing implementation?

Marketing officer: It needs to be coherent and plausible. The lead source should be reliable. Therefore, I can take better advantage on its utilization for following campaigns. I can reduce time on iterative assignments and concentrate on important works. It is helpful if it can grant access for director to supervise customer situation, so we can cooperate smoothly.

TABLE 1. ANALYSIS OF EMAIL AUTOMATED TOOL

Tool	Description	Price (5000 leads/month)
Prospect.io	The application is one-in-all solution for business that demands the combination of lead collection and email marketing automation. The tool helps to find and indicate the identified email address. Introduction and follow-up email are automatic sent by the software, which makes the effectiveness of mailing campaign be easily observed and scrutinized (Prospect.io 2020)	299\$
Hunter	It is compulsory for users to know about client company and website domain to extract the leads working in targeting organization. Cold email campaign is equipped with custom attribute as recipient's information (Lepori, 2020). The platform offers personalized email, scheduling, email tracking and verification, multiple account integration (Djuric 2018). However, it was no longer gotten permission by LinkedIn to extract leads from (Grante 2017)	99\$
Mailshake	The program allows the manual tasks to be done automatically by supplying business with individualized email format, email analysis and cold email outreach. Nevertheless, leads have to be found by another scrapping tool and moved another software (CRM). The tool is responsible ultimately for email automation (TechyOceans 2020)	59\$
OutreachPlus	The tool considered to be lead generation tool but the main function works on personalized	38\$ (Multi-user)

	<p>email and automation. The tool supports customer relationship establishment and follow up to enrich the leads. The tool supplies users with link-building template and email tracking performance. It can be integrated to various mailbox, including Gmail, Office365. However, the disadvantage is that the lead importing is still manual. (OutreachPlus 2019)</p>	
Findthatlead	<p>Findthatlead appears with dynamic characteristics. It can leverage social media lead from LinkedIn and Twitter. Customer information can be founded by many ways, from personal name to domain or company name. Findthatlead includes social URL search, email sender, email verification (Rhodes 2019). In addition to the assistance of extraction on LinkedIn (Findthatlead 2019), Prospector feature allows users identify lead information and targeting the desirable organizations (Karr 2018). The leads can be exported on the format of CSV.</p>	49\$
Skrapp.io	<p>It is used to collect lead from any organizations and offers the verification for email address. It is used generally for lead grasping, which means users have to export and add lists manually to another automated email program. The tool supports lead generation by domain search inside software and individual search on LinkedIn, with Google extension. It works along with LinkedIn Sale Navigator, which is easy for case business (Skrapp.io 2016).</p>	69\$
Snov.io	<p>Snov.io helps marketers to look for email based on domain name and company name.</p>	69\$

	<p>The tool can verify customer email and conduct email drip campaign, track the work and analyse user's interaction, all in one platform. The tool lets business to see how people react to their campaign (open/click) and make decision on follow-up email solution. Leads can be exported from the software with full name, country, email address and industry. Snov.io extension can grasp email information from any website, including LinkedIn. Email drip campaign feature allows business users to create their own workflow and guide customer through sale step, depending on their business plan. (Smith 2020)</p>	
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