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Digital Marketing Implementation Plan for Kainuun Aalto

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Abstract

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Aalto community college, a department of Kainuun Aalto Center of Expertise, seeks to attract a new market segment: students that are studying in Kajaani and improve the Kainuun Aalto brand's digital prescience through an implementing of a digital marketing.

This thesis is written as a response to the request of the Aalto Community College. The thesis researched and defined digital marketing through the marketing mix, explored and defined the planning process, conducted marketing research and created a digital marketing implementation plan for Kainuun Aalto.

Digital marketing was defined through a comparison of the traditional marketing mix "Ps" with the digital marketing mix "Ps" and an additional two service marketing "Ps". The marketing "Ps" used were: price, place, product, promotion and people.

The core of the thesis is the implementation plan for digital marketing. The marketing research is meant to support correct descension's in the tactical part of the plan. The research is represented by a survey and a desk study. A survey research is represented by a descriptive survey that was conducted through a snow- ball sampling method using a web survey format. The survey was conducted using the Google Forms and was distributed by email and WhatsApp messages to the students, both international and Finnish. The survey was conducted 27.04. - 03.05.2019 and it was sent to approximately 110 students. The response rate was 19 % which amounts to 30 responses. The desk study looks at national statistics gathered from the global statistical organizations, official EU statistics and official statistics of Finland.

The marketing plan contains: a problem, mission, a vision and objectives, a work breakdown structure, a schedule, resources and risk management.

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1 INTRODUCTION

Before marketing used to be about catering to the masses, and products were made the same for everyone. Now the consumer has become more sophisticated. He is no longer satisfied by mass-produced products, but he wants to express his identity through product customization. The modern consumer no longer measures his satisfaction by material things, but with experiences. The new consumer is harder to satisfy, that is why new forms of product distribution or presented in this thesis.

The digital era gave the consumer unprecedented access to information and digital services. This new consumer is often referred to as the “empowered consumer” this concept refers to the consumer’s increased connectivity, wider range of choices and greater access to information, giving the customer more opportunities and thus more power

Digital marketing is becoming more and more incorporated in business of today, because it provides data analytics options, improved conversion rates is cheaper to maintain than traditional marketing. by But the Aalto brand has struggled to adapt the new technologies in to its marketing. Its website is outdated, and it has a weak social media presence, which sets it behind its competition.

Aalto community college is a department of Kainuun Aalto Center of Expertise. Kainuun Aalto Center of Expertise and all of its department are represented under the brand name: Kainuun Aalto. Aalto community college is looking for a new market segment: students that are studying in Kajaani. They are also willing to improve Kainuun Aalto ’s digital prescience through the digital marketing channels.

It is important to clarify that the digital marketing implementation plan will be created for Aalto community college but will be describing the marketing of the Kainuun Aalto brand. This is Aalto community college is only a department of Kainuun Aalto Center of Expertise and operates only under the Kainuun Aalto. Thus, any products sold, any promotion made, and any products created by Aalto community college are under the Kainuun Aalto brand.

The thesis holds two problems: digitally reaching students studying in Kajaani and creating a solid digital presence for Kainuun Aalto. The objective of the thesis is to create a plan for implementing digital marketing in Aalto that will solve the stated problems. The marketing plan will contain: a

problem, mission, a vision and objectives, a work breakdown structure, a schedule, resources and risk management

To reach this objective the thesis will:

- research and define the marketing mix and digital marketing mix;
- research and define the planning process for a digital marketing plan;
- conduct marketing research to understand the target audience's preferences;
- create a plan for implementing digital marketing mix.

A key method used to dissect Kainuun Aalto's marketing and insure that the digital marketing will cover necessary aspects is the marketing mix. In order to insure that the desired digital elements are implemented correctly and result in positive change for the company, a more specific marketing mix was used, called: the digital service marketing mix. The digital service marketing mix includes: digital promotion, digital price, digital place, digital product, digital people, physical environment and platform. The digital service marketing mix will be examined in theory by comparing the traditional marketing mix with the digital marketing mix and outlining a tactic for each "P". The practical section describes a plan for implementing new and improving existing digital elements of Kainuun Aalto's marketing, from the perspective of a marketing mix.

Data collection was conducted in order to keep the thesis grounded in practice and the digital marketing plan applicable in a real-world scenario. The research was conducted in two phases. a survey and a desk study. A survey research is represented by a survey conducted for this thesis, and the desk study by an analysis of statistical data.

The theory for the digital marketing implementation plan is based on Volkov's scheduling and work Breakdown structure and Jonson's risk management. These concepts provide a template for the proposed digital marketing implementation plan.

2 Elements of a digital marketing mix and planning

The theory will look at how traditional marketing is different from digital marketing and detail the elements that need digital marketing adaptation. The digital marketing implementation plan will be represented in terms of the marketing mix. Each “P” will be defined traditionally and digitally, with general tactics described for each “P”. Tactics are “planned and ad hoc activities meant to deal with the demands of the moment, and to move from one milestone to other in pursuit of the overall goal(s)” (businessdictionary.com, N.d.). A marketing mix is a set of factors that can be controlled by the company to satisfy consumers needs and influence consumers to purchase their products, it includes 5 marketing “P” (promotion, price, place, product and people) and is extended to 7 “P” (physical environment and platform added) in the case of service marketing (Dubrovsky , 2017, 98).

2.1 Digital marketing

Digital marketing combines marketing that relies on the internet or electronic devices in general. Digital marketing uses digital channels: social networks, search engines, email and other websites, to communicate with potential and current customers. (Wertheim & Fenwick, 2013, 12)

Often this concept is confused with Internet marketing - but they are significantly different. Digital marketing includes internet marketing, but not limited to the internet. Internet marketing is SEO-site promotion, context, webinars, etc. - all channels that are available to the user only on the Internet. And digital marketing is all of the above, plus advertising and promotion on any digital media outside the network. (Wertheim et. al., 2013, 13)

Wertheim and Fenwick (2013, 13) list the next benefits of digital marketing:

1. Digital marketing allows you to reach both online and offline consumers who use tablets and mobile phones, play games, download applications. So, the brand can appeal to a wider audience, not limited to the Internet.
2. The ability to collect clear and detailed data. Almost all user actions in the digital environment are recorded by analytical systems. That allows you to make accurate conclusions

about the effectiveness of different channels of promotion, as well as an accurate portrait of the buyer.

3. The flexible approach - digital marketing allows you to attract an offline audience to the online market, and vice versa. For example, using a QR code on a flyer, you can direct a user to the site. And at the same time, thanks to the email-list you can invite subscribers to a seminar or another offline event.

Digital marketing is best described in terms of the 5 “Ps” of marketing Sung (2019). Therefore, the following chapter will continue describing digital marketing from this perspective. The reviewed theory on digital marketing suggests that the main use of digital marketing is for promotion, all in one way or another describe digital promotion. (Dodson 2016, xx) That is why promotion will be described in more detail than the other “Ps”

2.2 Marketing mix in a digital environment (Place, product and price)

Place as a competitive advantage in traditional marketing

The place of sale ensures the availability of the product for the target market and means that the company's product must be present in the market in the right place (where the target consumer can see and buy it) at the right time (when the target consumer has a need to buy it). In other words, the point of sale denotes a distribution model for a company. (Dubrovsky, 2017, 45)

For distribution channels for traditional marketing may include the following: supermarkets, grocery stores, markets, specialty stores; wholesalers or retailers; e-commerce; direct sales or network marketing; sales by catalog, etc. Traditional marketing choses one channel for one unit of product. (Dubrovsky, 2017, 45)

In digital marketing a company can use multiple channels of distribution. It also adds a new take on availability, a digital product has potential to be absolutely available at all times and places for maximum consumer convenience. This changes the approach to distribution simplifying the supply chain and often getting rid of the retailer, making for cheaper products and products that are served in the intendent by the producer way. With digital product lead time and transportation costs also becomes redundant with no transportation and storage needed. (Wertheim and Fenwick, 2013, 34)

E-commerce is a broad topic in distribution. The general concept is as follows: e-commerce refers to a certain approach to doing business, which involves the inclusion of a number of operations that use digital data transmission in the provision of goods or the provision of services / works, including using the internet. E-commerce refers to online transactions, online retailers, travel, insurance, government agencies etc. and providing product information for offline purchases. Thus, it is any commercial transaction that is made by electronic means of communication. (Wertheim et. al., 2013, 43)

E-commerce system (e-commerce system) is a kind of technology that gives system participants the opportunities firstly: manufacturing companies and suppliers of goods / services - to offer their products online to potential buyers, as well as to accept and process customer orders; secondly: clients (customers) - find and select on standard Internet resources goods and services at the price they are interested in and place orders. Often, banks are involved in this bundle to conduct electronic payments. (Wertheim et. al., 2013, 43)

Tactics for the digital distribution

A digital distribution (or place) in the online retail can have a single channel, multi or omni-channel strategy. Single channel in digital marketing is when the company only has a digital presence and lacks any physical presence. Multichannel is when a company provides numerous digital and non-digital ways for customers to purchase from and communicate with the brand. With an omnichannel the consumer has the opportunity to experience the service or product from all channels, often simultaneously. There are other models for specific online business but only one is relevant to Kainuun Aalto and that is the subscription model. Under the subscription model the company charge's a periodic fee for access to its service or its content. (Sung, 2019)

Product in traditional marketing mix

A product is whatever a person sells: a service, good, idea, even a person. The concept includes: the design, the packaging, physical features and may also include an associated service like delivery. (Solomon Marshall and Stuart, 2015, 30).

The product is what the company offers to the market and the consumer. A product can be both a physical product and a service. A successful product is always built on understanding and meeting important needs. (Vasiliev 2018, 69)

The main principle of selling a traditional marketing product is the transfer of ownership, meaning when a customer pays for a product he acquires life time access to its use, this access in turn may be resolved. A traditional product usually has an expiration date, even a building can only be used a certain amount of time before it's considered dangerous if not repaired. Another characteristic of a traditional marketing product is its stability in form, with traditional marketing product, the form and substance of the product that is bought stays the same after it was acquired. With a product in traditional marketing can be shared only to one person at a time e.g. if a person buys a car, he can lend his car to a friend and that friend may lend it to another friend, but only one person may use it at a time. (Vasiliev 2018, 69)

Traditional market heavily relies on reputation. In the physical market with time and making repeated purchases, the consumer is convinced of the quality, thereby creating a reputation as a seller. (Vasiliev 2018, 69)

Digital products

A digital product can exist for an unlimited time, since it does not wear out in use. Therefore, the product, just created by the manufacturer, is no different from a similar product that was already in use. As a result, the manufacturer competes not only with other manufacturers of similar goods, but also with its own previously produced goods. This can be avoided by constantly updating the manufactured goods and licensing the rights of their production and use or other copy protection methods. (Wertheim et. al., 2013, 67)

Paradoxically, along with indestructibility, digital products can be easily changed. Moreover, changes made by mistake, intentionally or maliciously, are not irreversible. Thus, the manufacturer loses control over its manufactured products. Special technologies are being developed that impede simple change. For example, PDF documents can be viewed or printed using Adobe's Acrobat but cannot be edited. Strategic actions regarding this characteristic of digital products are their differentiation by the manufacturer, either by adapting to the individual needs of the user, or by continually updating and improving them, or selling them as interactive services rather than final products. (Wertheim et. al., 2013, 67)

The main attraction of digital products is that they can be reproduced, transmitted and stored. A digital product can be copied and recopied endlessly. Thus, after the first investment in the production of the product, the subsequent marginal costs are practically nil. For the official manufacturer of digital products, marginal costs are not equal to zero, since the payment of royalties is made from each unit of goods sold. Therefore, in pricing marginal costs are never zero.

In addition, the manufacturer, however, needs to recover its fixed costs, which is why the issue of protecting intellectual property, preventing unauthorized reproduction and reselling of goods is so important. Since it is not always possible to technologically prevent such reproduction of a product, manufacturers tend to make it less valuable by updating and modifying their products. (Wertheim et. al., 2013, 68)

Tactics for digital products

When it comes to tactics for a digital product, it is important to differentiate the company's products. The first differentiation to be made is dividing the nomenclature of the company on core and peripheral products. Business Dictionary defines a core product: "the dominant benefit or satisfaction that a customer expects from a good or service that he or she buys". (Businessdictionary.com, N.d.). It can be extrapolated that a peripheral product complements the customer's experience or serves a very narrow group of people among the customer base. It is also important to note that with digital distribution it becomes possible to allow the customer to customize a product or service and even design the product or service for other customers to buy.

Information is key for a digital product. If, for example, there is no information about the quality of the goods, buyers will not be inclined to buy them because of high uncertainty and risk. The quality of digital products can be seen only after their consumption, and many information products are purchased by consumers only once. The consumer, due to the risk of quality uncertainty, is willing to pay only the lowest price. As a result, the seller wins the market, producing low-cost cheap goods. This situation is referred to as "problem of lemons". (Dubrovsky, 2017, 69)

Since the problem is caused by the asymmetry of information, it can be solved by providing the consumer with information about the quality of goods. For digital products a common way of solving this problem is free trials, where the customer may use the product for a fixed amount of time for free. (Dubrovsky, 2017, 69)

In terms of product tactics, a decision must be made: will the company use product bundling or not. Product bundling is when several individual services or goods are sold together as one united package (bundle) (Sung, 2019).

Another important aspect is product digital extension, this is when the customer's experience with the core product is extended into digital. Product digital extension increases customer value added and helps differentiate the product from the competitors. (Sung, 2019)

Traditional pricing

Price is the amount that must be paid by the customer in order to receive access to the product, also referred to as an assignment of value. Price is the result of an exchange relationship, where one party offers a product and the other pays the price for the product (monetary or not). (Solomon et. al., 2015, 30- 31)

Digital pricing

Strauss and Frost (2014, 178) propose that the digital technologies support a more dynamic approach to pricing. Along with consumer customization and the ability to appeal to a narrower audience, the internet allows businesses to form prices for a smaller market segment or even negotiate prices. But digital consumer empowerment makes the market much more competitive in terms of price, because the internet allows customers to easily compare prices of competitors. It can also be understood that a company that represents itself digitally may save money on overhead and wages thus making it easier to achieve the lower prices. (Chaffey and Social mediaith, as cited by Sung, 2019).

Tactics for price

A price tactic is the choice of possible changes in the price of goods in the market conditions, which allows the achievement of company goals. Pricing is done as a strategy in long-term planned model of the company's behavior, additionally a pricing tactic is created for a specific market, product, segment etc. Pricing tactic serves as a condition for determining the positioning of products on the market, and it is also a function that is influenced by several factors: novelty of products; life cycle phases; combination of price and quality; product competitiveness; market structure and position of the company in the market. Each factor should be studied considering the reputation of the organization, distribution system and promotion. (Dubrovsky, 2017, 72)

Pricing tactics are divided into three groups: cost oriented; demand oriented; with a focus on competition (closed bidding). In the first case, the strategy is based on the principle of break-even production (revenues are equal to total costs). The second group of tactics provides for a

quantitative measurement of price sensitivity, which is carried out using indicators: the elasticity of demand and “perceived value”. (Dubrovsky, 2017, 72)

Within the third group it is possible to use three mutually exclusive tactics: adaptation to the market price; consistent price reduction; consistent price rises. (Dubrovsky, 2017, 72)

2.3 People and promotion in the digital marketing mix

Traditional marketing people

The term appeared in connection with the development of relationship marketing and service marketing. The term “People” refers to people who can influence the perception of your product in the eyes of the target market. The importance of these people is due to the fact that they can have a significant impact on the perception of your product in the eyes of the target consumer. (Vasiliev, 2018, 69)

Digital marketing people

Sung (2019) emphasizes the concept of an “empowered customer”, which he explains with as: connectivity, more choice and the access to information giving the customer more opportunities and thus more power. Forbes highlights the next traits of the “empowered customer”: mobile, hands-on, smart (with access to many information channels) committed (granting loyalty only to brands that delivering value and understand his needs) global citizen (Rosenbaum, 2015).

People started playing a bigger role in digital marketing compared to traditional marketing, with a majority of social media revolving around people the most popular people received a lot of power to influence others, and now there are referred to as “social media influencers”. Influencer marketing is a type of collaboration, the idea is to work with an influential person to promote something. This can be a product, service or campaign. Celebrity endorsements were originally the main source of marketing influence but becoming a celebrity in the digital world is significantly easier. In the modern digital world, digital content creators with a niche audience offer more value to brands. These influencers have attracted and dedicated groups of followers in social networks. (Wertheim and Fenwick, 2013, 95)

People tactics

Influencer collaboration is not completely free for the company. The influencer needs something in return. There are a number of things that the company can offer to the influencer in exchange for his collaboration: money, free product, free access to their service, mutual promotion, and meeting with a third party. (Wertheim and Fenwick, 2013, 96)

Traditional marketing promotion

Promotion is marketing communication at its core. It includes different activities, that marketers perform to spread information about their product and to encourage customer to buy their product. (Solomon et. al., 2015, 30- 31)

Digital marketing promotion

Promotion is the most complex “P” in digital marketing. Promotion has a very wide variety of strategies, tactics and methods in digital marketing because the digital arena made advertising cheaper, more efficient and diverse. (Sung 2019)

There are 10 ways of digitally promoting a product: advertising (interactive display ads, pay-per-click search advertising), selling (, site merchandising, chat and affiliate marketing, virtual sales staff), sales promotion (rewards, online loyalty schemes, incentives such as coupons), public relations (online editorial blogs, feeds, e-newsletters, newsletters, social networks, links and viral campaigns), sponsorship (sponsoring an online event, site or service), direct mail (opt-in email using e-newsletters and e-blasts), exhibitions (virtual exhibitions and whitepaper distribution), merchandising (promotional ad-serving on retail sites, personalized recommendations and e-alerts), packaging (virtual tours, real packaging is displayed online), word of mouth (viral, affiliate marketing, email a friend, links). (Chaffey and Ellis-Chadwick 2012, 48).

These ways of promoting a product can be used through 3 types of media: paid, owned and earned. With paid media a company would pay to use a channel that is owned by someone else. With owned media the channels are under the control of the brand. And earned media refers to user-generated content created and/or shared by the customers/ users. (Sung, 2019)

A big problem in promotion is reaching the right audience through the promotion channels. An important concept for digital promotion is targeting. Targeting is communicating with the target audience (Kenton, 2019).

Communication through promotion will reach many people but the sender must focus on the target consumers response. A target audience is a set of customer segments where all the segments

are ordered in a priority hierarchy, where those segments that are higher in the hierarchy must have more resources delegated to reaching them than those lower in the hierarchy. At the top of the hierarchy are the loyal customer, secondly the multiple brand switcher, thirdly competitor brand loyal consumers, fourthly category user/no loyalty, lastly non-category user. (Russell, 2010, 112- 114)

Sung (2019) presents 5 key concepts of social media marketing described in Fig. 1.

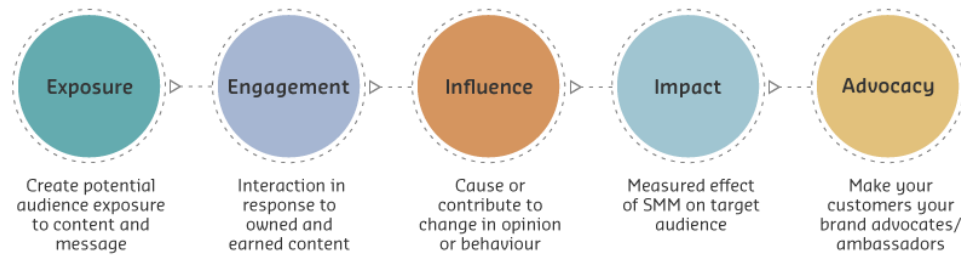


Figure 1. Types of promotional impact. Adapted from Online Marketing Strategies (Sung, 2019)

Another major aspect of social media marketing is social listening. The company should listen to: Conversations about its brand; Conversations about its competitors; Conversations about its industry; The tone of the community (understanding the norms in the community); attitudes towards different social platforms. (Sung, 2019)

Promotional tactics

There are 4 simple popular targeting tactics for paid and owned media: data-driven demographic targeting, contextual targeting, channel targeting, geographic targeting. Data-driven demographic targeting use data demographic data entered by users when they registered at a platform, thus it can be used only with registered users. Contextual targeting gives ads relevant to the content that the user is viewing. Channel targeting shows ads relevant to the content of the platform in general. Geographic is targeting users in a specific geographic location. (Sung, 2019)

The most effective and optimal tactic for earned media is creating consumer value or added-value (Sung, 2019). Vargo & Lusch (2004) in their famous article- “evolving to a new dominant logic for marketing”, argue that the new service- dominant logic is consumer- centric, with this comes the proposition that all value of a service is not embedded in the service itself but rather determined by the consumer and referred to as consumer added- value (or “value in use”).

2.4 Platform, physical environment, digital presence and positioning

Platform- usually refers to hardware and software of a site. Since acquiring a platform that is large enough for your business is very expensive and hard to promote, most businesses rely on existing platforms such as Facebook, Instagram, Twitter etc. A physical environment is the physical representation of the service, what the customer can see, touch and be in. (Dubrovsky, 2017, 67)

Digital presence

A digital presence is: website, social media sites, office or store locations (internet maps such as google, etc.), directory listings, online reviews (Yelp, TripAdvisor etc.) and digital ads. (Wertheim & Fenwick, 2013, 145)

Creating a digital presence insures: that the customer is aware of all the offers of the organization, the customer thinks of his need in relationship to the company's products before other products, makes the company more appealing to the customer etc. (Wertheim & Fenwick, 2013, 145)

A big concept for digital marketing is visibility, which is simply defined as being seen by the consumer on the internet. The stronger the digital presence is, the more visibility the brand has. This means that existing and potential customer will be able to find information about the company faster. (Wertheim & Fenwick, 2013, 145)

A digital presence works with: creating visibility, building consistency (meaning that the visibility is consistent), establishing your authority, building relationships and creating a positive first impression. (Wertheim & Fenwick, 2013, 146)

There are 3 key moments in a customer's experience with a brand's digital presence: "I- need- some- ideas moment", "which- ones- best moment" and "I- want- to buy" moment. In this moment the customer expects support from the brand. (Google, 2016)

Positioning

Positioning is "Your brand's position refers to where it fits in the consumer's mind". The brand's position is determined by a positioning statement. The brand's position, along with its promotion comes through brand contacts. Brand contact is any way in which a consumer comes in contact with a brand. (Russell 2010, 46, 56)

2.5 Situational analysis and segmentation

Situational analysis

After creating a picture of our consumer, the same must be done for the company the plan is made for. In order to achieve this a situation analysis is conducted. Russell (2010, 34) defines a situation analysis in the next way: "situation analysis is a research-based understanding of a brand's status in the marketplace at a given time: where we are and why we're there." This involves: determining company type, gathering historical information, prices and sales, competition analysis, SWOT analysis and life cycle.

An important part of creating a plan is understanding its point in the brands life cycle. According to most brands go through a 4-step growth: introduction, growth, maturity and decline. (Russell 2010, 35)

There are 5 types of companies based on their approaches to marketing: Product-led, Sales-led, Finance-led, Marketing-led, Consumer-led. Product- led companies develop a product first and only afterward consider how, and who to sell it to. Sales- led companies are driven only by raw sales. Finance- led companies measure each and every action of a business in term of profit. Marketing- led companies have the marketing department seat long- term goals and determine the strategy and tactics for achieving them. Consumer- led companies determine the needs of the consumer and then find ways to satisfy them. (Russell, 2010, 11)

The SWOT method of analysis is a universal method of strategic management. The object of a SWOT analysis can be any product, company, store, factory, country, educational institution, or even a person. It looks at: strengths, weakness, opportunities and threats of the company. (Dubrovsky 2017, 105)

Segmentation

Marketing segmentation is "The process of defining and subdividing a large homogenous market into clearly identifiable segments having similar needs, wants, or demand characteristics." (Businessdiction-ary.com, N.d.). 4 factors for marketing segmentation are: demographic (age, gender, income, ethnicity etc.), geographic (location, household income, holidays etc.), psychographics (personality, values, lifestyle, interests and opinions), behaviour (related to the product) Sung (2019).

Russell (2010, 20) suggests a segmentation based on a mix of factors. This mixture of all 4 factors divides people on their stages of life. He points to 7 main stages of life for a consumer: bachelor stage, newly married couple, “full nest one” etc.

Consumers in the bachelor stage are consumers that are young, single and without children. These consumers have recently gained independence and have free access to credit for the first time in their life. They spend more and indiscriminately. They are also usually the most prone to try new things amongst the 7 stages. (Russell, 2010, 53).

The next step for making a marketing plan is studying consumer behaviour. This process proceeds as follows: 1) Study and analyse what your consumers are actually doing. 2) Consider why they are behaving this way (is it an emotional or a rational reason?). 3) Figure out how to get your consumers doing what you want. These steps are done by conducting a survey and secondary market research. (Russell, 2010, 31)

2.6 What and how to plan

The digital marketing implementation plan is a plan of specific actions that develop a company’s existing “7 Ps” into 7 digital “Ps” that are needed to fully satisfy the needs and wants of the target audience.

The 7 “Ps” of service marketing are as follows: People, Promotion, Price, Place, Product, Platform, Physical environment (Dubrovsky, 2017, 45).

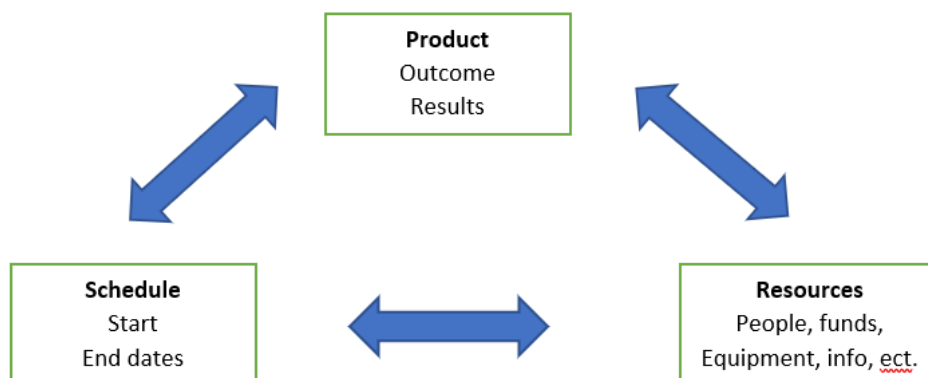


Figure 2. Elements of a plan. Adapted from Business Planning: a Tutorial (Volkov et. al., 2018, 22)

Volkov and Marchenko (2018, 79) suggest the next steps for creating a plan:

1. Defining the Problem to be solved by the project;
2. Developing a Mission statement;
3. Statements of major objectives (Mission Vision, Objectives);
4. Developing a work Breakdown structure;
5. Using the WBS, Estimate activity durations, resource requirements and costs;
6. Make a risk management plan.

The problem, mission, vision and objective are closely connected elements of the plan and can be seen as one level. A problem is a gap between how something is and how it's needed to be, with obstacles existing that prevent an easy closing of the gap. A vision is the characteristics how it should be. The mission of a plan are ways of achieving the vision and in doing so, it solves the initial problem. An objective specifies a desired end result to be achieved. A task is an activity that must be performed to achieve that result. An objective is a noun representation of tasks. Questions for setting objectives and in monitoring progress toward objectives: "What is the desired outcome?" and "How will it be known when it is achieved?" (Volkov et. al., 2018, 99-101)

An exit- criterion is the criteria based one step of the plan will be finished and the next stated. (Volkov et. al., 2018, 102) Work breakdown structure is subdividing a complicated task into smaller tasks until a level is reached where time and costs can be attributed. Most work breakdown structure have 3 -6 levels, twenty is considered to be the upper limit. (Volkov et. al., 2018, 110-11)

Risk – risk is any uncertain event that can affect the plan in a negative way. Risk management is the process of risk identification, analysis, response planning, management planning, and monitoring and control on a plan. There are 4 ways to handle risk: avoid, mitigate (taking action to minimize the risk), transfer and accept. There are 4 steps to creating a risk management plan: identify risks, qualitative and quantitative risk analysis, plan risk responses, establish the trigger point. (Jonson 2018, 34)

Risk identification involves creating a list of all possible risks (risk register). Qualitative and quantitative risk analysis is performing a risk analysis on a list of risks which are identified in the identify risks process. The risk analysis template is shown in Table 1 and the equation used to calculate the result part of the table is in Equation 1. Planning the response means choosing a

way to handle risk. A trigger point is a description of the conditions that qualify for a risk response. (Jonson 2018, 40 -51)

What is risk	Probability	Severity	Size of risk

Table 1. Risk analysis. Adapted from Strategic decisions and risk management (Jonson, 2018, 34)

$$\text{Probability vs Severity} = \text{Size of risk}$$

Equation 1. Risk analysis. Adapted from Strategic decisions and risk management (Jonson, 2018, 34)

3 Kainuun Aalto and Aalto community college

3.1 Aalto community college

Aalto community college is a department of Kainuun Aalto Center of Expertise. The operate under a single brand name: Kainuun Aalto. Kainuun Aalto Center of Expertise was founded in 1978. Kainuun Aalto Center of Expertise is a non- profit functional cooperation institute formed by Aalto Citizenship College and Kainuu Summer University. Its goal is to educate people in the Kainuu region for as low of a price as possible. It provides high school courses, retraining, continuing vocational training and general education as well as organizing educational activities for families, children and seniors. (Rahkala, K., personal communication, November 17, 2019)

The Aalto community college is aiming on offering low cost hobbies for the community, in a non-profitable way. Summer high school aims on bringing higher education studies to Kainuu region, without being a university self. It works like an open university, offering courses people can complete while working day time. (Rahkala, K., personal communication, November 17, 2019)

As of now the main consumers of Kainuun Aalto's services are families that give their children for extracurricular activities. These activities mainly have to do with sport.

3.2 Aalto community college products

An important aspect of analyzing a company is its products. Kainuun Aalto's products and there corresponding purposes and target groups are listed in Table 2.

Type of service	What it offers	Target audience
Open University Education	Bachelor degree courses from polytechnics curricula	Adults with an average income, no children and no higher education
Professional Continuing Education	Professional improvement training: lectures and courses	Adults with an average income, no children, and level of higher education
Community College	Classes	Elderly, Families, disabled
Children and young people	Children's University Day Camps	Families and teens
Ikis	online lecture on joint pain	Elderly
Lectures and other	Peypotist consoling	All age groups with an average income
Online course	Family legal matters and investment training	Adults, families and seniors
You can still make it	Exams, lectures	Adults, teens with an average income
Learn all ages	Variety of courses many of which give college credit	Adults, teens, children with an average income

Table 2. Aalto's products

4 Research Method

The objective of the research is to gather information on what the target segments: digital media usage is, product, place and price preferences are. The information will later be used to create a more effective digital marketing plan for Kainuun Aalto.

There are two types of research: descriptive and explanatory. Where explanatory seeks to explain the nature of a phenomenon and descriptive research tries to identify a phenomenon or trend. For this thesis a descriptive research was conducted (Sarıs et. al., 2014, 4)

There were two different data collection methods used for this thesis: a survey and a desk study. A survey cannot give an objective view of the marketing landscape. A desk study is prone to many faults and a desk study does not give insights on the target audience. (Russell, 2010, 41)

4.1 Desk study data collection

A desk study relies on quantitative methodologies. The most popular and useful quantitative methodology concept is a correlation. Correlation is a statistical interrelation of two or more variables, in which case changes in the values of one or several of these variables are accompanied by a systematic change in the values of another variable or variables. There are 3 types of correlation: positive correlation, negative and non-existent. With positive correlation an increase in one variable results in an increase of the other variables, with negative correlation the decrease of the variable brings a decrease of the other variables, and with a non-existent correlation the changes of one variable do not result in a consistent change in the other variables. (Gordon and Petre, 2006, 102-193)

The most commonly used methods of measuring correlation between two variables are Pearson correlation coefficient. In this method the correlation is presented by "r" that can be either negative (representing negative correlation), positive (meaning positive correlation) or equal to zero (suggesting non-existent correlation). The process of the Pearson's correlation coefficient has two steps the first of which is drawing a scatter diagram, the second is calculating "r" with the formula provided in Equation 2. (Bogdan R., De Vault L.M. and Taylor S. J., 2015, 235)

$$r = r_{xy} = \frac{n \cdot \sum x_i y_i - \sum x_i \cdot \sum y_i}{\sqrt{[n \cdot \sum x_i^2 - (\sum x_i)^2] * [n \cdot \sum y_i^2 - (\sum y_i)^2]}}$$

Equation 2. Pearson's correlation coefficient. Adapted from Research Methodology: Methods and Techniques (Kothari, 2004, 84)

A popular quantitative method is dispersion. Dispersion is calculated in absolute and relative terms. Range is an absolute measurement of dispersion and it is defined as the calculation of the difference between maximum value and minimum of all the values. Another measurement of dispersion is mean deviation and its formula is presented in Equation 3. (Kothari, 2004, 99)

$$d_{\text{сред.}} = \frac{\sum |x - x_{\text{сред.}}|}{n}$$

Equation 3. Deviation. Adapted from Research Methodology: Methods and Techniques (Kothari, 2004, 84)

4.2 A survey researches

Data collection for a survey research is referred to as sampling. Sampling is Some of the units from the statistical population selected for study in order to make a conclusion about the whole general population. A statistical population is the total number of observable objects (people, households, enterprises, settlements, etc.) with a certain set of features (gender, age, income, number, turnover, etc.), limited in space and time. (Saris et. al., 2014, 7)

The sampling methods are divided in to two groups: probability and non- probability sampling. There are 4 types of sampling under the non- probability sampling: Purposive sampling, convenience sampling, snow- ball sampling and quota sampling. Snowball sampling is a type where the most accessible respondents are polled. Snow- ball sampling is considered a sampling method that has one of the highest errors among sampling the methods. (Saris et. al., 2014, 7)

There are 3 main ways of data collection for a survey research: personal interviews, telephone interviews, and mail surveys. With computerization a synthesis of computer technology gave opportunity for a new versions of these methods of data collection: Web surveys, computer-assisted personal interviewing, computer-assisted telephone interviewing. (Saris et. al., 2014, 7)

A web survey is a method of collecting sociological information, which is based on the use of internet technologies. Often, online surveys are conducted on an interactive questionnaire posted on the site and filled out from a computer or mobile device online. (Saris and Irmtraud, 2014, 8)

The online survey follows the logic of traditional survey methodology. The task of the mass survey is to determine the relationship between various variables (for example, between socio-economic status and political preferences). It is a survey of a group of people on the basis of a formed sample: a subgroup of a given set, allowing to draw relatively reasonable conclusions about the entire set as a whole. According to its technology and organization, the newest web survey is closest to the oldest mass survey scheme - mail survey, a method that has more than a century history. Among the main features of the online survey are: filling out a web questionnaire by the survey participants themselves, the presence of accurate instructions, the ability to demonstrate multiple incentives to respondents. (Saris et. al., 2014, 8)

There are 4 decisions that must be made in regard to the survey questions. The first is defining the subject and choosing the best definition (what the respondent will be evaluating the subject on). The second is choosing a formulation. The third is what response categories will be presented. (Saris et. Al., 2014, 11)

5 Research results

The research conducted for this thesis is not the core of this work but rather on the periphery. It exists only to serve the tactical side of the digital marketing implementation plan and does imply and theoretical conclusions.

5.1 Desk study

The desk study looks at national statistics gathered by: global statistical organizations, official EU statistics and official Finland statistics. It uses quantitative methodology to draw some of the conclusions, but mostly relies on general analysis.

The desk study used in this thesis focuses on the population of Finland and examines: internet use, average student's age, use of social media among different age groups, use of social media among different sexes, frequency of social media use by gender.

It seeks to answer the next questions: "What percentage of the Finnish population uses internet?", "Is there any connection between GDP per capita and internet use?", "What age demographic does the student segment belong to?", "Does the student segment have a gender demographic?", "What social media sites are most popular amongst the student age demographic?", "How frequently do Finnish people use social media?" and "Are there any preferences for social media use among the genders?"

5.2 Conducted a survey research

The survey conducted with a web survey, the goal of which was to provide the background for the tactical decisions that must be made for Aalto's community college's "7 Ps". The questions that remain unknown to make these decisions are as follows : "How many students are interested in Kainuun Aalto's products", " How interested is the target audience in digital products", " What social media is popular among the target audience", " how effective are the 3 most popular social media in reaching marketing tasks", "how open is the target audience to communicating using

messengers”, “ will digital advertising reach the target audience”, and “ how good is Kainuun Aalto’s pricing according to the target audience”.

The survey was conducted through a snowball sampling method using a web survey format. The survey website was Google Forms and was distributed using email and the WhatsApp messenger to KAMK university students, both international and Finnish. The survey was conducted from 27.04.2019 to 03.05.2019 it was sent to approximately 110 students. The response rate was 19% which amounts to 30 responses. A screenshot of the Google Form and a link to the survey is provided in Appendix 1 and a questionnaire design table is found Appendix 2.

5.3 A desk study analysis

Internet usage is the most important factor to considered for digital marketing. In Finland internet usage is widespread, experiencing rapid growth in in the 2000s. As table 3 shows in 2000 only 37 % of Finland’s population used the internet, but by 2015 93,5 % of the population where internet users. It should also be kept in mind that the use of the internet has a strong positive correlation with GDP per capita.

YEAR	Users	Population	% Po	GDP c.
2000	1,927,000	5,194,631	37.10%	\$23,561
2004	2,786,000	5,219,732	53.40%	\$36,124
2006	3,286,000	5,275,491	62.30%	\$39,415
2010	4,480,900	5,255,695	85.30%	\$44,651
2015	5,117,660	5,471,753	93.50%	\$47,380

Table 3. Internet users in Finland (Miniwatts Marketing Group).

Fig. 3 shows a scatter diagram that is the results of Petersen’s correlation coefficient test based on the data from Internetworldstats in Table 3.

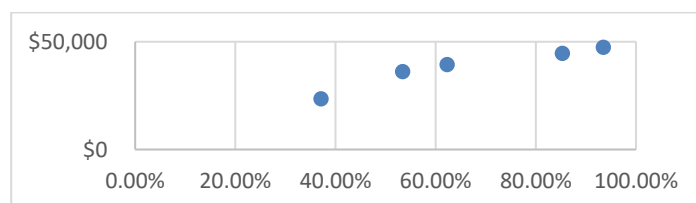


Figure 3. Scatter diagram for internet users and GDP (Miniwatts Marketing Group).

It is clear from the scatter diagram that there is a strong positive correlation between GDP per capita and internet users as a percentage of population, Patterson's correlation coefficient equals to 0,96. These means that digital as a whole has potential in Finland. It can be assumed that people that use the internet are more productive and thus are more capable and willing to pay for extra education making them a good target audience for Aalto's community college.

It is also important to identify the target audience because even though a student as a market segment has very specific marketing characteristics. But student, is also a term that applies to individuals of different ages and genders. Thus, there will be some disparity between different students' preferences, behavior and responses. To lessen the disparity, an examination of the age and gender of the students must be done.

According to official statistics of Finland (2017) the gender composition of students in Finnish universities is 310 628 females (54%) to 267 179 males (46%). Approximately an even amount with slightly more females in higher education than males. Target demographic is both sexes.

The average age of a Finnish university graduate is 28. 25% of Finnish graduates are under 20 years old, and only 17 % are aged over 39 years old (OECD: Education at a Glance, as cited by Finish national agency for education, 2017). This means that the majority (58%) are between 20 and 37, and they should be the target demographic along with those under 20 as the secondary demographic. Thus, when analyzing consumer behavior, the age group of 20 to 34 should be taken.

A review of 2018 social media statistics by Kemp (2018) shows 42% of the world's total population are active social media users, annual global growth of active social media use was 13% in 2017.

In %	Facebook	Twitter	LinkedIn	Pinterest	Instagram	Messenger	WhatsApp	Snapchat	Periscope	Something else
20 - 24	88	19	17	18	69	64	96	57	1	13
25 - 34	85	17	23	21	50	64	89	19	1	14
20 - 34	87	18	20	20	60	64	93	38	1	14

Table 4. Social media usage by age. (Official Statistics of Finland, 2017)

From Table 4 it is evident that the 20 to 24-year-old group have a slightly different preferences than 25 to 34-year old's, e.g. 6% more 25 to 34-year old's use LinkedIn than 20 to 24-year old's and the younger group uses SnapChat"38% more than the older group. This means when the Aalto community college wants to target the older group it is best to focus more on LinkedIn. There is also a general trend that the older group uses social media less. The last row of the table shows the average of both groups. The average shows that the most popular social media is WhatsApp followed by Facebook and Messenger, with Instagram the last social media above 60 % for people between 20 and 30. This data provides a way for making decisions on what social media to priorities.

Table 5 shows the results of a nation survey on how frequently the respondents use social media. According to the survey most people use social media at least "a couple of times a day", while 26% use it "continually". The data also indicates that women use social media slightly more often than men.

In %	Continuously	A couple of times a day	Daily or almost daily	At least once a week	Less often than once a week	Does not follow social media
Sex total	26	27	17	5	4	21
Men	25	26	17	6	5	21
Women	27	29	16	4	3	21

Table 5. Frequency of social media usage. (Official Statistics of Finland, 2017)

For more accurate promotional planning it is also important that social media preferences of men and women should be established. The data depicting these differences are provided in Table 6. judging from the data, the proportion of men that use Facebook is roughly the same to that of women using Facebook, though there are more women on Facebook than man. The data from Table 6 suggest that there are twice as many men on Twitter than women. There are 6 times more women on Pinterest than men. Instagram also seems to have more women than men. The messenger is used by more women than men. WhatsApp has a roughly equal amount of men and women. Snapshot brings in slightly more women than men. Periscope has an equally low percentage of users among men and women. LinkedIn is use by 50% more men than women. It can also be extrapolated that women use social media more than men.

In %	Facebook	Twitter	LinkedIn	Pinterest	Instagram	Messenger	WhatsApp	Snapchat	Periscope	Something else
Men	52	14	15	3	28	31	66	16	1	8
Women	58	8	10	19	37	43	69	19	1	5

Table 6. Social media preferences based on sex. (Official Statistics of Finland, 2017)

5.4 A survey research analysis

A survey was conducted for this thesis to have detailed look at the target segments preferences. The survey questions groups are listed in Table 7 and Table 8 along with elaboration on the purpose of each group of questions and the results. The survey was taken by students regardless of age or gender. Most questions have 3 answer options when applicable: “Yes”, “No” and “Maybe”.

Group of questions	Purpose	Results	No
“Are you a student?”	Screening question	All but one respondent were students. The questionnaire of the non- student was excluded from the results	1
“Would you be interested in studying, taking classes, taking part in a seminar or an open lecture outside of university studies?”	How many students are interested in Kainuun Aalto’s products	All but one respondent answered “yes” or “maybe”. And only one answered “no”, his response was removed from the results.	2
“Do you take online courses?”, “Would you prefer a course that requires your physical presents or an online one?”, “IF you did not prefer the online course would you reconsidered if it was significantly cheaper?”	To test the target audience interest in online courses.	Most respondents have taken online courses and 30% take them regularly, but most preferred the courses that requires there physical presents. But 70% where willing to switch to an online course given that it is significantly cheaper.	3

Table 7. Questionnaire part 1.

Group of questions	Purpose	Results	Nº
“Would you pay for a series of lectures or class on a topic that you are interested in?”	To measure the willingness of students to pay for study’s	Only one third of students answered “Yes”, but most where not sure.	4
Do you prefer when a class, course or lecture has a digital element to it (e.g. materials available online, or tests online etc.)?	This question tests the importance of omnichannel	More than 70% preferred when there was a digital element to a class, course or lecture	5
“What SOCIAL MEDIA do you use?”	Establishes what social media is popular	All participants used WhatsApp 88% used YouTube and Instagram and only 66% had Facebook.	6
“Have you watched content from companies?” “Are you following any company?” “Have you ever liked or contacted a company?” “Do you share content?” Ask specifically regards to 3 SOCIAL MEDIA: Facebook, Twitter and Instagram	Theas question test the popular social media on the capability for exposure engagement and influence respectable.	Results vary for every company and question, thus requiring further analysis	7
“Do you like when companies offer Viber, WhatsApp, Signal, Telegram etc. as a way to contact them?”	To test the need for multichannel communication	Most people liked when companies used Viber, WhatsApp, Signal, Telegram as a means to contact them.	8
“Do you use an Adblocker?”, “do you ever click on an ad while browsing the web?”	To test the effectiveness of online advertising	40% of respondents did not use an Adblocker, 30% clicked on ads while browsing the web.	9
“Do you think that 500 € for a course that gives 25 collage credits is a fear price?”, “Do you think that 150 € for a one-month online course is a fear price?”	To test the Aalto’s price pricing.	No more than 25% of people questions found the pricing fear.	10

Table 8. Questionnaire part 2.

The respondents that were not students and/or were not willing to considered studying, taking classes, taking part in a seminar or an open lecture outside of university studies were excluded because they do not fit into the target segment, since Kainuun Aalto's purpose is not to create a need for its products, but satisfy existing needs, as it is a consumer led company.

Most students in the EU study for free, so it is unclear how willing and able they are to pay for education. According to the survey most people are not sure whether they would pay. They may make their decision based on price or interest, this is for example suggested by the fact that the percentage of people not certain of their willingness to pay for studies (shown in Fig. 4) is significantly lower than the percentage of people not willing to take an online course even if it is cheaper (Fig. 5). But even so, most respondents were willing to reconsidered, meaning that the price does matter to the students that taken the survey.

Would you pay for a series of lectures or class on a topic that you are interested in?

27 responses

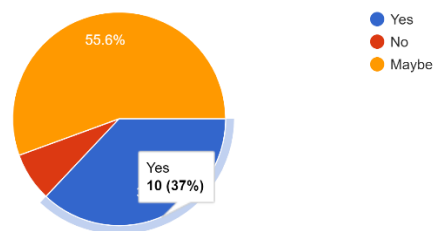


Figure 4. Willingness to pay

IF you did not prefer the online course would you reconsider if it was significantly cheaper?

24 responses

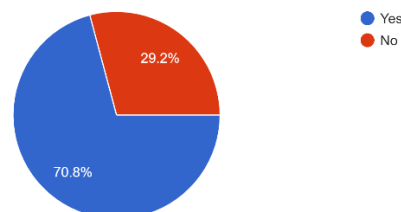


Figure 5. How many respondents are willing to reconsidered taking an online course

Promotion using social media can become costly if the company seeks to maintain a constant and high-quality digital present. After consulting with the Aalto community college, it was determined

that social media marketing budget is limited, and Aalto community college must prioritize social media to keep a quality social media presents and stay under budget.

Fig. 6 depicts what social media the respondents use.

What social media do you use?

28 responses

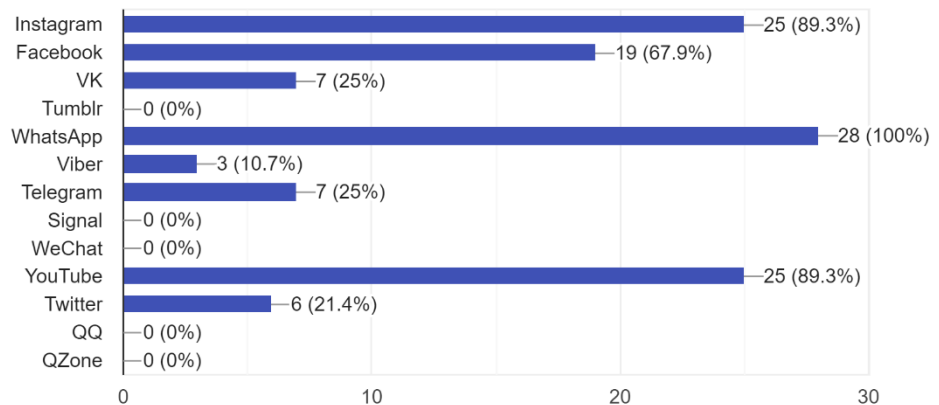


Figure 6. Social media usage among survey respondents.

100% of all the respondents use WhatsApp making it the most popular social media among the respondents. But unlike Telegram (used by 25%) that has a channel feature, which allows for a sustainable digital presents and mass communication, WhatsApp does not have such a feature thus it is only a messenger and cannot be used for more than sending direct individual or group messages to students.

The second most popular are: Instagram and YouTube, these social medias are similar because they produce images, but they are fundamentally different. The YouTube community is focuses on producing medium quality videos that have a length of 3 to 10 minutes, the content of the videos must be highly entertaining and/ or informative on a popular topic. Instagram in contrary is centered around sharing experience and socialization, the content is produced with minimum equipment and effort. But the most important is that YouTube is a platform for social media entertainment producers where Instagram provides a new form of social communication for individuals. Instagram is a social network, whereas YouTube resembles a classic media.

Three networks were tested in the survey for opportunities of exposure engagement and influence: Facebook, WhatsApp and Twitter. But the survey along with a desk study showed that

Twitter is not a popular social network that is why it will not be compared. Table 9 shows the comparison of Facebook and Instagram in term of exposure engagement and influence. Table 9 shows that Instagram gives slightly better opportunities for exposure but lags in engagement compared to Facebook. Instagram also provides better influence capabilities.

Factor	Facebook	Instagram
Exposure	73% reported reading content from a company	77% reported seeing content from a company
Engagement	48% claimed they have liked or contacted a company through Facebook	37% claimed they have liked or contacted a company using the platform
Influence	Only 26% reported being friends with a company Only 12% have shared company content using the platform	59% reported following a company 18% have used a company promoted hashtags on Instagram

Table 9. Comparing Facebook and Instagram exposure engagement and influence.

LinkedIn was not taken for comparison, because of its substantially different system and has low popularity amongst the target demographic, but sites like Medium.com do list LinkedIn as their top pick for “Social Networking Channels to Grow Your Business” (Barker S.,2018). Companies have a LinkedIn profile not for media presents but to form quality connections with valuable people.

Fig. 7 and 8 show how susceptible the target audience is to online advertising. Fig. 8 and 9 shows that only half (53%) of the respondents use and AdBlocker, and 32% click on ads on the internet, which makes them semi-susceptible to advertising.

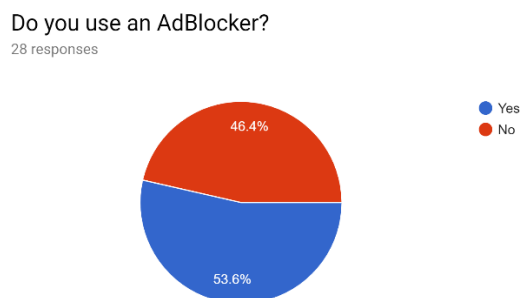


Figure 7. The usage of AdBlockers

Do you ever click on an ad while browsing the web?

28 responses

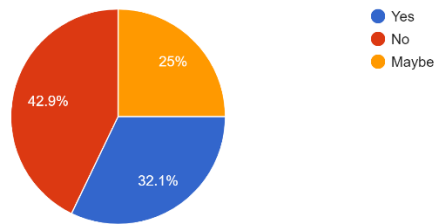


Figure 8. How often do respondents click on ads

Pricing is vital, even for a non-profit. The survey asked people if they found the price for a 25-credit course and a one-month online course fair. The prices were taken as an average for those products for Aalto. The results are described in Fig 9 and 10. As shown in Fig. 9 almost half of the respondents did not find the price fair, and only 25% thought it was a fair price. Fig. 10 shows that even less respondents find the prices for the online courses fair (50 % do not find them fair and only 17% find them fair).

Do you think that 500 € for a course that gives 25 collage credits is a fair price?

28 responses

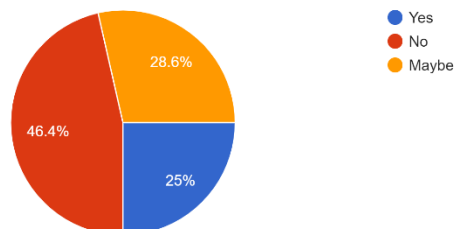


Figure 9. Opinion about prices of the course

Do you think that 150 € for a one-month online course is a fair price?

28 responses

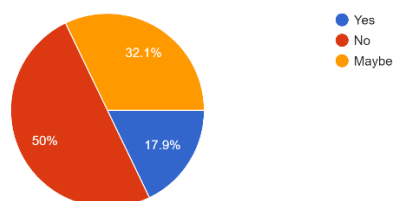


Figure 10. Price opinion for the online course

5.5 Research conclusion and reliability

The desk study has shown that Finland is an active internet user with 95,5% reporting to be using the internet in 2015. Which makes it a good country for implementing digital marketing. A desk study also showed that most (more than 50%) people in Finland use social media more than “a couple of times per day”, this is a sign that people in Finland are generally susceptible to social media marketing.

According to the desk study a typical Finnish student is from 20 to 37 and younger. There is no gender prevalent in the student target audience.

The survey and desk study showed that almost all of the target audience uses WhatsApp (93% in secondary and 100% in a survey) making it the most popular social media for the target audience. According to a survey and a desk study the second and third most popular social media sites are Facebook and Instagram, though the research is inconclusive as to which one is more popular, as a desk study showed that Facebook is more popular, and a survey shows that it is Instagram.

In regard to reliability it would be us full to look at a similar study– a US 2016 study by Greenwood S., Perrin A. and Duggan M. According to a US 2016 Facebook is the most popular social media with 79% of people surveyed using it, followed by Instagram (32%), Pinterest (31%) and LinkedIn (29%). This study is consistent with both the desk study and the survey of the thesis, apart from WhatsApp not being the most popular. But in the 2016 US study WhatsApp was not offered as an option, which may explain the difference in finding. This study also resolves the inconclusions in the desk study and the survey of the thesis regarding Instagram or Facebook being more popular, by showing that Instagram is significantly less popular than the Facebook.

The desk study also revealed demographical differences. LinkedIn was shown to be more popular with the older generation and Twitter and Instagram appears to be more popular with the younger generation. Women seem to prefer Pinterest and men appear to use Twitter more than women. The data also shows that women use social media more than men.

The reliability for this study can also be found in the 2016 US study by Greenwood S., Perrin A. and Duggan M., that also found that Twitter and Instagram are more popular with the younger generation. But it also showed that LinkedIn is more popular with the younger generation as well.

When analyzing Aalto's pricing the survey showed that price makes a significant difference for the target audience. With most respondent considering the Aalto's prices not fear for the offered service. It does not seem that there are similar studies don on this topic.

The target audience appears to be susceptible to internet advertising, with only half of the respondents using an Adblocker and 32% actually clicking on an ad while browsing, as shown by the survey results. According to a blog post by Harvard university 11% of the internet population globally blocks ads on the web. The difference in world wide Adblocking and the usage of Adblockers amongst the people surveyed for the thesis may be do to the age difference as the thesis surveyed only students and the and the finding in the Harvard post look at the whole population.

6 Aalto's Community College digital marketing implementation plan

The theory described above gives the foundation for the creation of a marketing plan. To finalize the plan, it must be determined how Kainuun Aalto can reach the set theoretical conditions, define required resources and create a schedule. The problem statement will be done through a situational analysis and defining marketing "P's" that will be the goal of the plan.

6.1 Situational analysis of Aalto Community College

At the core Kainuun Aalto is a consumer led company. It has a strong customer led approach as it is a non-profit the purpose of which is satisfying Kainuu's residence need for learning and improving qualifications.

The new segment that Aalto's Community college is looking to target are Kajaani students that are looking to further their studies with vocational training and/ or extracurricular studies, activities and hobbies. The segment would be as follows: students in the Kainuu region, that are in their bachelor stage. Consumers in the bachelor stage are consumers that are young, single and without children. These consumers have recently gained independence and have free access to credit for the first time in their life. They spend more and indiscriminately. They are also usually the most prone to try new things amongst the 7 stages.

The marketing plan should be based on the situational analysis of Aalto Community College in order to ensure that it is achievable by the organization. Regarding the number of clients Aalto's Community college experienced client growth in 2018, it went from 1535 clients in 2017 to 1730 in 2018.

Aalto has no direct competition in the Kainuu region and the competition that it does have are indirect competitors. The main competition for Aalto's community college are state funded institutions: Kainuu college, kaukametsä adult education center and music institute.

Kainuu community college is an adult education center and learning institution that has no age or coalification restrictions, and is located in Mieslahti, Paltamo. Kaukametsä Adult Education Centre and Music Institute is, located in the center of Kajaani.

Kainuun Aalto Center of Expertise as a whole, strengths are as follows: growing customer base, support from large organizations, ability to quickly change offered services. It has the next weaknesses: conservative outlook on education and non-profit orientation. Its main opportunities are: it satisfies a need in society for cheaper higher education that is more flexible on schedule and for extra education on important to life topics. The main threats are international online education platforms like "Edx", "Coursera", "Udemy" and "Udacity", they restrict growth possibilities for Aalto, also its non-profit orientation may lead to financial instability.

Kainuun Aalto has been around for 41 years and is now in its decline life cycle phase. The decline phase is only one possible outcome of the end of the company's life cycle. The alternative is for the company to reinvent itself and start a new cycle. Digital marketing implementation is a way of achieving that. It was mildly successful in doing so as its client base grew by 12,7% in 2018 (from 1535 in 2017 to 1730 in 2018).

Given the gathered information about the company it can be concluded that Kainuun Aalto has a firm and growing customer base, because it satisfies fundamental needs of its customers. It has opportunities for growth if it gives more effort in to innovation, but the growth is limited by multinational competitors. When designing the marketing plan it must also be considered that Kainuun Aalto does not priorities profitability and is more interested in finding the needs of the customers.

6.2 Platform and Physical environment

Kainuun Aalto will rely on other people's platforms with the exception of its own website. Its physical environment is very representative of its positioning and a comfortable and well-equipped environment for studies and activities.

6.3 Digital presence and positioning

Kainuun Aalto wants to position itself as: a consumer oriented, friendly, charity driven and open company. This position is best displayed through a slogan. Their position must be carried over to all of its digital presence.

The digital presence is represented by the website of the company and 2 social media sites: Facebook and Instagram. A screen shot of Kainuun Aalto's website and Facebook is presented in Appendix 3.

Kainuun Aalto's Instagram and Facebook lack consistency. Table 10 evaluates the consistency of Instagram and Facebook usage by Kainuun Aalto for April and March. From the dispersion calculations it is clear that Aalto is more consistent with Facebook than with its Instagram with the maximum days without post in Instagram being 22 verses 11 for Facebook and the ranges being 21 to 11 respectably which is too high for both social medias. Aalto need to improve its consistency on these social media to an average of 3 days without post (for Instagram) and cut its dispersion for both social media if possible.

	Face Book (F.)	Insta gram (I.)	Days from previews post F.	Days from previews post I.
1	27-Feb	25-Feb		
2	5-Mar	5-Mar	6	8
3	8-Mar	8-Mar	3	3
4	15-Mar	15-Mar	7	7
5	18-Mar	19-Mar	3	4
6	19-Mar	10-Apr	1	22
7	21-Mar	11-Apr	2	1
8	21-Mar	12-Apr	0	1
9	1-Apr	18-Apr	11	6
10	4-Apr	25-Apr	3	7
11	5-Apr	30-Apr	1	5
12	9-Apr		4	
13	10-Apr		1	
14	11-Apr		1	
15	12-Apr		1	
16	18-Apr		6	
17	25-Apr		7	
18	26-Apr		1	
19	30-Apr		4	
Min			0	1
Max			11	22
Range			11	21
Average			3	6
Dispersion			2	4

Table 10. A depiction of Kainuun Aalto's Instagram and Facebook consistency

Along with consistency Kainuun Aalto must create visibility for its social media. Firstly, it must insure visibility on its owned media. This involves interconnecting all owned media with hyperlinks to all other owned media the company has. All owned media links should also be well placed and accessible on all site pages. Visibility should be created through paid media such as buying google search places for its website.

Kainuun Aalto's universities digital presence lacks in representing its position. It does not address any of the core principles of its positioning. The company must rethink its content and make a standard for what content it posts on the web.

The survey research showed that most people prefer when the company uses some form of messenger as an option for contacted them. As the research showed WhatsApp is the most popular social media, thus WhatsApp should be used as an option to contact the company.

6.4 Defining the desired "Ps"

Product, Price and Place

The digital product has many advantages compared to the traditional product for Kainuun Aalto. Unlike With a physical lecture/class/ course with a digital lecture/class/course it is: possible to reproduce without carrying any extra cost, it needs to be created only once, and cost of goods for the lecture stay the same regardless of the number of students taking it.

A digital lecture/class/course is a good solution to Kainuun Aalto high price, but as the conducted research showed most people do not want to take a digital lecture/class/course. But the research also suggested that most students prefer when a lecture or course has a digital element to it.

The best solution for Kainuun Aalto is to implement a digital lecture/class/course for its peripheral product to attract new customers to Kainuun Aalto and attempt to cut costs for its core products by substituting some physical course elements with digital ones. Adding digital elements should be part of an omni- channel distribution tactic as this will insure consistence and convenience of the provided service.

The digital lecture/class/course should also include a one-hour free trial that allows the customer to view the content of the lecture/class/course before buying it, thus solving the "problem of lemons".

Aalto does not have bundling, but for students looking for Bachelor degree courses from polytechnics curricula (one of Aalto's core products) a bundle could be vary suitable. This could also give Aalto the opportunity to lower the price of the bundle by including online courses that

do not have much popularity on their own. Another advantage is solving the “problem of lemons” for this product category and offering free trials the digital parts of the bundle.

With every marketing plan pricing must be mentioned. Even though Kainuun Aalto is a non-profit organization it still needs to determine what price its consumers are willing to pay for their services. Firstly, because it must determine the quality of service it can provide based on the price of that service, secondly it must determine what services can compensate with a higher profitability for those services that lack that profitability.

As Kainuun Aalto is a non-profit the only exemptible price tactic is the demand-oriented price tactic with this the demand should be monitored using a quantitative measurement of price sensitivity.

Promotion and People

As of the writing of this thesis Kainuun Aalto does not use any of the 10 ways of promoting. The more promotion a company has the better, but it needs to balance its need for promotion against its cost. Kainuun Aalto is not a big enough company to carry the cost of expansive promotion, that is why it must choose the most optimal amongst the 10 promotions. The best promotions for Kainuun Aalto are: selling, direct mail and word of mouth.

For selling Kainuun Aalto should include an online sale chat and hotline. With this the website should help the customer in his 3 key moments. “I- need-some- ideas moment” could be answered with an automatic suggestion based on data-driven demo-graphic targeting and an online chat that would have a staff member make the customer a suggestion based on his need through a website chat or WhatsApp.

The website's service catalog should also be updated. To address the “which- ones- best moment”, it should include an opportunity for the customer to compare different services. A response to the “I- want- to buy” moment should be a more accessible option of enrolling in the class/ course/ lecture.

In order to best promote their product, Kainuun Aalto should rely on earned media for this it should create content that depicts its positioning and most importantly have consumer value.

Kainuun Aalto is too small of a company to spend greatly on promotion more over it does not have much to offer for social media influencers, therefore in its implementation phase of digital marketing it should not reach out to them. Thus, Aalto has no need for the 5th digital “P”- people.

6.5 Defining problem, mission, vision and objective

Problem, Mission and vision

The problem of the plan is: Kainuun Aalto lacking customers. The vision is a firm digital presence for Kainuun Aalto, and digital marketing described through “4 Ps”. The mission is to create a plan for Aalto to implement digital marketing.

Objective

The objective will be described in points as follows:

1. Improving Kainuun Aalto’s digital presence;
2. Creating a digital product;
3. Establishing a new price for Kainuun Aalto’s products;
4. Improving Kainuun Aalto’s promotion.

6.6 Work breakdown structure and Schedule

The work breakdown structure for the digital implementation is represented in Appendix 5. The work breakdown structure is represented by four levels. The first level looks at the objectives of the plan. The work breakdown structure shows the distribution of tasks between the objectives and depicts a structure for the plan that will achieve the objectives.

6.7 Schedule

The schedule for this plan is flexible as the decision on what rate Aalto community college wants to implement there digital marketing is yet to be made by the company. Either way the purpose of the plan is to provide a framework for Aalto community college to use when implementing there digital marketing.

But the plan will provide the order in which it is best to realize the plan. The order is provided in Table 14 in Appendix 4 and illustrated in Fig 11. The schedule divides the tasks in to three phases. Each phase holds tasks that cannot be completed simultaneously with the tasks in the previews phase. The phases can be changed and stretched based on how much time Aalto community college decides to take to implement its plan.



Figure 11. Aalto's shedual for it's digital marketing implementation plan

6.8 Defining and distributing resources

The main resource of the project are people, as digital marketing does not require a lot of physical resources. Most tasks listed in the work breakdown structure can be complicated by one person. The main people of the project are: the digital marketing implementation manager, strategic manager, teachers, social media specialist and a salles staff. The digital marketing implementation manager manages the project and completes tasks that have no specialization requirements. The digital marketing implementation manager can be any current staff member that holds a

managerial position. Strategic manager supervises the digital marketing implementation manager and insures that the digital marketing is implemented in accordance with the company's strategy. The existing teachers that create courses for Kainuun Aalto will participate in the creation of the digital extension to their courses. Aalto community college already has sales staff but does not yet have a social media specialist. The social media specialist must be found and hired. Thus, the price of the digital marketing implementation would be at least the first month of the social media specialist pay and then the price of maintenance of the digital marketing would be the price for the specialist per month times the amount of month Aalto decides to maintain the digital marketing at the planed level.

The other resource that will be used is an outsourcing of website development. The plan requires the creation of a new website for Kainuun Aalto. The website is best created as an outsourcing project, this helps cut costs on digital marketing.

Fig. 17 in the appendix section shows the distribution of resources by task. The resources used by the task are located right under the task they are allocated to.

6.9 Risk management

Risk register

The risk register is provided in Table 15 Appendix 4. The risk register lists all the risk associated with implementing a digital marketing plan.

Sensitivity analysis

The sensitivity analyst shown in Table 11 shows the most dangerous risks. None of the risks are close to the absolute value in size (rating 100), and there are only 13 identified risks. The highest rated risks deal with the profitability of implementing a digital marketing plan.

Risk	Probability	Impact	Size of risk
Digital marketing costs exceed its usefulness	6	9	54
Teachers leave because there uncapable of working digitally.	7	7	49
New digital changes take too long to complete and negatively affect the existing products	6	7	42
Digital marketing changes to existing process are worse and must be undone	5	8	40
The outsourcing scams the company	6	5	30
Companies poisoning is not expended by the consumer	4	7	28
Prices that compensate the new digital marketing are too high because of the digital expenses	4	7	28
Marketing specialist that is hired is not qualified to do his work	5	5	25
New digital products are unpopular	4	6	24
The new website is dysfunctional	4	5	20
Sales staff cannot handle the new digital routine	5	3	15
Strategies change, and digital marketing become unneeded	2	3	6

Table 11. Most dangerous risks

With the risks identified and measured it is up to the company to make the decision as to whether or not they want to proceed with the implementing digital marketing. The decision would most likely be based on the overall strategy of the organization.

Risk measures

Risk measures displayed in Table 12 show the suggested response to the existing risks of the digital marketing implementation plan. The details part of the table describes the chosen risk measure. The risk measures are meant to minimize the risks.

Risk	Size of risk	Risk measure	Details
Digital marketing costs exceed its usefulness	54	Accept	
Teachers leave because there incapable of working digitally.	49	Mitigate	1) Having back up teacher 2) Not starting the implementation until the teachers are trained in using the digital products
New digital changes take too long to complete and negatively affect the existing products	42	Mitigate	Minimizing the interference of digital marketing development with the provision of current services.
Digital marketing changes to existing process are worse and must be undone	40	Accept	
The outsourcing scams the company	30	Mitigate	Choose proven outsourcing (by personal suggestion or with many online reviews)
Companies poisoning is not expended by the consumer	28	Accept	The digital marketing will be a test of Aalto's positioning, and there is no way to know in advance if the positioning should be changed
Prices that compensate the new digital marketing are too high because of the digital expenses	28	Mitigate	Test the market with the introduction of higher price products
Marketing specialist that is hired is not qualified to do his work	25	Accept	
New digital products are unpopular	24	Accept	
The new website is dysfunctional	20	Mitigate	Start the website on a free domain and run test before using it on Aalto's main domain name
Sales staff cannot handle the new digital routine	15	Mitigate	test sales staff on their capabilities of handling the new digital routine
Strategies change, and digital marketing become unneeded	6	Accept	

Table 12. Risk measures

7 Conclusion and discussion

The conclusion will give a short summary of the work and describe how the goals and objectives were met. The discussion seeks to add objectivity to the work by reviewing possible shortcomings of the thesis.

7.1 Conclusion

The problems of the thesis were solved through a plan for implementing digital marketing that would: digitally reach students studying in Kajaani and create a solid digital presence for Kainuun Aalto.

Digital marketing is not internet marketing; it relies on electronic devices and is not limited to the internet. When incorporated into a company, it can take 5 distinct roles depending on the need of the organization.

Digital marketing places can take full advantage of the omni-channel distribution tactic as it can be: absolutely available at all times and has no lead time expenses and transportation costs.

Digital products: exist for an unlimited time, can be easily changed and reproduced, transmitted and stored. These attributes make a digital product cheaper and easier to work with as well as giving them a higher economy of scale cost advantages. But the digital product market is highly competitive, putting any company that wishes to join it in competition with international companies regardless of whether or not the company wishes to go international.

A digital marketing price is more flexible than in traditional marketing due to the ability to: appeal to a narrower audience, form prices for a smaller market segment and negotiate prices. But at the same time digital marketing allows the consumer to compare the company's prices with other companies which makes pricing more competitive.

Promotion is the most prominent and most complex figure in the digital marketing mix. There are 3 media (paid, owned and earned) that can be used for promotion in 10 different ways. But the problem for traditional and digital marketing is reaching the right audience through the promotion. Digital marketing solves this problem, by using targeting that realizes on: demographic data and context. But the most efficient digital promotion is through earned media that

realize on promotional impact that generates user created content and shearing of the company's promotional messages. The best way of creating earned media promotion is by posting content that holds consumer value.

People is another marketing "P". It is different in digital marketing compared to traditional marketing. The digital marketing people deals with promotion through the use of social media influencers.

The digital marketing implementation plan is a plan of specific actions that develop a company's existing "7 Ps" in to 7 digital "Ps" that are needed to fully satisfy the needs and wants of the target audience. A plan should contain: a problem (that the plan is solving), a mission, vision, objectives, resources, a work breakdown structure, a schedule and a risk management.

Aalto community colleges digital marketing implementation plan for its Kainuun Aalto brand consists of: a problem, a mission, a vision and objectives defined in part 6.5, a work breakdown structure in part 6.6, a schedule in part 6.7, resources in part 6.8 and risk management in part 6.9.

The objectives of the thesis where meat as: the marketing mix and digital marketing mix where researched and defined through the 5-digital marketing "Ps" and the planning process was reviewed in the 2 chapter of the thesis, marketing research was conducted through a survey and a desk study and their results were analyzed in chapter 5, and a plan for implementation digital marketing for Aalto community college was created. Thus, the objectives of the thesis are completed, and the problem of the thesis is solved.

7.2 Discussion

The thesis seats to create a digital marketing implementation plan. It relies on a desk study and survey to justify decisions made for the marketing plan. A validity analysis was not conducted for the desk study and survey. More over a validity analysis can not be properly conducted for the survey since the survey measures aspects from a lot of different domains of science. The survey is not big enough to make a validity analysis, meaning that it does have the required amount of diverse questions to gather the required data for a validity analysis.

The reason why the survey did not gather more data to make a validity analysis is because the survey was not meant to prove or disprove any theoretical concepts or hypothesis. The sole purpose of the study was to gather very exact information on the targets audiences' preferences for very exact decisions made in the marketing plan.

A minor problem for the proposed marketing implementation plan for the Kainuun Aalto brand is the absents of accesses to the Kainuun Aalto Center of Expertise company's strategy. Without knowing the strategy, the chosen tactical decisions cannot be guaranteed to be correct.

There are some imperfections in the conducted research. The survey of the thesis used the snow-ball sampling method, this method has one of the highest sampling errors of all methods. The possible errors could have accrued do to the personal contacts used when distributing the survey. The representativeness of the target audience by the research is affects by the fact that KAMK international students are present in the sample. International students are part of the Kajaani student group, but there temporary nature means that they are unlikely to become loyal customers of Kainuun Aalto, thus they are not at the core of the Aalto's target audience.

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Appendices

APPENDIX 1. Google Forms

The screenshot shows a Google Form titled "The digital survey" with the URL <https://docs.google.com/forms/d/170YFTob3-EflxBab3XtypRfCmQElxzmTsh0Cm1H9s/edit>. The form is divided into three sections:

- Section 1 of 11: The digital survey**
 - Let's find out how you use the web!
 - Who are you?
Description (optional)
 - Are you a student?
 - Yes
 - No
 - Would you be interested in studying, taking classes, taking part in a seminar or an open lecture outside of university studies?
 - Yes
 - No
 - Maybe
- Section 2 of 11: Worm-up**
 - Are you an esports fan?
 - Yes
 - Not at all
 - Maybe... just kidding, I am an esports fan.
 - Do you enjoy using social media?
 - Yes
 - No
 - Not sure
- Section 3 of 11: Online courses**
 - Do you take online courses?
 - Not regularly
 - Not once or twice
 - I have never taken an online course
 - Would you prefer a course that requires your physical presence or an online one?
 - That requires my physical presence
 - Online course
 - If you did not prefer the online course, would you reconsider if it was significantly cheaper?
 - Yes
 - No
 - Would you pay for a series of lectures or classes on a topic that you are interested in?
 - Yes
 - No
 - Maybe
 - Do you prefer when a class, course or lecture has a digital element to it (e.g. materials available online, pre-recorded videos)?
 - Yes
 - No
 - Maybe

Figure 12. Google Form

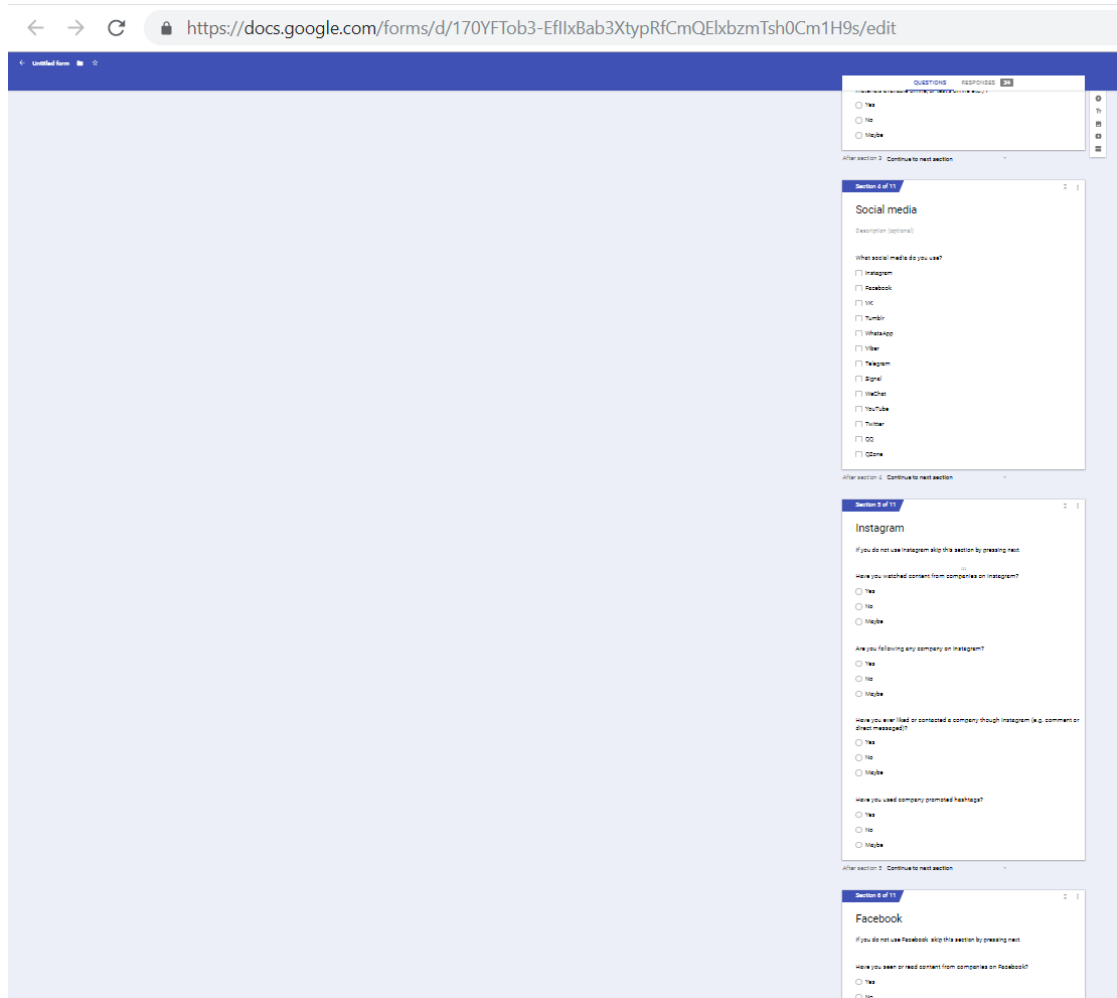


Figure 13. Google Form

<https://docs.google.com/forms/d/e/1FAIpQLSfliGG8G4G1wsV5bxgSVgoYLbcEriBZ8JfPOibQOpUdzCLqbg/viewform>

Table 13. Google Form Link

APPENDIX 2. The question design

Goal of the question	Subject	Dimension	Formulation	Answer categories
How many students are interested in Kainuun Aalto's products	Studying, taking classes, taking part in a seminar or an open lecture outside of university studies	Interest	"Would you be interested in studying, taking classes, taking part in a seminar or an open lecture outside of university studies?"	Yes/ Maybe/ No
	Series of lectures or class on a topic of their interest	Willingness to pay	"Would you pay for a series of lectures or class on a topic that you are interested in?"	Yes/ Maybe/ No
How interested is the target audience in digital products	Online courses	Taking part in	"Do you take online courses?"	Yes-regularly/ Yes- once or twice/ I have never taken an online course
	Coerce that requires physical presents and an online one	Preference	"Would you prefer a course that requires your physical presents or an online one?"	That requires my physical presents/ Online course
	Online courses that is cheaper than a physical one	Preference	"If you did not prefer the online course would you reconsidered if it was significantly cheaper?"	Yes/ No
	A class, course or lecture that has a digital element to it	Preference	"Do you prefer when a class, course or lecture has a digital element to it (e.g. materials available online, or test's online etc.)?"	Yes/ Maybe/ No
What SOCIAL MEDIA is popular among the target audience	Social Media	Choose from a list	"What social media do you use?"	Choose from a list

Table 14. Question design

Goal of the question	Subject	Dimension	Formulation	Anwar categories
How open is the target audience to communicating using messengers	content from companies on Instagram	Done previously	"Have you watched content from companies on Instagram?"	Yes/ Maybe/ No
	Following any company on Instagram	Doing currently	"Are you following any company on Instagram?"	Yes/ Maybe/ No
	"Liking" or contacting a company through Instagram	Done previously	"Have you ever liked or contacted a company through Instagram (e.g. comment or direct messaged)?"	Yes/ Maybe/ No
	Company promoted hashtags on Instagram	Done previously	"Have you used company promoted hashtags?"	Yes/ Maybe/ No
	Content from companies on Facebook?	Seen or read previously	"Have you seen or read content from companies on Facebook?"	Yes/ Maybe/ No
	Company on Facebook	"friends" with currently	"Are you "friends" with any company on Facebook?"	Yes/ Maybe/ No
	"Liking" or contacting a company through Facebook	Done previously	"Have you ever liked or contacted a company through Facebook (e.g. comment or direct messaged)?"	Yes/ Maybe/ No

Table 15. Question design

APPENDIX 3. Digital Aalto

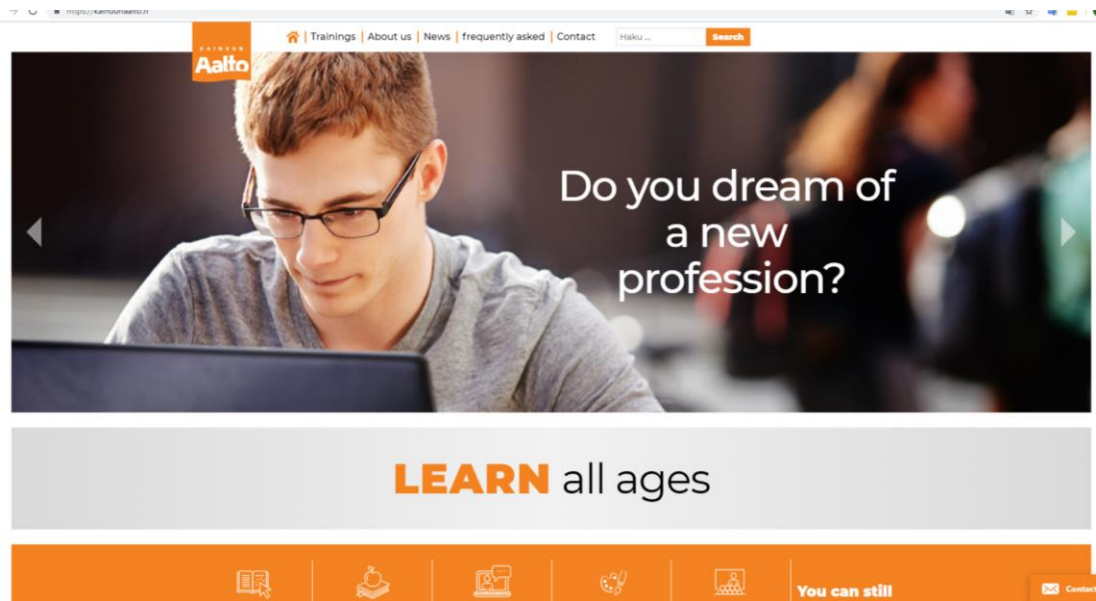


Figure 14. Website

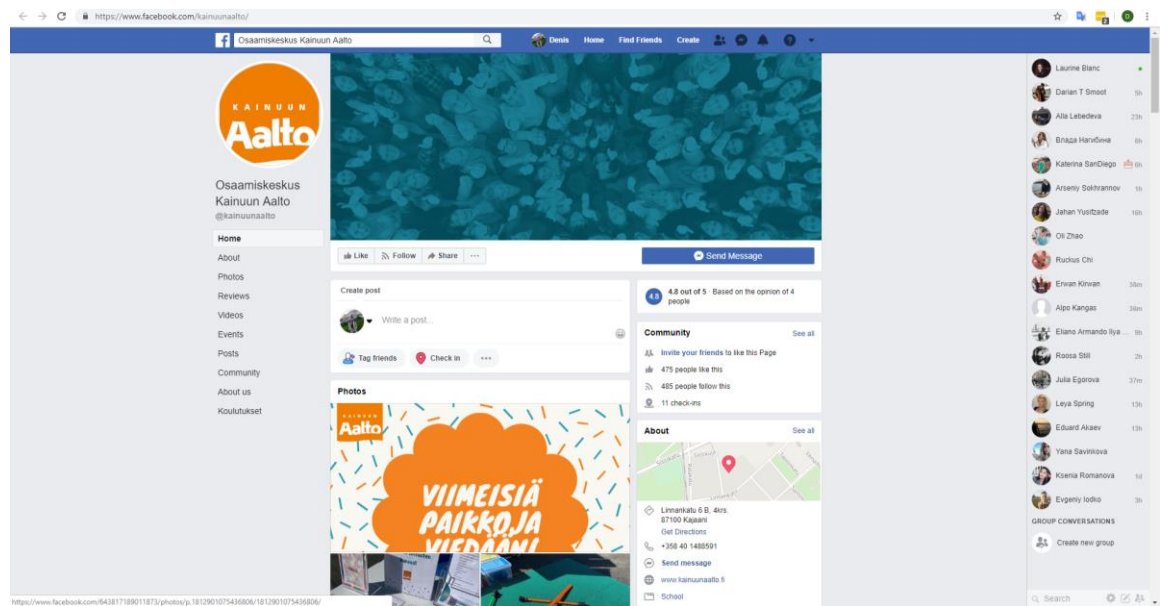


Figure 15. Aalto FaceBook

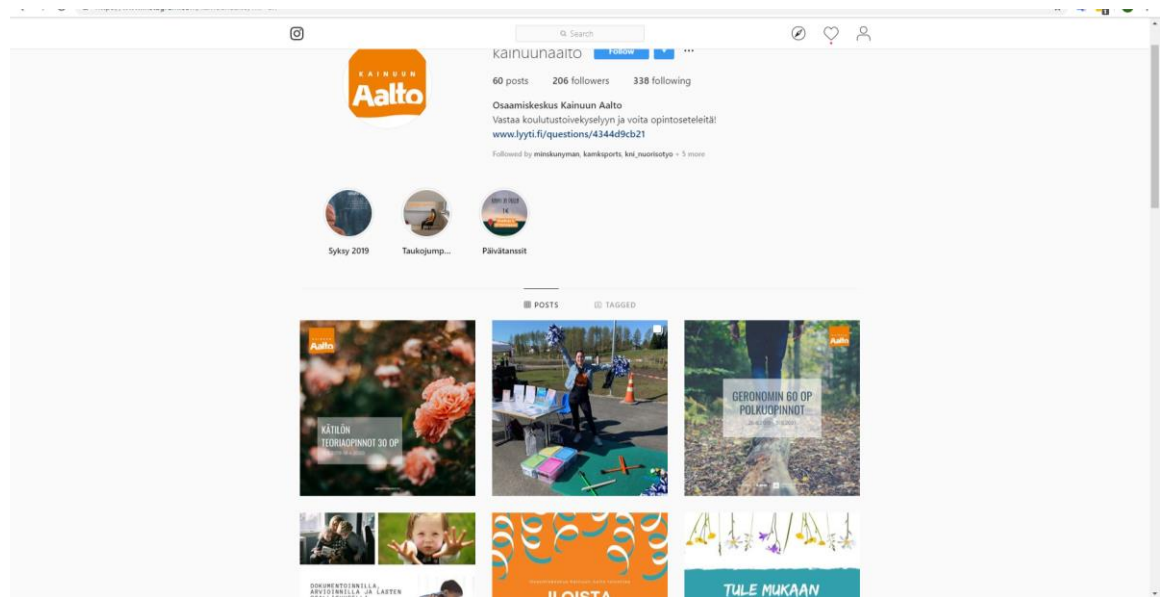


Figure 16. Aalto's Instagram

APPENDIX 4

Task	Phase
Creating a positioning statement	1
Address Aalto's positioning in its digital prescience	2
Establish WhatsApp as a means to contact Aalto	1
Posting content on owned media consistently	3
Interconnecting all owned media with hyperlinks	2
Hyperlinks accessibility on all pages	2
Buying google search places for its website	3
Redesigning the lectures/ classes/ courses with the digital element in mind	2
Training the teachers to use the digital extension of the lectures/ classes/ courses	3
Creating a free trial	3
Creating digital courses as part of the bundle	1
Designing a bundle	2
Recalculating the services price with the new digital products	3
Recalculating the service cost with the digital marketing implementation costs	3
Integrate sale chat and hotline	3
Establishing responsible sales staff	2
Updating catalog to include an option to compare	3
Assigning a social marketing specialist	2
Creating an earned media plan	3
Make enrollment essayer through the site	2

Table 16. Schedule

Number	Risk
1	Digital marketing costs exceed its usefulness
2	Digital marketing changes to existing process are worse and must be undone
3	Marketing specialist that is hired is not qualified to do his work
4	Companies poisoning is not expended by the consumer
5	The new website is dysfunctional
6	The outsourcing scams the company
7	New digital products are unpopular
8	Sales staff cannot handle the new digital routine
9	Teachers leave because there uncapable of working digitally.
10	Strategies change, and digital marketing become unneeded
11	New digital changes take too long to complete and negatively affect the existing products
12	Prices that compensate the new digital marketing are too high because of the digital expenses
13	The consumers do not except the new digital products.

Table 17. Risk register

APPENDIX 5. Work breakdown structure

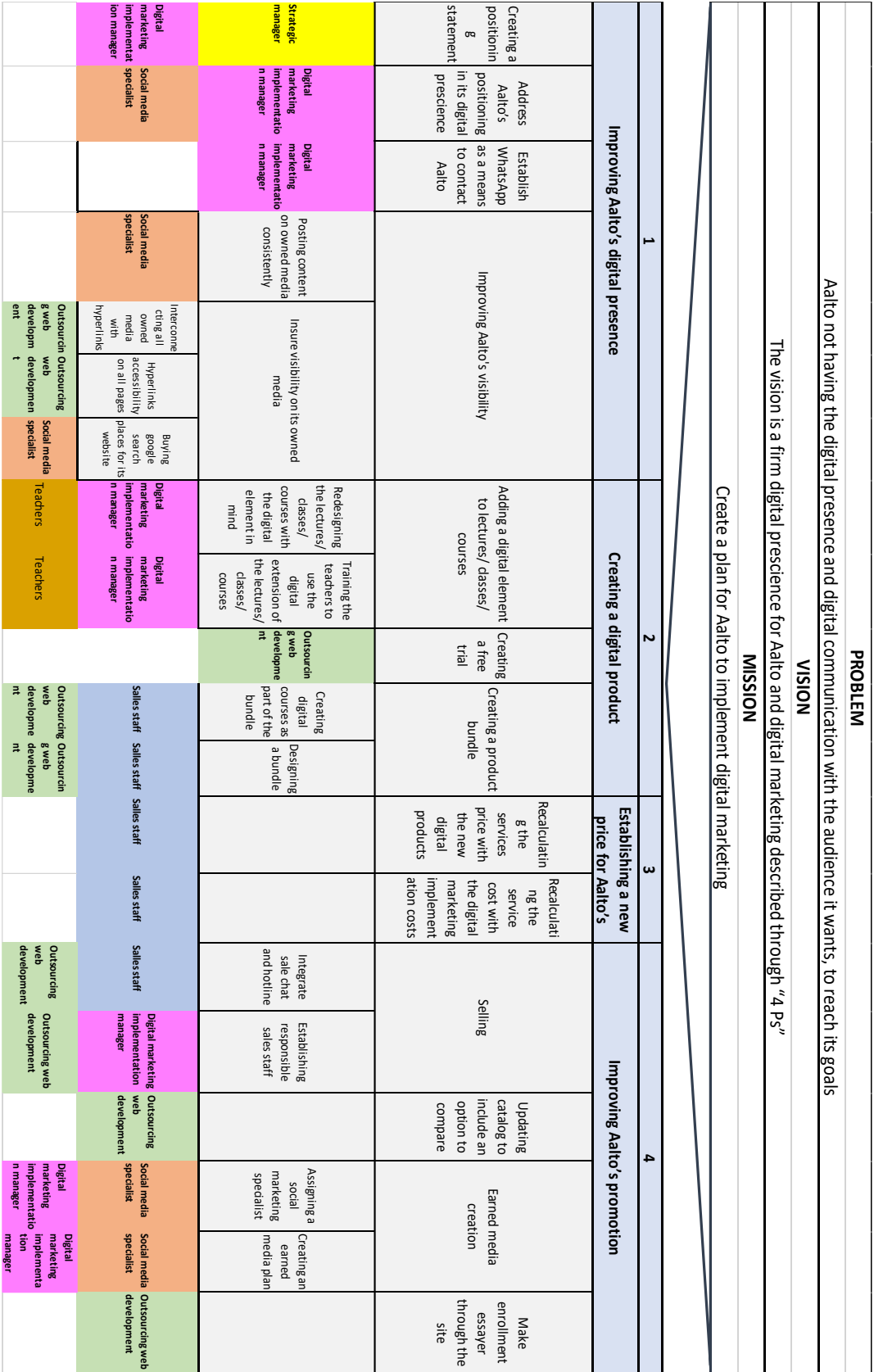


Figure 17. Distribution of resources

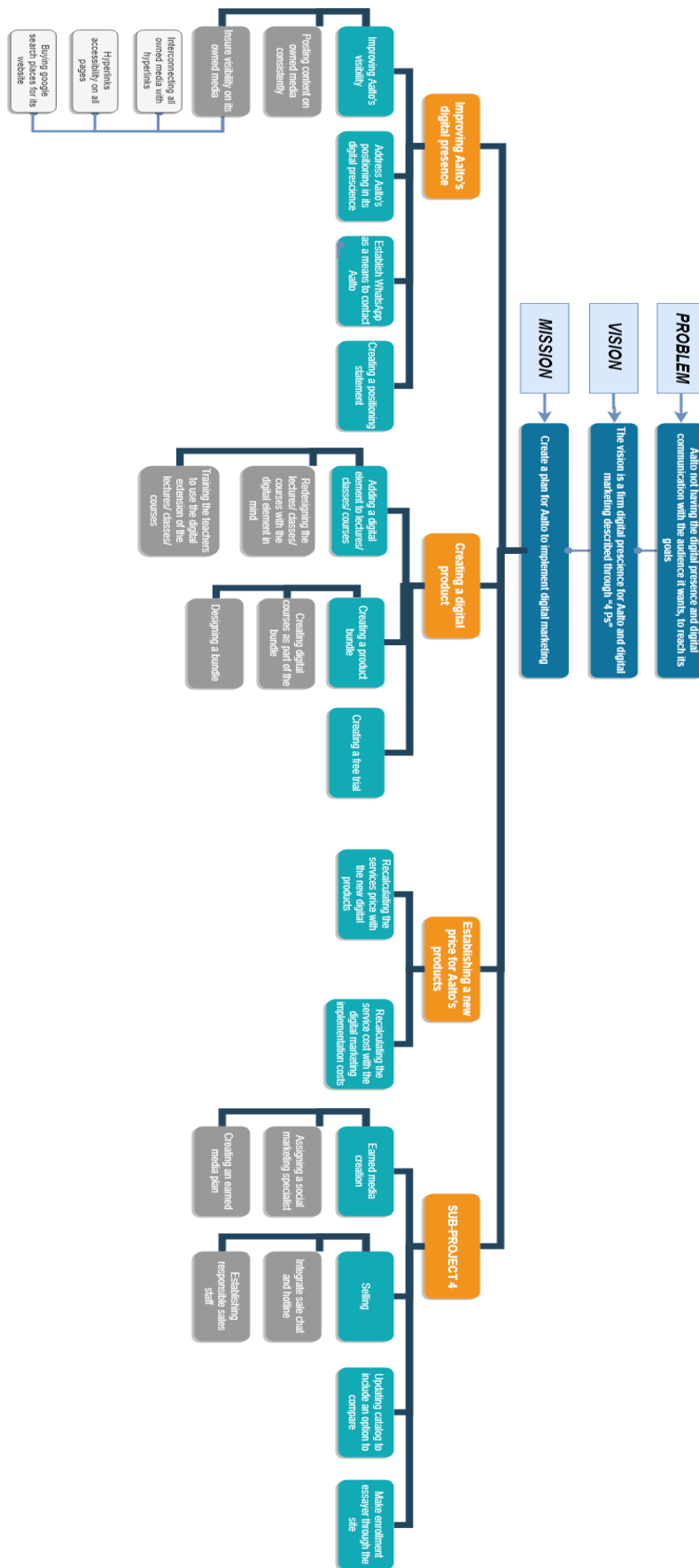


Figure 18. The work breakdown structure