

**Exploring E-marketing Opportunities for Exporting
Education Services
Case HAAGA-HELIA Global Education Services**

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<p>This Bachelor's thesis examines online marketing opportunities for exporting education programs and education consulting services from Finland and internationally. The objective of the study is to determine how is the current B2B environment in e-marketing communications. The purpose of this research is to provide useful information on e-marketing strategies that would benefit HAAGA-HELIA Global Education Services (HAAGA-HELIA GES).</p> <p>This study consists of a theoretical section that supports the relationship between traditional offline marketing theories and new theoretical models that explain online marketing activities. The empirical section examines popular online marketing tools, channels, and environments including social media, in the framework of B2B communications.</p> <p>The qualitative research method employed included both qualitative interviews and observations. The analysis of the current e-marketing activities in the firms involved in exporting education internationally was sought through qualitative interviews. The qualitative research method was chosen with the objective to gain insight on the main communication channels and methods used by marketing managers, and how communications were handled online.</p> <p>The interviews with marketing managers in different organizations involved in exporting education revealed that while the firms are seeking to increase their online presence, their marketing budget did not include e-marketing strategies in the current marketing communications plan. The final recommendation points out the challenge for HAAGA-HELIA GES in selecting, executing, and monitoring significantly strategic new platforms, tools and channels. A successful communication plan should include e-marketing strategies, offline marketing activities aligned with the overall marketing strategy, and with a focus on reach, engage, and maintain the target customer.</p>	
Keywords E-marketing, Export of Education, Education Services, HAAGA-HELIA GES	

Table of contents

1. Introduction	1
1.1. Background of the thesis topic.....	2
1.2. Objectives and benefits	3
1.3. Demarcation and key concepts	4
1.4. HAAGA-HELIA University of Applied Sciences.....	6
1.5. HAAGA-HELIA Global Education Services	7
2. E-marketing services in a B2B context	9
2.1. E-marketing services.....	9
2.2. E-marketing channels and tools	14
2.3. The social media opportunity.....	20
2.4. Innovative e-marketing channels	29
2.5. Theoretical summary and framework	34
3. Empirical study	40
3.1. Methodology.....	40
3.2. Qualitative research.....	42
3.3. Sampling	43
3.4. Validity and reliability.....	44
3.5. Interview analysis	46
3.6. Summary of the findings	52
4. Discussion and Conclusions	53
4.1. Limitations of online communications.....	56
4.2. Recommendations based on the findings.....	57
4.3. Further research.....	60
References	61
Attachments	
Attachment 1. E-mail sent to interviewees	66
Attachment 2. Interview questionnaire	67
Attachment 3. Selected interviewees.....	68
Attachment 4. E-marketing monitoring metrics	69
Attachment 5. Social media opportunity.....	70
Attachment 6. Overlay matrix.....	71
Attachment 7. E-communication mix planning.....	72

Table of figures

Figure 1. SOSTAC® PR Smith marketing planning model	13
Figure 2. E-marketing channels	15
Figure 3. Online PR options	18
Figure 4. Social media use by Fortune 1000' firms	21
Figure 5. Purchase funnel and the feedback cycle	23
Figure 6. SlideShare HubSpot repurposing example	30
Figure 7. SlideShare B2B Marketing Innovation eBook	31
Figure 8. Theoretical framework	37
Figure 9. Integrated e-marketing mix	38
Figure 10. Research framework	41

Table of tables

Table 1. List of interviewees	68
Table 2. E-marketing monitoring metrics	69
Table 3. Social media metrics	70
Table 4. Overlay matrix	71
Table 5. Communication mix planning	72

1 Introduction

The emergence of e-commerce is changing the way individuals, small firms and corporations do business. Oriented to reach large demographic segments, e-commerce has become the marketplace—so called marketspace—for modern firms. E-commerce is known by its “high selectivity, low cost, immediacy and interactive capabilities.” (Kotler, P & Armstrong, G. 2006.) This fast changing technology and the development of the Internet has propitiated new ways to communicate marketing messages to the current customers or prospect ones. Individuals and firms have moved online, and the online world is becoming an extension of their own daily space, then it makes sense that modern marketing efforts also take place online.

Online communication channels and tools were drawn as the main focus of this study whilst business-to-business constitutes the context framework of the research. A number of new e-media channels were explored and discussed its suitability as channels to market and its validity and usability for the case company HAAGA-HELIA Global Education Services (HAAGA-HELIA GES).

The objective of the thesis is to reveal the best approach to communicate with customers through online channels. Digital marketing makes possible a totally new way of reaching, engaging and retaining existent and new customers. Online marketing is compared with traditional marketing more cost-effective with a wider spread and reach. Those companies who learn to blend these tools for their benefit are gaining a competitive edge. The findings of this research will provide HAAGA-HELIA GES with effective insights among the most common channels and platforms of this times, which in change will support the implementation of effective communication strategies within its marketing communication plan.

This thesis research will try answering the question “how can HAAGA-HELIA GES successfully manage international online marketing of education in a B2B context?” The findings will lead to conclusions based on current theories and a responsible qualitative research.

1.1 Background of the thesis topic

The export of educational and consulting services is a business concept on the rise, and this research work focuses on the export of education from Finland and internationally, where Finnish education competences are promoted through online channels with the aim to establish strong long-lasting relationships with foreign partners and customers. Because all products or services should carry a value message to its consumers, the value message that accompanies the export of education is the contribution to the development of the partner country through education, where Finnish proved know-how will help in the rise of the highest quality standards in education.

Nowadays a large amount of companies need to compete in both, the physical and the virtual marketplace. While the physical world is full of tangible resources that managers can see and touch, the virtual world is made of information. The latter has propitiated the rise of electronic commerce in last decades, fostering s shifting from traditional in-store purchases to a new way of acquisition; the electronic commerce, a digital marketplace (marketspace) of value creation. (Dagenais, T. and Gautschi, D. 2002, 7.)

Managing effective marketing campaigns involves managing accurately both, physical and online channels and tools in the value creation process that takes place in the purchase circle. With the help of the case company HAAGA-HELIA GES, and through the qualitative research conducted with stakeholders in the field of exporting education services, which constitutes the fundament that supports this thesis, will try making useful recommendations on online marketing management. The main purpose of this work is to efficiently guide marketing managers at HAAGA-HELIA GES in communicating with its target customers; universities, educational institutions, organizations and governments.

Education export is part of the global service economy, it is at core of the Finnish development engine, and HAAGA-HELIA UAS is seeking to become a forerunner in this sector. Finland aims to be one of the leading countries in the world building an education-based economy, and Finnish universities have an important share in this vision. This thesis seeks to find best practices in efficiently market export of education online to potential partners globally.

The Finnish education system is a model globally recognized and three consecutive times ranked in the highest position of the OECD PISA surveys through the Program for International Student Assessment (Ministry of Education and Culture, 2010).

1.2 Objectives and benefits

The benefits in acquiring knowledge on how to use the available online channels for marketing the export of education implies HAAGA-HELIA GES being able to make knowledge-based efficient managing decisions. By knowing what competitors are currently doing in online marketing will provide the firm with a holistic view on what channels and what content is required to succeed in marketing the export of education internationally. The final recommendation will bring useful tips on web content and channel communication management that will serve as a guide for future actions. The research question and the subsequent investigative questions have been formulated to bring better understanding of the implications in online marketing activities and the channels and tools that currently conform the communication strategy in exporting education internationally among educational institutions in the sector of education services. Thus the main research question and subsequent investigative question are as follows:

Research question:

- How can HAAGA-HELIA GES successfully manage international online marketing of education in a B2B context?

Investigative questions:

- What is the current e-marketing framework of the case company?
- What is the current B2B e-marketing environment in educational services and consulting?
- How should HAAGA-HELIA GES develop its online marketing?

1.3 Demarcation and key concepts

The scope of this study covers the analysis of online marketing activities among universities, educational institutions, governments and investors who's common interest is aligned with education services and for-profit oriented. The demarcation is clearly stated and framed within business-to-business, thus these marketing activities will always target other companies, institutions and governments.

HAAGA-HELIA GES education packages and consulting services offering is aimed to satisfy the demand of customers (institutions) that are currently walking through structural reforms, or are looking to improve they educational curricula, and are ready to purchase high quality educational programs and/or consulting. HAAGA-HELIA GES target customer is not a student, but rather a well structured organization that is seeking for tailored solutions in the form of consultancy or ready made educational programs, as for instance Pedagogy, or Vocational Teaching Education as an example.

To better understand the meaning of education export we must look into the particular characteristics of education services in the context of export of education globally. The Ministry of Education and Culture (2010-12) describes it as “exportation of Finnish educational know-how.” The same paper points out the globally growing demand for quality higher education, and the opportunity that this education commerce represent for Finland (Ministry of Education and Culture, 2010).

Education export refers to business activities involving the internationalization process of exporting Finnish know-how in educational services and consulting. The value proposition of education export is to contribute to the development of the partner country through enhancing its teaching methods and structure through consulting and training provided by HAAHA-HELIA Global Education Services.

The difference between marketing education which is intended to be exported and marketing education, is that the first one aims to be targeted to businesses while the second one is marketed to individuals, which are students. Providing that quality service, value and customer satisfaction are the premises whether marketing end consumers or businesses, the main differences are on the message, channels and tools.

When this thesis refers to marketing one have to think of Kotler & Armstrong (2006, 5) when they describe marketing as “the process by which companies create value for customers,” which includes building strong customer relationships that in return helps the firm to capture value from customers in the form of dividends. Later Kotler & Armstrong (2012, 508) stated that online marketing are “efforts to market products and services and build customer relationships over the Internet,” proposing that Internet is just another market but with its own characteristics as this thesis will discuss further on. (Turban E., King, D., McKay J., Marshall, P., Lee, J., Viehland, D. 2008, 76.)

According to Chaffey, D. & Smith, P.R. (2008, 184, 277), when referring to marketing tools and channels, they make a clear differentiation; these new technological *tools* refer to digital devices including PCs, interactive digital TV, digital radio, smart phones, tablets, and interactive kiosks among others. Digital *channels* refer to digital communication channels including search engine marketing, online PR (E-PR), online partnerships, interactive advertising, opt-in e-mail, and viral marketing. As a resume we can assume that when referring to tools it implies a physical device, while the channel can be better described as the way in which the message gets to the intended consumer.

Marketing communications are described by Chaffey, D. & Ellis-Chadwick, F. (2012, 484) as techniques that try to use digital media channels such as search engine marketing, affiliate marketing, and display advertising, to engage web users; encourage them to visit organization’s site.

Marketing planning, strategy and further deployment activities implies choosing the most effective digital communication techniques, refining them, and designing the message that will attract visitors and new customers at an efficient cost. Mastering the marketing mix is part of the marketing planning (attachment 7).

The marketing message is a set of images, shapes and words that has to convey organization’s value proposition to customer, it should be crystal clear and prompt the customer to action.

1.4 HAAGA-HELIA University of Applied Sciences

HAAGA-HELIA UAS is a private owned institution co-financed by the Finnish government. HAAGA-HELIA UAS holds close relationship with international companies, this enables its main objective; fostering cooperations for the enhancement of common knowledge and the deployment of both, research, development and innovation (R&D&I), supporting operations in the global market. (HAAGA-HELIA.)

HAAGA-HELIA was established with the intention to support business growth in Finland with special emphasis in quality operations through tight relationships with local and international companies. Through many years of collaboration, its business relationships with the Finnish entrepreneurial tissue has only intensified, and its strong quality focus has provided numerous quality awards in the last decade.

HAAGA-HELIA UAS offers a variety of academic studies including International Business Management, Business Information Technology, Hospitality, Restaurant and Tourism Management, and Vocational Teacher Education, Journalism, Sport & Leisure and Assistant Training. There are over 40 different degree programmes with strong international orientation, which enables holding an international academic network of about 200 partners universities with over 1,000 foreign students. (HAAGA-HELIA.)

HAAGA-HELIA was in 2012 one of the largest Universities of Applied Sciences in Finland with more than 10,500 students. The international dimension of its activities allows for a variety of student backgrounds with over 90 different nationalities, having an impact in foreign language communication competences and multicultural skills. (HAAGA-HELIA.)

HAAGA-HELIA UAS not only market its education services to students, yet as a modern enterprise—a business for profit organization—it rely on business cooperations with other institutions. For HAAGA-HELIA UAS, like many other universities, its profits are similarly coming from ‘selling’ to other educational organizations. Therefore, HAAGA-HELIA Global Education Services is the subsidiary which activities focus on ‘selling’ educational expertise internationally to other educational institutions and governments. Education programs like MBA, Sport Management, Tourism and Hospitality are along with Consulting Services the main exporting units. (HAAGA-HELIA.)

The current online marketing channels in use by HAAGA-HELIA UAS are its own website, Facebook, Twitter, LinkedIn, Google (SEM), blogs, feeds, press releases in News Room, Apsis, and YouTube. HAAGA-HELIA UAS marketing plan is yearly revised. There is an ongoing effort to keep the organization up to date with the latest technologies and communication opportunities. (Melgin, A. and Karusalmi, K. 2013.)

1.5 HAAGA-HELIA Global Education Services

HAAGA-HELIA Global Education Services Ltd (HAAGA-HELIA GES) is a subsidiary of HAAGA-HELIA University of Applied Sciences (HAAGA-HELIA UAS), which is been established in 2011, and has its focus on the export of education services internationally (Global.haaga-helia). HAAGA-HELIA GES supports foreign countries' regional development through the provision of training and consulting services provided to other universities, educational institutions and governments. The goal of HAAGA-HELIA GES is focused on commercializing Finnish expertise in education wherever there is an opportunity. HAAGA-HELIA Global Education Services aims to contribute to the shared aspiration of Finnish Government of promoting Finland as one of the world's leading education-based economies, which rests on the quality of the Finnish education system (Ministry of Education and Culture, 2010).

HAAGA-HELIA Global Education Services through its mission and vision aims to maintain its position as a leading international university of applied sciences, and to maintain this leadership is aiming to turn itself into a forerunner in the field of exporting education. In line with this mission was launched in 2008—as soon as the legislation made it possible in Finland—the master project for education export through HAAGA-HELIA R&D&I Centre: HAAGA-HELIA Global Education Services (HAAGA-HELIA GES). (Global.haaga-helia.)

China, Malaysia, Vietnam, Brazil, Peru and Chile are some of the countries that constitute the segmentation strategy at HAAGA-HELIA GES. This segmentation approach is complicated in execution, not only because of the regional disparity, but because of the cultural implications. Marketing in such a variety of nationalities, values, costumes, and languages is a challenge. (Eltvic, L. 2013.)

HAAGA-HELIA GES has a clear positioning concept; being recognized as an international provider of high quality education with a good assortment of education packages and services, which core competence is the capability to deliver tailor made solutions for its customers (Eltvik, L. 2013.) Its managing director Mr Eltvik (Eltvik, L. 2013) has declared that in an effort to achieve this positioning concept, the firm will need to match its marketing efforts not only through offline traditional channels, yet through online available and contemporaneous platforms or channels—where current and future customers can be reached. This will imply the development of aligned communication strategies with focus on sell, serve, speak, save, and sizzle (Chaffey & Smith 2008, 223).

Compared to HAAGA-HELIA UAS, HAAGA-HELIA GES has little e-marketing presence. The main communication channels are LinkedIn, Twitter (<https://twitter.com/HaagaHeliaGES>) and Facebook (<https://www.facebook.com/pages/Haaga-Helia-Global-Education-Services-Ltd/418167004911653>). The website global.haaga-helia.fi is shared with its main mother company HAAGA-HELIA UAS. It is obvious that HAAGA-HELIA GES does not have a communication plan to handle online communications. To handle these channels there are assigned two persons; one in-house, and the other one outsourced. (Huovinen, S. 2013.)

2 E-marketing services in a B2B context

The intrinsic complexity of the subject of exporting education programs and services consulting makes necessary an extended analysis of relevant theories focussed on the matter of marketing services, education services, and the applicability of general marketing principles to online digital strategies. First, services e-marketing is analyzed in the context of business-to-business. Next, the emergent and most popular online platforms, channels, and tools are exposed from the perspectives of theorist in marketing. Furthermore, the implications and opportunities for the case company will be exposed as parallel recommendations. The principles of marketing are explored with focus on e-marketing and the new technologies. Thus, this thesis focuses on B2B marketing as the target customer of the case company are other organizations: educational organizations, companies and governmental institutions.

While some argue that consumers buy on emotions and companies purchase on logic, others state that, even B2B requires a more logical sales approach, ultimately the decision maker is a person, and persons still buy on emotions. The key should be discovering customer's pain, and ensuring that the service offering addresses a solution that will relieve them from that pain. Organizational buyers make purchase decisions based on information, thus effective B2B marketing efforts will focus on providing in-depth product information. The aim of B2B marketing messages should be helping the customer to understand how a service or a product can help his organization in saving time, money and resources.

2.1 E-marketing services

Assessing the quality of a product is often achieved through observation, yet when assessing services, customers try to rely on evidences that anticipate the benefits that such service will deliver. Kotler, P., Wong, V., Saunders, J., & Armstrong, G. (2005, 626-627) describe how hard would be for any consumer to imagine the benefits of a service if there were no references from pervious consumptions, either personal or through the experience of other customers. Thus, for most services, it will be after experiencing the service itself that an evaluation can be assessed, this is the case of the education packages offered by the HAAGA-HELIA GES; as services offerings lack tangible characteristics that a buyer could evaluate before consumption.

The theory presented by Kotler et al. (2005) applies to the case of HAAGA-HELIA GES, thus by ‘managing the evidences’ the firm can reduce customer’s uncertainty; for instance featuring success cases as referrals on its own website, but at the same time—as part of an integrate multichannel communication strategy (Chaffey & Smith 2008, 14)—through parallel platforms as Twitter or FaceBook, always with the goal of providing concrete evidence of the benefits offered.

The success of online commerce relies much on the website layout; its look-and-feel is key when obtaining conversions. The layout in the website is the first reference the visitor can perceive, it is decisive in the process of customer acquisition and further retention. HAAGA-HELIA GES will carefully care layout and content, aligning the message with the specific needs of its customers. Every marketing effort, independently of the channel, should be in harmony with the overall look-and-feel that wants convey the value message.

Chaffey & Smith (2008, 52) argue that customers buying intangible services will try to find cues given by physical evidences, therefore when those physical evidences are not available, customers will try finding cues in any alternative evidence. These are sought for instance in the firm’s website, through photos, videos or images shown in YouTube, podcasts, blogs, and other platforms where the firm’s reputation can be assessed. Therefore, these platforms represent a great opportunity in building trust at the same time that enhancing the corporate image accordingly to the positioning strategy of the corporation. Credibility and trust are intuitively posed on recommendations, referrals, testimonials, endorsements, awards, customer list, warranties, and similar evidences of quality and reputation.

Services pose distinct marketing challenges compared to products, thus the original proposed 4Ps fall short when addressing services marketing. The original 4Ps of the marketing mix have been conceived as marketing elements fundamentally oriented to manufactured goods: product, price, place (or distribution), and promotion. The traditional marketing mix of 4Ps does not include the management of the customer interface, a vital part of service-related promotion: process, physical environment, and people (Loverlock, C. & Wirtz, J. 2011, 52-53).

To better understand the role of the 4Ps in online marketing Chaffey & Smith (2008, 88) summarizes its main applications; product can be extended online by offering new information-based services; price is a challenge; because market prices are caused by online transparency, marketers have to constantly monitor prices to remain competitive; place is related to the place of promotion, purchase, and distribution; promotion includes from advertising to selling, sales promotion, PR, sponsorship, direct mail, etc.

Because the original proposed 4Ps were mainly suitable for products rather than services, the American academics Booms and Binter added 3 more Ps to the model; people, processes and physical evidence (Booms, B. & Binter, M. 1981). Because services marketing planning now implies processes with people in the co-creation of services with the customer, services must be integrated with other management functions such as operations and human resources (Loverlock and Wirtz 2011, 49).

In services business, operations is the primary line function, it is responsible for managing equipment, facilities, systems, and those customer-contact tasks performed by employees. Human resources is not limited to hiring and training staff, but rather a more strategic role; designing and monitoring performance of all service delivery processes performed by employees, and ensuring the skills of employees allow for delivering the right promotional messages. It also includes designing aspects of the physical environment such as stage-managed behavior, including uniforms, and personal appearance (Loverlock and Wirtz 2011, 49).

In service oriented businesses personnel plays an important role in customer satisfaction because the service is delivered in a process of co-creation between the customer and the service provider. Reward management policies have a positive impact on service quality; recognition, education and development opportunities increase job outcomes. Reward philosophy should be in line with the overall firm's corporate strategy and might include initiatives that aim to achieve long term employee commitment, motivation, engagement and development. Reward philosophy is based on a set of beliefs and principles aligned with the firm's values, it implies the principle of distributive justice on how rewards are provided to people (Armstrong, M. 2007, 3-6). Well executed reward policies will have a substantial influence on key performance indicators through all the organization.

Some embrace digital marketing as an extension of traditional marketing, and while it is true that for most firms it constitutes an important part of their marketing mix, for other brands, the online marketplace, is the only channel to market. There more, traditional marketing principles need to blend to fit the needs of a technology literate and individualistic demanding customer.

Online marketing strategy goes beyond the traditional 7Ps and now it includes the 5Ss of e-marketing. The new digital marketplace requires new approaches, ones that fit the needs of the online global market where customer acquisition, loyalty, and retention are sought through engagement, measured in terms of conversions and reach. The reasons why a firm wants to go online might vary from one another. However, the objectives should now be ‘Selling’, by using Internet as a sales tool, ‘Serve’, through using the net as a customer-service tool, ‘Speak’, because Internet becomes itself a communication tool, ‘Save’, because in general Internet represents a cost-reduction, and ‘Sizzle’, that takes place when using Internet for brand leverage. (Chaffey & Smith 2008, 22-37.)

With the help of these new models a company that is planning to go online, or one that already has presence in the Internet, can set up clear objectives. The firm will first evaluate why wants to go online, then will set up the objectives and later will draw the advantages, benefits, and expectations posed on this enterprise. This process is imperative in ensuring a minimum success opportunity; it implies devising e-marketing areas in which the firm needs to focus and improve efficiency, with clear focus on the main reasons to go online; grow sales, add value, get closer to customers, save costs and extend the brand image. (Chaffey & Smith 2008, 22.)

Far from the traditional 4Ps of marketing mix, the current one-to-one relationship marketing that takes place online is better explained with alternative models. Chaffey & Smith (2008, 52), promote the 5Is as a better fit; referring to identification, individualization, interaction, integration, integrity. These new concepts have been developed in recognition of the new potential that arises from the interactions among individuals and between individuals and the firm, and that take place online. The online marketing is mainly focused on relation building and service quality, this is not only the case with social media but also with the firm’s own website.



Figure 1. SOSTAC® PR Smith, marketing planning model (smatrinsights.com)

SOSTAC® (Situation Analysis, Objectives, Strategy, Tactics, Actions and Control) is a management tool that will help defining how B2B effective communications can be reached through e-marketing planning (figure 1). Chaffey and Smith explain how different stages are not independent, but rather overlap each other during the planning steps. (Chaffey & Smith 2008, 4.)

The implementation of SOSTAC® will lead to ask ourselves: What is our plan weak at? Are our goals well defined, or still unclear? Do we really have a strategy in place which will take us where we want to go? Do we control performance?

SOSTAC® starts with *Situation Analysis*, this is how the firm assess its current situation when answering the question ‘where are we now?’ Followed by setting the *Objectives* in the direction where the organization wants to go, this might be sought by answering the question ‘where do we want to be?’ The natural flow in the planning process will certainly pose no less challenges—‘how do we get there?’ The *Strategy* will shed light on the steps ahead until the desirable goals are achieved. *Tactics* refers to the small details of the strategy at hand, and it includes the deployment of e-tools, then followed by *Actions* which implies specific project planing and implementation. And *Control*, this involves the assessment management against settled objectives and corporate goals. (Chaffey & Smith 2008, 3.)

2.2 E-marketing channels and tools

This section will assess different opportunities to communicate marketing messages to customers using different online channels and tools available at the time of writing this thesis, from this analysis we can define ways in which diverse online communication opportunities can be of benefit for HAAGA-HELIA GES. Thereby, this section will try providing ground to be able to answer the investigative question “how should HAAGA-HELIA GES develop its online marketing?”

E-marketing, digital marketing, online marketing, web marketing, online advertising, they all refer to the same basic concept; communicating marketing messages to potential customers online and via the Internet. Online marketing is described by Kotler & Armstrong (2006, 71) as “advertising that appears while consumers are surfing the Web,” these advertising methods include banners ads, interstitials, skyscrapers, and other forms, which can be interpreted as any sort of visual or audio interactions. Online marketing allows for a two-way communication mode which is different from traditional one-way media. Digital two-way marketing requires higher degree of interaction, this means the need to allocate resources and personal, both limited by time and budget constrains.

E-marketing is defined by Chaffey & Smith (2008, 12), as follows: “It is a the heart of the business ... getting closer to customers and understanding them better, adding value to products and enhancing sales through the widening of distributions channels.” E-marketing includes the use of digital media such as search engine marketing, online advertising, and affiliate marketing. One can understand e-marketing as a way of communication similar to the human language, a way of sending messages to the consumers, yet with the advantage that online digital-era provides; interactions where customers can also replay to the message becoming a two-way communication channel.

Chaffey & Smith (2008, 12, 13), describes E-business as the “ability to run a business online,” with the necessary inclusion of e-marketing activities, this is also referred as e-commerce. E-business involves the automation of all the business processes in the value chain; from procurement or purchasing, to production, stock holding, distribution and logistics, sales and marketing, after sales, invoicing, debt collection and more. E-commerce is according to Laudon & Traver (2012, 1-8), “The use of Internet and the Web to transact business. More formally, digitally enabled commercial transactions between and among organizations and individuals.”

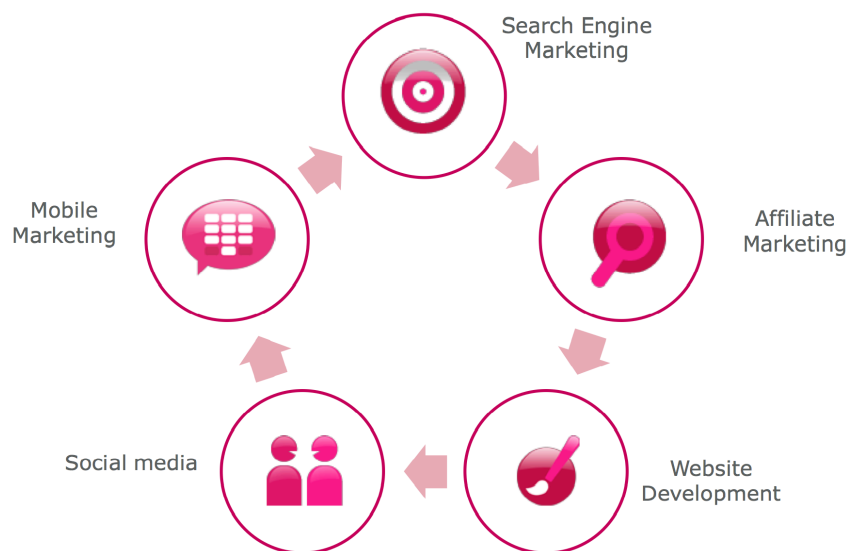


Figure 2. E-marketing channels (Kanlli 2013)

The most common e-marketing channels of nowadays are; Website Development referring to the firm’s web itself; Social Media, which includes platforms such as Facebook or YouTube; Search Engine Marketing also known as searching engine optimization (SEO), that are mainly controlled by Google, MSN and Yahoo; Affiliate Marketing; and Mobile Marketing (see figure 2).

Website strategy and design

Website strategy and design is itself the most important step in succeeding in e-marketing communication plans, yet not the only one. Unless the website can satisfy the needs of its intended customers, hardly will meet the objectives of the organization behind the web. At the website, design and content is all what customer can evaluate, these constitutes customer's value references; the cues that will grant trust and value perception. The overall objective of website should be providing compelling and persuasive messages and content that enrich customers experience, and engage them to stay and return (Chaffey & Smith 2008, 221.)

A well designed website is a user-centered website, this means that its design and usability will reinforce its look-and-feel; will make easy and intuitive navigating. Some key success variables include high quality content, easy to use, quick to download and being updated frequently giving the sense of fresh and useful. Chaffey & Smith (2008, 222) define website design as follows:

$$\textit{Website design} = \textit{Function} + \textit{Content} + \textit{Form} + \textit{Organization} + \textit{Interaction}$$

Each of these components plays a vital role in customer's experience, there more the complexity of these elements implies a challenge that only those with a set of skills can successfully master. In practice this means that HAAGA-HELIA GES will try reducing uncertainty and minimizing purchase risk through stimulating worth-of-mouth; targeting opinion leaders, government representatives and key managers in educational institutions who can back-up its services offering. Referrals from existing satisfied customers recommending their services experience could encourage others and will help increasing trust in the company. (Kotler et al. 2005, 627.)

Search engine marketing (SEO, SEM, PPC)

Search engine marketing (SEM) management is recommended to be handled by a knowledgeable professional, the goal is to optimize the webpage position in the main searching engines in the web; Google, MSN, and Yahoo. Thus the first thing is to ensure that the firm's web site is properly indexed, 'visible.' That is, when the firm's customers look for similar services as it offers, they will find it easily.

The next step in website marketing is to make an exhaustive analysis on keyphrases relevant to the industry of exporting education, a process that involves investigating what keyphrases also work for competitors. These keyphrases might vary over the time as they are influenced by industry trends and consumer preferences, thus requires a benchmarking strategy over a period of time sufficiently large.

While pay per click (PPC) represents one of the most efficient ROI activities, Chaffey & Smith (2008, 302) alert on its management and control, as some of these clicks might be faked with the purpose of increasing the bill. They point out that PPC will most likely turn to be in the future something similar to the affiliate model where the affiliate charge only when a sale or other outcome is achieved (Chaffey & Smith 2008, 382-303).

Affiliate marketing

Affiliate marketing is also referred as online partnerships. There are two main objectives in building on affiliate marketing: Firstly maximizing quality visits coming from third-party sites, and next, helping increasing page ranking within Google search results display.

There are three main forms of online partnerships; link-building, it is placing links to the firm's website in third-party websites, affiliate marketing commission-based arrangements, these are a good source of quality leads, and online sponsorships and co-branding which implies associating a brand with a site, usually those sites where the firm find potential future customers (Chaffey & Smith 2008, 310-318).

Online PR

Online PR looks for opportunities to place favorable mentions to the firm's website in those sites where its potential customers are more likely to visit. Online reputation management is key in controlling what is been said about the organization and where it is been said, the goal is maximizing positive exposure. It is important to understand how the connections among customers and with organizations take place (Chaffey & Smith 2008, 303-310.) HAAGA-HELIA GES will try monitoring and controlling reputation building activities that include blogs and RSS feeds, link building, online media (e-journals), looking on how its brand is built on third parties sites, creating a buzz–viral marketing.

The figure 3 provides a comprehensive listing of actions to be taken to effectively leverage brand awareness, engaging customers and helping positioning the corporate website.

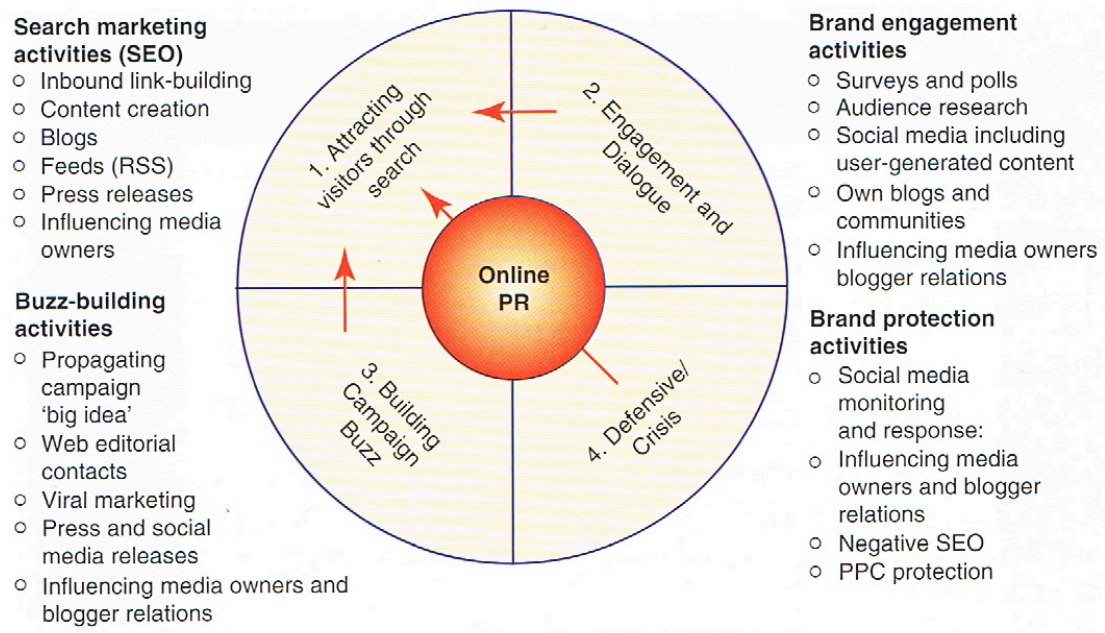


Figure 3. Online PR options (Chafey & Smith 2008, 305)

Interactive advertising

Click through rates (CTR) are named to be minimum and ineffective with CTR of less than 0.2%, it is those who click on a banner advert (Chaffey & Smith 2008, 319).

Therefore, if the goal is to move visitors to take action the objective should be interaction and engagement. Customers are usually more attracted to click on a video linked in a website than on a static banner; this is engagement.

There is no doubt that new ad formats have proved to increase response, with flash-based ad formats the customers are prompt to navigate the site with a richer experience. Rich media and large format ads are considered to be the most effective interactive advertising methods, they help building site traffic and brand recognition, they are efficient and cost-effective, according to Chaffey & Smith (2008, 319-325).

Opt-in e-mail

Opt-in e-mail is considered by Chaffey and Smith (2008, 327-328) an effective push online communication method in customer acquisition. Some other methods include cold e-mail, co-branded e-mail, and the option to have marketing messages in third-party e-mails.

Chaffey & Smith (2008, 327) suggest that the performance of e-mail marketing campaigns should be assessed with help of the mnemonic CRITICAL, a checklist that stands for “creative, relevance, incentive, targeting and Timing, integration, copy, attributes, and landing page (or microsite in the case of mobile devices like smartphones and tablets).

CRITICAL is a valuable assessment tool which can be explained as follows: Creative, because assesses the design features and the layout including the use of colors and images; Relevance, refers to assessing the interest that the message ought to have to its recipient; Incentive (or offer), can be assessed as the answer to the question ‘what is in it for the recipient?’; Targeting and Timing is about pre-selecting the target of our message, and deciding when is the best time to reach them; Integration means basically that any message should be part of a whole, an integrated marketing mix that takes notes also of offline strategies and times up with them. Copy, which is a creative part and includes the structure of the message as for instance the place where a link is shown in an e-mail campaign; Attributes refers to the assessment of the characteristics of the

message; and Landing page or microsite in case of mobile devices basically refers to the landing pages reached after the action of clicking in a link displayed in the ad or e-mail sent to the recipient.

Mobile marketing

Mobile marketing constitute one of the fierce growing industries of our times (2007-2013), even during these times of crisis and expenditure constrain. According to Hasen, J. (2012, 47), only in US the number of mobile subscribers had grow up to 322 million by June 2011, which means an increase of 100 million on a period of 5 years.

QR (Quick Response), a 2D code image, is becoming a popular marketing tool, commonly displayed where customers can easily scan them with their smart phones, allowing customers to fast navigate to a web page where then the message is delivered in a mobile-friendly format.

There were in 2010 4.7 billion subscriber to cellular phone services worldwide. Only in US 21% of its work force uses its mobile phone to perform some work-related task during the day. Following this numbers about 64% of B2B decision makers recognize using smart phones and tablets to read e-mails and search the web frequently.

There are different ways to approach mobile marketing strategies. Some of these might include developing a mobile-friendly website, mobile search, mobile e-mail, mobile advertising, mobile APPs, mobile social networking, and the like.

2.3 The social media opportunity

Due to a fast pace growth in IT industries, new forms of communication have emerged, as a consequence people had gained increased opportunities in communicating through different means. With such an outburst of people using these networks, companies have seized this advantage and have peer up in the use of social media, accessing to their target customers, engaging them to actions and reinforcing their brand awareness.

A study conducted in 2010 (figure 4) has proved true the existent gap between the current perceived potential of global social media and its actual level of adoption and

success. The survey of 105 Fortune 1000 brand managers had revealed that while 72% of respondents were aware of the advantages of global social media, they were lacking the set of tools and knowledge to leverage global social media effectively. According to the study, the biggest obstacles faced during global social media marketing were success measurement (48%), managing and maintaining information (45%), engaging audience (42%), means to carry the message (39%), and keeping regional and country-specific content up to date (63%). The survey continues to deliver details on the use of global social media by the respondents (year 2010): Facebook was used by 88.8%, Twitter 66.4%, LinkedIn 40%, then blogs were used by 39.2% of respondents, also Pinterest by 20.8% and Google+ by 12.8%, other platforms add up to 47.2%. (Grensing-Pophal, L. 2012, 20-25.)

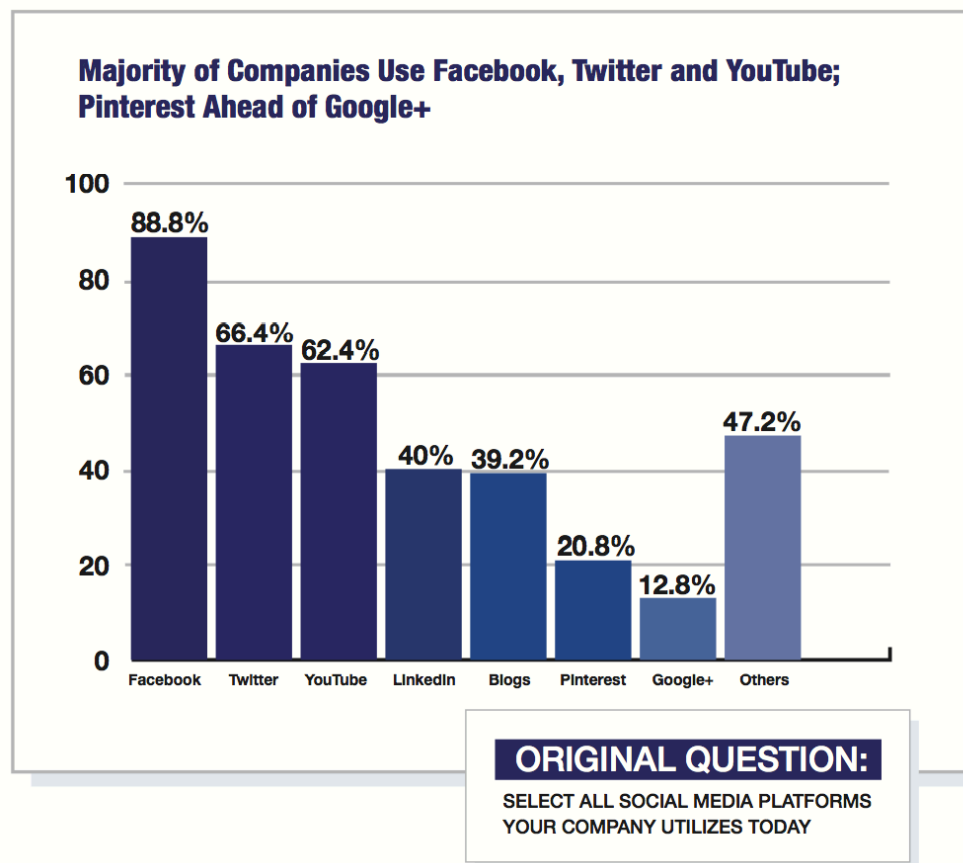


Figure 4. Social media use by Fortune 1000' firms (Grensing-Pophal 2012)

HAAGA-HELIA GES has proved to be aware of the importance of social media within its marketing communications as we will see more in detail later in the analysis of the interviews. The research question “How can HAAGA-HELIA GES successfully manage online marketing for exporting education in a B2B context?” which was initially formulated, is becoming increasingly important to understand why social media is brought to this extent.

The increasing popularity of social media can be assessed from different perspectives, depending on whether the firm’s marketing efforts are focused to reach the end consumer or other firms, the metrics for assessment might differ (attachment 4). Some elemental metrics that help evaluating which channels might ought to be of interest for HAAGA-HELIA GES include popularity, traffic, and reputation (Attachment 5).

With the help of online tools such as Google Analytics it is relatively easy for the company to assess its online performance. Quantifying results is part of the necessary situation analysis that Chaffey & Smith (2008, 4) framed into its SOSTAC® model, a necessary step in e-marketing planning. All together, the objective is clearly linked to the investigative question “What is the current online marketing framework of HAAGA-HELIA GES?”. Analyzing the performance of the firm’s e-marketing efforts is inherent to any success expectations.

According to Adhiambo, C. (2012, 20) when she mentions Fauser et al. (2011) in her observation of the role of social media, she outlines that while communication is the “core dimension of social media networks,” not all platforms available are equally suitable for marketing objectives as not all are equally well suited for information, collaboration, and even for cultivating relationships.

To better understand social media I would like to recall Miller, M. (2012, 214), when he describes the main advantage of social media compared to the traditional media as been of ‘two-way’ conversational nature. While traditional media such as newspapers, magazines, radio, television, etc are elementally unidirectional—one-way platforms with static messages—social media on the other hand is interactive, where businesses can now ‘listen’ to what customers might like to say. These represents a huge opportunity for B2B marketers to engage with customers, yet powerful means for efficiency measurement from the management point of view.

The rise of social network platforms such as MySpace, Google+, Bebo, Facebook, and others oriented to business networks such as LinkedIn and Ecademy has propitiated a comfortable discussion ‘tea room’ where to spend time, and while visiting these platforms one do not usually like to be interrupted by marketing messages, therefore customer engagement has become a key challenge for marketers (Chaffey, D. & Smith, PR. 2008, preface).

Engagement should be the main objective in social media activities. Engagement in Social Web means participation taken by the firm’s customers or stakeholders, becoming participants rather than ‘viewers’—a characteristic of engagement in traditional media. The difference is participation, and it means that customers are willing to take time and effort in talking to the company or about the company and its products and services. The customer through these interactions—engagement—enters in the sales cycle, thus the customer becomes an integrated part o the marketing machinery. That is, the foundations of the corporate business are relying on what customers think and share with each other, in a manner that did not happen with traditional media (Evans, D. 2010, 33).

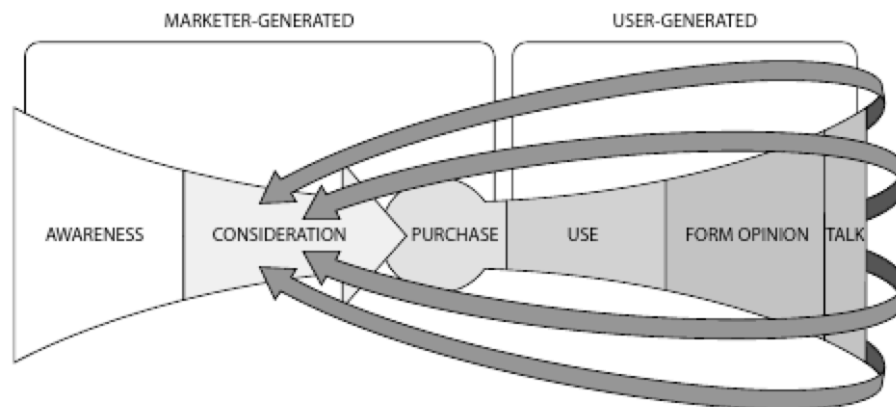


Figure 5. Purchase funnel and the feedback cycle (Evans 2010, 5)

Evans, D. (2010, 5), draws a purchase funnel (figure 5) that helps understanding how customer engagement—conversations in the Social Web—enter the purchase cycle in the evaluation phase of the sales process. This classic purchase funnel is now connected to the Social Web through “digital word-of-mouth,” creating a loop that goes from expectation to trial to rating to sharing the actual experience of consumption.

The engagement process is crucial for the success in the use of social technology and the development of social business. Online social businesses push toward collaboration, it agrees with the rise of personal interactions. That said, if one places a video in YouTube then not only the numbers of views turn to be a performance metric, yet the number of comments and its in-depth is rather a better indicator of engagement. Collaboration, sharing and friending are some of these personal interactions taking place in the Social Web. Thus, the process of engagement is extended to include collaborative activities between the firm and customers, with employees, and customers among themselves.

Facebook

Facebook at facebook.com is currently the biggest social network, in September 17, 2012 it accounted for +1 billion users according to Businessweek (2012). Both B2C and B2B business are successfully implementing marketing communication strategies on Facebook.

Different companies will seek different goals by using Facebook to communicate with their target audience, however some common goals might include creating a page for the firm’s fans, and enhancing brand image. In the firm’s Facebook page can be posted ‘status updates’, photos which are of interest to corporate audience, videos of similar interest, and discussion boards. These discussion boards can be of great interest within specific sectors, enabling visitors to engage in discussions and posting comments. The majority of Facebook sharing activities involve thoughts, ideas, and conversations.

Facebook is called to be more involved and labour-intensive than Twitter for instance. However, Facebook is recognized to be the right place for building social business presence, whereas establishing a community with suppliers, partners or former

customers, it is significantly useful in building social presence for the corporate brand. Social business is explained as the inclusion of social technologies within the business processes, understanding how customers or stakeholders connect to the company, and it includes the integration of businesses functions like customer support, marketing, etc. Social business is ultimately about interaction, participation with and by the organization's customers and stakeholders which become participative and collaborative in the process (Evans 2010, 54).

Facebook pages represent an opportunity for HAAGA-HELIA GES to consistently create and sponsor its brand identity. Therefore, it is important to fully understand the long-term effect on the organization and the business opportunity arising from this efforts, always when executed in a constant and systematic manner.

If the company is looking to use Facebook Ads as a marketing channel, then it should know that it allows for choosing from a grid of attributes that include location (country, state, province), demographics (age, sex), interests (broad category), education and work (college, graduation, major, high school and workplace), and connections on Facebook (users who are connected to these 'attributes'). These attributes make possible to target specific customer segments with very precise characteristics, thus reaching potential prospects who work in certain university in a certain country and at a determined city.

LinkedIn

LinkedIn been a B2B has a more professional audience than Facebook, it is a network platform that enables companies and individuals to interact building connections among themselves. LinkedIn is on its own the most acclaimed platform for personal branding, a way to let others know what skills the individual possess, what is the field of their expertise and where have they been working before their current position. This allows companies to lookup potential candidates before hirings take place for instance, but it also constitutes a source of information for companies that are about to deal with future partners, a way to get to know who is the person that will be seating at the negotiation table next week.

LinkedIn enables a cross-posting functionality that becomes increasingly convenient when using in combination with Facebook and Twitter (Bough, Miletsky & Jason 2010, 85.) LinkedIn enables for posting recommendations and testimonials, both constitute an important source of endorsement that strengthens the profile. LinkedIn is easy to share with others, exchanging contact information over smart phones is increasingly easy and fun, it actually has displaced business cards, resumes, and letters. It functions as a living item, like a connective tissue that enables remaining more communicative, more personal and building personal bridges that stay updated for live (Bough, et al. 2010, 253).

The steps in developing a social presence include knowing where the firm's customers are, then "... go where your customers are." (Evans 2010, 86). By actively listening and participating, the organization can start understanding and tracking influences, then the firm will see relationships and interactions and will discover needs that exist within the community, thus an opportunity to find out how to add value.

LinkedIn helps leveraging trust through third party connections, this can be useful in getting introduced to future prospects accelerating business outcomes. Executives find in LinkedIn easy to manage the demands for their time, by legitimating sincere demands for meetings with people they do not know before committing, thus allocating valuable time. LinkedIn becomes increasingly helpful when hiring new critical talents as they might be mentioned by referrals from firm's own network of employees. There more, the firm can also use the advanced search page to find someone in the vast directory of professionals, and reach them directly through LinkedIn InMails.

LinkedIn facilitates paid promotion, and it can be a great idea for some industries. However, reaching potential prospects can be costless by contacting them through groups in LinkedIn. This makes very easy to get to the right people as they will be following the same group, with similar interests. These groups are easy to reach by industry name. Similarly one can search people of interest and determine what groups they are joining, then contact them through the group. Once following the right group, one can post articles or blog posts, there more, same group participants can be contacted through LinkedIn InMails without restrictions.

YouTUBE

YouTUBE is an efficient social media platform that enables companies to share video archives with a powerful didactic and marketing orientation. Hence constituting a good opportunity for HAAGA-HELIA GES to share and promote its international activities and education packages.

Video sharing can be defined as content marketing, thus it goes beyond informing and educating. Content marketing creates an experience that firm's audience can feel. Whether we are consumers or business customers, buying decisions are not solely made on logic, but on emotion too. Thus, appealing and compelling content will drive customers to take action.

Ways in which HAAGA-HELIA GES could benefit from the use of YouTUBE include; brand enhancement, brand promotion, and reputation build and nurturing.

Despite the purpose of the video, one must remember that crafting a visual message will require a compelling content; it should be of unexpected nature, original and brief enough, and including a hint of humor will play on its side. When describing what a compelling content means, Julie Mayfield explains it as adding an emotional component to the message; humanizing the content (Bunzel, T. 2010, 153).

Becky Carroll is a teacher of Social media at the University of California at San Diego, she states that for making the global media strategy more personal and appealing, "it is important to relate and localize content to an in-country audience," then she continues to assert that "people in different countries share and relate to different types of content—one country might relate more to blogs, while another might be interested in video or photo sharing." (Grensing-Pophal 2012, 20-25.)

Successful global campaigns on global platforms such as YouTUBE, Facebook and LinkedIn, carry cultural challenges, but not only because language barriers, yet because a rather transcendent cultural implication. Local values, cultural beliefs, time zones, legal context, religion and government or politics are some of the largely ignored implications in global marketing. Visual content, subliminal messages and humor should be carefully contrasted under the light of customers' cultural background.

Twitter

With more than 100 million users and over a billion Tweets sent every three days, is the most popular microblogging service (Miller 2012, 216). These Tweets represent conversations among almost any imaginable topic. Tweets are mainly conceived as ‘one time’ communication messages telling “engaging stories, broadcasting content, connecting directly with consumers, and for driving transactions,” yet businesses can also use Twitter to “listening and gathering market intelligence insights” (Twitter 2013).

According to Twitter’s main page (Twitter 2013), Twitter is “the fastest and simplest way to stay close to everything you care about, Twitter is a social networking and microblogging service that allows you to answer the question, ‘what are you doing?’ by sending short text messages 140 characters in length, called ‘tweets’, to friends, [customers], or followers.”

Twitter can be a potential platform for seeding marketing efforts that will bring significant results if managed properly. ‘Following’ is all that matters in Twitter, building a strong and engaged follower platform that leverages the firm’s exposure is the goal. Good Twitter practices include having a complete and personalised profile. Furthermore, understanding the dynamics of this social platform implies following some basic but important tips like avoiding spamming, actively following others, engaging in the community by taking part in conversations and others tweets, retweeting and tweeting with certain frequency, and avoiding promoting the company directly, but rather the smart way.

Building a strong followers base is the corner stone of Twitter pyramid, this means that one will use every opportunity to drag followers to our Twitter profile. One effective way to invite followers to join one’s profile is by placing a link “Follow Me on Twitter” in the firm’s website, business card, forums, and e-mail signature. The best way to be followed by desirable followers is to follow them in turn, and Twitter search feature is a great tool in finding profiles of interest. By subscribing to the RSS feed, it will notify every time a tweet containing a pre-selected keyword is being twitted.

2.4 Innovative e-marketing channels

The following unusual but complementary digital marketing tools might not be definitely the most popular within B2B e-marketing strategies. However, they are increasingly important—and in most cases free of charge—platforms that can be a perfect ally to leverage the corporate brand.

SlideShare and Wikipedia are examples of platforms where people often go for help, searching for answers to their business problems. Because B2B brands have been slower to adopt alternative communication channels, it is a good opportunity for brands to behave like publishers, delivering engaging content in formats and places where people search. (Brenner, M. cited in B2B Marketing Innovation eBook, SlideShare.com.)

SlideShare

Forbes.com refers to SlideShare as “the quiet giant of content marketing,” and with good reason because the site is monthly visited by +60 million individuals which makes it one of the first 200 websites in the world (Miller 2013).

There are no secrets on what sort of content ought to be the one that engages the community; similar to other platforms one should start out with an interesting topic, and when the topic is not interesting, then propose a new angle. Capitalizing on the popularity or fame of others can leverage the content by featuring them in it, and offering something of value, something the target audience can find useful is key when designing a slide. One could use SlideShare to communicate with customers or potential prospects when publishing content on topics relevant to the industry in a way that has not yet been covered, bringing something new and fresh, something that adds up value to the message.

There are insightful good examples on slide design, some very popular are produced by Jesse Desjardins, MarketingProfs and TopRank, to mention few. There is something that stands out when one goes through these examples; it is innovation and creativity.

The firm’s presentation slides can be tied to an event or another firm’s website which will help increasing the reach. Therefore, fairs and partners’ websites are an example of

good places to tie an informative and engaging corporate presentation. One most remember to use quality images, and original content, keeping the text to the minimum. It is important to choose a theme and keep it through all the piece.

Repurposing short quotes from slides that can standalone is a great way to leverage the firm's communication efforts through the time and and through different channels and platforms. HubSpot is a good example of quality content slides with its 101 Awesome Marketing Quotes (Slideshare 2013). Repurposing by re-framing existing corporate information is a practical way to keep costs and time investment low.

A good example of repurposing can be shown in the figure 6, where a standalone slide with a small quote can be a quality content slide that can live on for years on its own. The same sort of creative message can be executed by HAAGA-HELIA GES in its efforts to transmit value and delivery engaging content to its audience.



Figure 6. SlideShare HubSpot repurposing example (slideshare 2013)

Another example of useful repurposing can be seen with The B2B Marketing Innovation eBook (figure 7), it constitutes an extraordinary example of a product innovation delivered in a unique format. What makes this digital book to be unique is that it has an awesome layout presentation. Its slide layout format makes easy to read even on a smart phone. The book features innovative tips on today's digital marketing from some of the brightest minds of our times. (Miller 2012.)

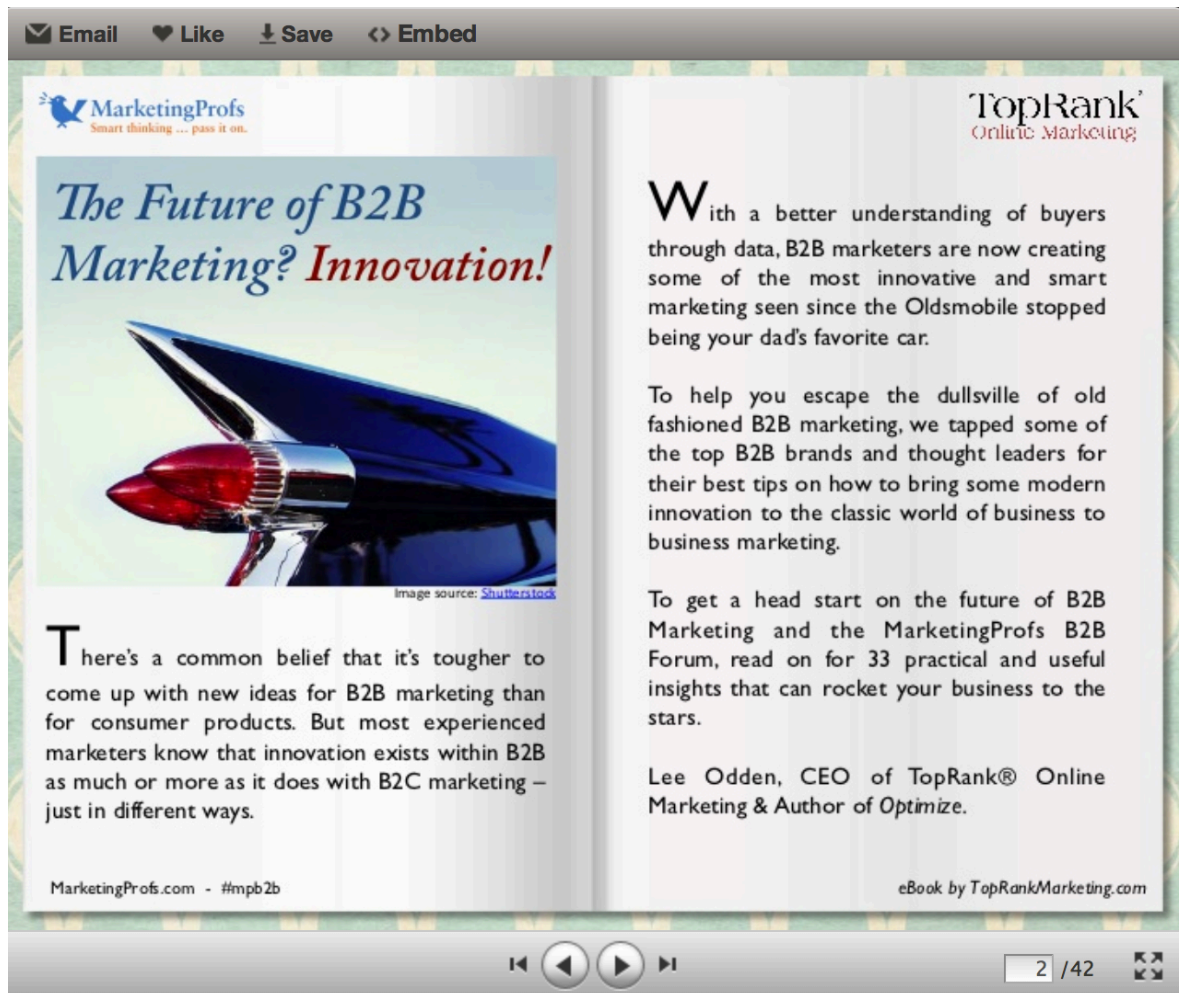


Figure 7. SlideShare B2B Marketing Innovation eBook (Slideshare 2013)

Blogs.

Blogging is an important marketing channel within the firm's overall e-marketing strategy. The blog is a defining element influencing the image that the corporation is trying to project to its audience.

Corporate blogs are oriented to deliver relevant information about the company, its services and/or products, and its employees. They are a good opportunity to publish

fresh content which in return will improve search engine optimization, will improve lead generation, and in overall will increase effectiveness of every other media efforts. Blogging humanizes the company, it fosters a public face helping connecting with single individuals on a person-to-person communication basis, thus remaining less faceless, soulless corporation.

Communication through the blog is more direct, less formal and subjective. It allows for readers to place comments and engage in the topic. Entries are arranged chronologically backward, it is easy to update and followers expect that entries will follow at least once a week. The corporate blog is usually written by one person inside the firm, this reinforces the relationship with the reader. (Filimon et al. 2010, 760-765.)

Wikipedia

Wikipedia is a Web-based, free-content encyclopedia. Wikipedia has become an important source of information and knowledge on anything from scientific facts to the dispelling of common beliefs. Wikipedia is created and nurtured by individuals, for the people, and about all the things that people want to know about. Wikipedia is acclaimed by many and criticized by others, but still a large database with useful benefits.

People find Wikipedia engaging with utile content. This is because they find what they are looking for, free of marketing and publicity, just plain information without trick. Wikipedia has over 50 million unique visitors per month, and is the second most visited site from Google Searches. (Pendery, R. 2003.)

Having a listing with Wikipedia is considered a valuable source of quality traffic to the firm's corporate website, it also adds value to the business reputation as it is considered a compromise with transparency. Wikipedia has an outstanding page rank, this can help placing the corporate brand to the top of Google's page results. However, Wikipedia has a 'nofollow' tag on all external links as part of its attempts to thwart spamming, because this, Wikipedia should not be considered a part of a link building strategy.

Going through Wikipedia's guidelines for page content writing can be of great help, the resource provides useful information and tips. The most important consideration when writing about a product or the company in Wikipedia is been neutral, avoiding

becoming sponsors but rather being objectives without conflict interest. However, using Wikipedia as a marketing channel is different from using other channels, it involves understanding the rules adhered to posting an article, there more, knowing that once published, the article can be edited by anyone at any time. This is the public censure and right to free expression that wikipedia stands up for, and one must live with it.

Camusio, Z. (2013) recommends using Wikipedia as a marketing tool and suggests adhering to some essential principles. He suggests been ready to make a contribution, this is the principle of Wikipedia itself; to make a contribution to the knowledge base. Whether the main objective is still to advertise the company or the services, one should avoid blatant advertising. Playing the role of a contributor will make the company to look better to the eyes of the reader.

Making the business worthy in Wikipedia is the goal. The firm should avoid been persuasive, not resembling promotion, it must write in a neutral tone being objective and unbiased. This means that the page should focus on a particular innovation or patent, perhaps a differentiation factor for instance, with focus on making a social contribution. There are little probabilities that just describing the company and listing the services available will succeed to pass through Wikipedia's content administrator.

References work good in Wikipedia when publishing articles. While writing the firm's corporate page one must try including external links from third parties which have mentions to the company; industry-specific websites, academic papers—all of which will increase the credibility of the article. Thesis researches are good opportunities to build links to this Wikipedia article. (Camusio 2013.)

The theory presented by Camusio (2013) supports the idea that HAAGA-HELIA UAS could ask a third party to write an informative bibliography of the company and its purposes. It should include quality sources and utilize great references from credible media, probably including mentions to its different projects in different target markets. The great value obtained with Wikipedia listing includes the strengthen of the corporate online reputation, increasing business exposure and reinforcing its search engine marketing strategy. (Pendery, R. 2003.)

Viral marketing

Many refer to Viral Marketing as if this was something that can be planned and executed within a marketing strategy, but far from this it is “the Internet version of word-of-mouth, marketing e-mail messages, or other marketing events that are so infectious that customers will want to pass them along to friends,” therefore with little influence from the source itself (Kotler & Armstrong 2006, 571).

While some might think that one can do just little in trying making some content becoming viral, Seth Goding talks about the ‘ideavirus’ as a marketing tool in the book of Chaffey & Smith (2008, 330). Seth describes this ‘ideavirus’ as a digitally-augmented word-of-mouth, or as Chaffey calls it; a ‘word-of-mouse’, in reference to the action taken in clicking and spreading the word (Chaffey & Smith 2008, 328.)

In the case of HAAGA-HELIA GES one can think in some ideas that might be good sponsored as viral opportunities, these can be for instance pictures with a representative of HAAGA-HELIA GES posing with influential partners or customers around the world featuring new agreements and partnerships. This pics can be publicized in the firm’s blog and through Twitter, this later can be easily reached when someone types HAAGA-HELIA GES in the Google searching tab.

2.5 Theoretical summary and framework

The theoretical framework of this study first analyses the particular characteristics when marketing services online compared to traditional offline marketing. Then it examines the implications in marketing education services. It is important to understand that services because of being intangible, for customers to perceive their value before the consumption the marketer needs to insist in providing the customer with cues of the service quality, this extent is what makes services marketing different from marketing products to consumers.

First, the current e-marketing environment is been explored to answer the question “how should HAAGA-HELIA GES develop its online marketing?” Thus, a comprehensive analysis of the most common online channels in B2B have been explored.

Next, the theoretical views of Chaffey & Smith on e-marketing methods are brought into this thesis to propose a holistic framework which justify the conclusions and recommendations for further development.

This thesis have referred to the 4Ps and tried to apply them to online marketing activities, however these 4Ps are often deemed inadequate when addressing specific marketing aims such as marketing of services or marketing activities online where customer focus is more important. The theories of Kotler & Armstrong see e-marketing as a new channel, an extension of offline traditional marketing means such as TV and Radio or printed media. On the other hand, Chaffey & Smith focus their work in the ability of a firm in using the available channels in building cohesion and aiming engagement with a clear focus on customer retention and building long-lasting relationships.

Reviews on the current standing of the 4Ps marketing mix framework identify two main limitations as management tool: the model's internal orientation and lack of personalization. The reviews considered the model's practicability in the five traditional marketing areas: consumer marketing, service marketing, relationship marketing, retail marketing, industrial marketing, and electronic marketing. The 4Ps marketing mix has its origins in the 60's, when Jerome McCarthy reduced Neil Borden's twelve managing factors in business success to a more basic four-element framework adopted as 4Ps; Product, Price, Promotion and Place. (Constantinides, E. 2006, 407.)

Chaffey & Smith argue that in practice the Internet provide opportunities that affect the elements of the traditional 4Ps of marketing mix, and identifies six elements in website design: Capture, Community, Content, Commerce, Customer Orientation, and Credibility. They propose a clear differentiation with the views of Kotler & Armstrong when referring to Internet marketing planing which in their views is based on eight critical factors know as potential audience, integration, marketing support, brand migration, strategic partnership, organizational structure and budget. On the other hand Kotler (1985) argues among external and uncontrollable environmental factors being very important elements affecting strategy programs and proposes that the marketing mix should include: customers, environmental variables, competitive

variables, and adds up two additional Ps to the 4 traditional ones which are political power and public opinion formulation (Constantinides 2006, 407-438).

The modern consumer constitutes a more sophisticated individual with implied new attributes: exigent, individualistic, engaged, independent, knowledgeable and more critical. This change in the consumer profile is in part due to a wide availability of free information, easy access to a global commercial marketplace, networks, databases and communities, these all having an impact on consumer purchasing power and sophistication.

60's originally formulated marketing mix, focused on volumes, mass marketing, and undermining the role of customer loyalty as important parameter of marketing activities, fails to comply with the needs of modern online marketing managers in a 'marketspace' that has evolved from transaction-oriented to relation building, from acquisition-oriented to retention-oriented. Companies seeking to customer retention will offer personalization with focus on customer lifetime value through building customer loyalty at the same time that strengthening existing customer relationships (Constantinides 2006, 415).

The extended criticism on the original marketing mix is confirmed by Constantinides (2006, 429), who points out the major flaws of the 4Ps mix as basis for online marketing efforts when he recalls the lack of interactivity, and lack of strategic components in a constantly evolving environment. He continues to assert that the 4Ps cannot constitute the critical elements of online marketing. Therefore, he continues to offer a better fit to the real need of modern online marketers and poses special attention to the 4Ss model which in his opinion offers a comprehensive and integral approach on managing the online presence: scope, that refers to 'strategy issues', site, meaning 'operational issues', synergy refers to 'organizational issues', and system, which implies 'technological issues'.

Chaffey & Smith (2008, 22-37) propose a new model that help organizations in planning their online marketing with a practical approach constituted by 5Ss; selling, serve, speak, save, and sizzle. These are customer-centric and focus primarily on customer acquisition, loyalty and retention. This is reached through engagement, and

measured in terms of conversions and reach. All because internet poses new challenges and opportunities that need of adapted tools to manage accordingly.

Further more, Chaffey and Smith (2008, 52) propose the substitution of the traditional 7Ps for a new model; the 5Is that stands for identification, individualization, interaction, integration and integrity. In their understanding of the new information age this new model suits better the needs of modern marketers. However, a closer look tho the marketing mix proposed in this thesis (figure 9) will prove that 7Ps can't be replaced by the 5Is, but rather become complementary as the marketing mix also includes offline activities. While the 5Is define the process needed, the 7Ps are variables controlled by the markets.

The 7Ps constitute the fundamentals of the marketing mix, they involve the physical world—offline—and serve as the ground that strength every other promotional activity. Later, Chaffey & Smith propose a new P that stands for partnerships, an important role in online success in marketing activities that take place at the website. Further more, the new 5Ss become even more practical and serve to set clear goals to the marketing plan. Next, once the firm moves toward the social networks and channels external to the website, where customers become more interactive, the 5Is model is more customer-specific; communication-specific. All three integrate the idealistic combination that supports the current needs of digital era. (Chaffey & Smith 2008, 22-37, 86-89.)

The pyramid model in figure 8 is been developed to illustrate how these different theories are interrelated and complement each other.

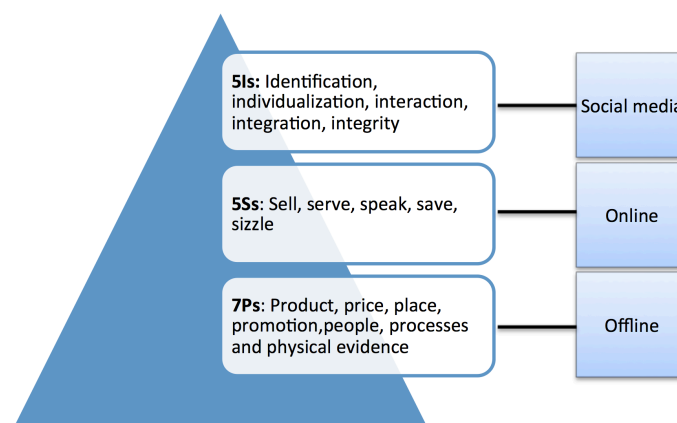


Figure 8. Theoretical framework

At the center of all online marketing strategy there is the website. The website is the roc, the center of gravity, and every other channel orbits around it (figure 9). Miller (2013, 40), goes on explaining the B2B buying continuum; a five-step buying cycle. Reach refers to capturing the attention of a prospective customer, then the person enters into the sphere of firm’s influence–acquisition, the person then has enough necessary information to make a purchase decision–conversion, and right after the first purchase the will do its bets to keep this new customer–retention.

Ultimately the e-marketing mix not only centers on website activities, but it becomes increasingly complex and includes offline marketing efforts too. A combination of aligned strategies is designed to achieve settled goals, and whether the firm is solely focused on e-commerce, these strategies should include offline activities and those that include other online channels apart from the website itself.

As a resume we can understand e-marketing as a set of marketing actions that start at the center of the website, then expands out to all the channels that conform the firm’s communication plan and reaches–finally–offline traditional media as means of building a compact marketing mix (figure 9).



Figure 9. Integrated e-marketing mix

The success of any marketing efforts rely on the firm's capacity to constantly monitor the external environment, paying special attention to customer needs, purchasing behavior, and trends. There more, competition, trends and macro-environment are elements which will have an impact in managerial decisions. This is why firms seeking to maintain its leading position should try applying different models in a way that accounts on the current highly competitive, dynamic and technology-mediated markets.

Today's online business has evolved sophisticated, more interactive and individual, more flexible and inventive, thus requiring from organizations being equally inventive and able to constantly innovate adapting themselves to these fast-changing market conditions.

3 Empirical study

Some principal research strategies include action research, case study, grounded theory, and surveys (Saunders et al. 2009, 160). This thesis constitutes an exploratory study, it was based upon a case study research strategy supported by a qualitative multi-method data collection; in-depth interviews and observations. Multi-method for data collection refers to the use of more than one data collection technique and analysis procedure that helps answering the research questions (Saunders et al. 2009, 151). The use of multiple methods provided better opportunities to answer the research question “How can HAAGA-HELIA GES successfully manage online marketing for exporting education in a B2B context?”

An exploratory study is a valuable means of finding responses to a particular problem; what is happening and why; ask questions and assess the phenomena under a new light. One of the greatest advantages of the exploratory study is that it is flexible and adaptable to change; the researcher must be willing to change his direction as a result of new data or new insights. (Saunders et al. 2009, 139-40.)

Because the responses provided by the exploratory study can be different from the ones initially expected one must be ready to make changes as the research progresses. The recommendations suggested at the end of this study obey to this principle.

3.1 Methodology

Qualitative research method was chosen due to its suitability in gathering in-depth data collection through interviews and observations. Qualitative data refers to non-numeric data, and in this thesis implies qualitative in-depth interviews. The case study research strategy fits the objectives to answer the research question, the case study involves the empirical investigation of a particular current phenomena—online B2B marketing.

The qualitative method included non-standardised, semi-structured, and in depth interviews (Saunders et al. 2012, 374-9). Due to time constrain and geographical limitations, a sample of four people was selected, these marketing managers represent the primary data source and constitute a respectable reference.

The research design of this study is theory based and includes a qualitative research method. The significance of having a personal approach in the data mining process becomes evident in the results of the interviews conducted face-to-face. Secondary data collection has provided an important knowledge framework that helps understanding and interpreting the findings. The figure 8 is a model that represents the research process in its context starting with secondary data research, moving toward a qualitative research and leading to the conclusions through the data analysis.

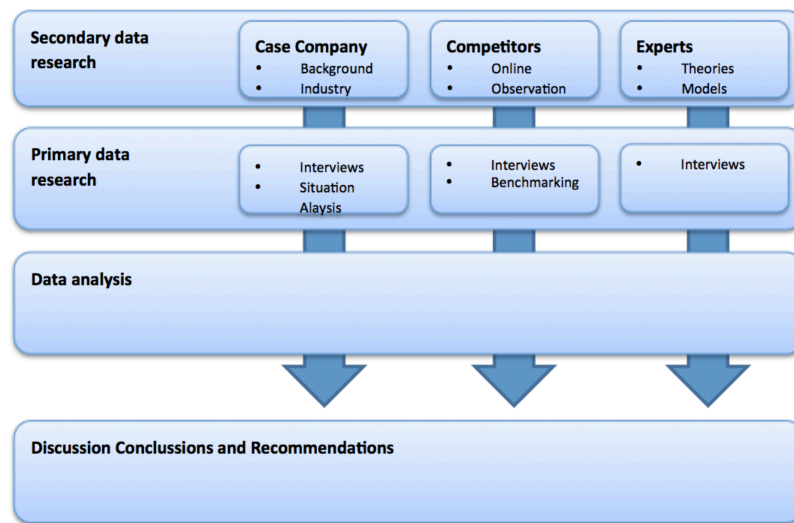


Figure 10. Research framework

The thesis research design focused on primary data collection through interviews and observation as to support the qualitative research method. Benchmarking observation was included as part of the qualitative research method. It is a process in which organizations evaluate and measure their processes against the best practices processes with the purpose of comparison (Kotler & Fox 1995, 54.) Observations apply to the perspectives from a visitor’s point of view on the look-and-feel of the websites visited and it was mainly adopted to identify which channels were used by the companies under the research, and how their website was arranged.

3.2 Qualitative research

The qualitative research method was the backbone of this thesis, thus qualitative interviews followed as the main source of information which support the recommendations made in the conclusion chapter (4). The exploratory nature of this research did focus on the question ‘how?’ trying to explain how the tools and methods are used in online communications (Saunders et al. 2009, 146). Because this approach, the findings brought useful information on ‘what’ channels competitors are using in the Internet and ‘how’ they are managed for marketing their education packages internationally.

The qualitative research method was chosen as the best way to answer the research question “How can HAAGA-HELIA GES successfully manage online marketing for exporting education in a B2B context?” This option was the most appropriated because it allowed for in-depth questions, propitiating spontaneity and interaction with respondents, and leading to a deeper understanding of e-marketing activities.

Saunders et al. (2009, 320) describes interviews in three different types known as structured, semi-structured, and unstructured. The semi-structured approach allows for more insightful interviews, where a preliminary pattern of questions evolves into a more in-depth type of questions as the interview progress. Interviews were chosen as the primary source of information, a commonly used method of collecting examples of good practices as pointed out by Huovinen S. (2011, 53) when she referred Fisher, C. (2010, 182).

The interviews were recorded, and a further transcription followed as to provide a better analysis framework. Two of the interview questionnaire where sent through InMail and e-mail respectively (attachment 1). The responses in digital format facilitate its analysis. A copy of the questionnaire can be seen in the attachment 2.

Two of the interviews where conducted for 45 minutes, the other two interviews where supported by questionnaires sent to the respondents with open-end questions, and they all took place in April 2013. The analysis of the interviews was conducted as a summary of the most relevant issues that were related to the investigative questions. The analysis follows a logic conclusion, the testimony of the respondent has kept original and not personal thoughts or opinions have been added to the summary.

3.3 Sampling

With the goal to better understand what are the current e-marketing strategies in the industry of exporting education from Finland, and been able to answer the question “how to manage international online marketing education in a B2B context?”, one-on-one interviews were conducted with a small sample of marketing managers in the industry of e-marketing, education, and consulting.

Qualitative interviews were held with key stakeholders in online marketing in the process of exporting education from Finland. Exactly three interviews were conducted with representatives of institutions involved in the export of education and one included an expert in the field of online marketing. The interviews were conducted with Mr Lars Eltvik, Managing Director at HAAGA-HELIA Global Education Services, Mss Sari Ojala, Marketing Communication Manager at Invest in Finland, Mss Eeva Nuutinen, Senior Project Manager at Future Learning Finland, and Arancha Sanz, online Account Manager at Kanlli Marketing Agency in Spain.

Mss Eeva Nuutinen and Mss Sari Ojala were selected due to their position as managers in education export activities and international trade of services with Finland, which provided an insightful knowledge of the current Finnish competitive profile globally. The interview with Mr Lars Eltvik provided a clear picture of what are the current online activities in e-marketing at HAAGA-HELIA GES, moreover, it helped understanding what are the goals, mission and vision of the organization. Mss Arancha Sanz is currently in the position of marketing manager in online communications at Kanlli, she was invited to give her opinion due to her experience and proved expertise in e-marketing activities. A detailed list with names and positions is provided in the attachment 3.

When possible, interviews were planned face-to-face, which was the case with Mr Lars Eltvik and Mss Eeva Nuutinen. Mss Sari Ojala was interviewed through LinkedIn InMail, and at the same time this opportunity served to test the usability and validity of this social media channel. Due to geographical factors, the interview with Mss Arancha Sanz was conducted through e-mail.

3.4 Validity and reliability

Validity is concerned with whether the findings actually respond to the question initially posed, or the extent to which the methods accurately measure what they were intended for. (Saunders et al. 2009, 157, 602.)

Assessing the validity and reliability of the data gathered will serve to evaluate the quality and usability of the findings. As a validity measure the questionnaire was tested before the actual interviews and adjusted to meet the interests of the client and to serve the purpose of this thesis. Furthermore, to ensure that the questions were perfectly understood by the respondents they were explained before the interview, the respondents were also asked to give permission to record the interview in full, as well as to allow to provide their names in the analysis of the findings.

The use of multiple research methods can provide better opportunities to evaluate the extent to which the findings can be trusted and thus responsible inferences made (Saunders et al. 2009, 152). In-depth interviews with senior managers analyzed qualitatively provided insight upon online marketing strategies, then combined with observations on e-marketing activities served to clarify the understanding of the digital phenomena.

The interview questionnaires were the same through all the interviews, the respondents were not influenced with opinions or points of view, they were encouraged to answer the questions freely and expressing their own opinions and feelings. Two of the interviews were conducted on small meeting rooms where communications were clear and there was eye contact and body language too.

The observation on the current e-marketing practices was a one-off event that was limited to a period of four months from January to April 2013. For better results, and in the deep believing that organizations continually seek improving their practices, it could be suggest conducting future observations on competitors practices. This will give the commissioning company the opportunity to stay up to date on what are the trends in the industry in which they operate. There more, benchmarking research should be adopted as a part of the constantly evolving marketing plan of the firm.

Generalisability is some times referred to as external validity, the extent to which the results are generalisable, and whether the findings can be applicable to other research settings, as for instance other organizations (Saunders et al. 2009, 158). The results of this study can be applied to other organization in the business of exporting education and consulting.

The data gathered through interviews was analyzed qualitatively and contrasted with the theory available as part of the case study strategy. A larger number of interviewees would have strengthen the generalizability of the findings as stated by Saunders et al. (2009, 146). However, the closeness of the interviewees with the matter of online marketing activities in exporting education programs and consulting services makes the outcome of the interviews and the final recommendations of great value.

The interpretative validity can be criticized. The qualitative analysis might pose some discussion because the research was also qualitative and thus, there is room for interpretation. Due to the limited amount of participants is not possible to conclude a statical generalization.

The theoretical validity that is inferred to the adequacy of the theory on explanation can be accepted as appropriate. Contemporaneous theorist like Dave Chaffey and PR Smith, Philip Kotler, Gary Armstrong, and Efraim Turban are just some examples of authors which theories have been discussed among experts.

Nonetheless, not only can be criticized this study, but it also has evident strengths. The remarkable selection of the interviewees, strictly related to the activity of education export, sponsors a high quality and reliability to this work. They possess the deepest knowledge due to their experience, their opinions and views have proved to be of great value, their answers helped to answer the research question.

3.5 Interview analysis

The interview questionnaire (attachment 2) was organized in four parts, the first part focused on general marketing principles such as positioning and segmentation strategies, then general questions about e-marketing followed. Further more, questions on specific online channels, and questions on selected social media channels.

The interview outline was confirmed by the commissioning company before the interviews took place (attachment 2). The outline of the questions was planned as to provide valid responses to support and answer the research topic and the subsequent investigative questions. The research question was formulated as “how can HAAGA-HELIA GES successfully manage online marketing for exporting education in a B2B context?” The subsequent investigative questions were posed as “what is the current online marketing framework at HAAGA-HELIA GES?”, “what is the current online marketing environment in B2B educational services and consulting?”, and “how should HAAGA-HELIA GES develop its online marketing?”

The interviews followed the constructed outline, thus the analysis is exposed in the same order, including some direct quotations from the respondents.

Segmentation and positioning within e-marketing

Segmentation and positioning were mainly questions that were intended to find information related to ‘how’ the interviewees had selected its target audience. All interviewees coincided in that the main segmentation key factors should include demographics—operating variables which included prospects undergoing educational reforms, purchasing power or resources availability, situation factors including the urgency in implementing reforms and readiness to afford these changes, and buyer particular characteristics like organization size and specific educational needs.

Location plays an important role in how technologies and the web are accessible. One might select countries or regions where online access is proved to be a standard. Geography seems to be the first segmentation driver, then we can find that the main countries of interest are Russia, China, Vietnam, United Arabian Emirates, South Arabia, Malaysia and then in the case of HAAGA-HELIA GES we need to add South America with Brazil, Peru and Chile, been of great interest. As stated by Mr Eltvik the

reason behind the pre-selection of these countries can be found in that these countries are currently undergoing, or carrying out educational reforms in one way or another. These Situational factors (Miller 2012, 33) are which favors the entry with the Finnish education solutions.

Another Situational factor can be the readiness to adopt improvements and the economic capacity to afford the desired structural reform, however, these are—according to Mr Eltvik—very difficult to assess prior to contacting with the client.

Readiness is very is very difficult to assess before hand, and within these geographic areas you find companies that are very ready, very advance, affluent, so they can afford Western educational services, and then you also have at the other end of the scale, in the same city, the same street, companies and schools that have huge needs and all the wants but not purchase power. (Lars, E. 2013.)

For Mr Eltvik it is clear, he wants HAAGA-HELIA GES to be positioned as transparent, for profit, focus in specialization, been a high quality international provider of education services, and with a good assortment of educational services. In this sense Mss Nuutinen mentioned that for Future Learning Finland its position statement would be placing Finland as the best country in the world providing a variety of high end education solutions.

Future Learning Finland' new vision is Finland to be the home of educational excellence, we want to promote Finland as the best country in the world providing different kind of educational solutions and products and high end solutions. (Nuutinen, E. 2013)

E-marketing adoption and online presence

When asked about what online channels the respondents had in place it was evident that their online marketing strategy was mainly focused on having a website that serves as information display, a site where partners and future customers could gather information about products, services and contact details. Web marketing and search engine optimization was left out of planning, visits to their website are mainly organic, where visitors type the address and get directed to the website itself.

Mss Nuutinen emphasized the use of online marketing as a channel to promote the Finland as brand, where stakeholders can contact with each other. She understands that sells have place offline, and that as such the website should serve as a place to facilitate information and provide contact details for those who are interested in arranging further meetings.

Mainly I see online marketing in part as a tool for brand building, to build the brand of Finland being a country of excellence in education. ... I don't believe it is a selling place, or a business place, but it is the place where we can promote our members and potential partners, it is a place to gather contact details and to make contacts through the website. (Nuutinen 2013.)

It makes sense to be where the potential customers are, and if they can be reached online, then the firm should make the effort to go there. Mss Ojala agrees that the firm should be aware of what is going on online in the business that the firm is in. That means to be updated, knowing what are the trends, and knowing what is popular within the industry.

Many reasons..., new way of business, new ways of combining academic and B2B groups. You should always know where the global leaders of business and academic world are heading. If you are in selling e-learning tools and services, you should definitely know what is going on online. (Ojala 2013.)

E-marketing channels, customer reach, performance monitoring

To be able to find information on what are the current tools and channels in e-marketing communications the interviewees were asked upon their current strategies. This served to answer the investigative question “What is the current online marketing environment in B2B educational services and consulting?”

Mss Nuutinen explained that opt-in e-mail was mainly conducted to serve members, but there were no short term plans to incorporate meaningful e-mail marketing campaign. The same followed to other online marketing channels, the main reason was pointed as a budget constrain, which was originally settled without online marketing previsions incorporated to the plan.

HAAGA-HELIA GES had proved the ability to benefit from offline traffic building through means of traditional media such as fair leaflets, magazines, TV and Radio shows among other, helping building brand awareness, and according to Mr Eltvik, driving potential prospects to the firm's corporate website. Future Learning Finland has also admitted the benefits of broadcasted interviews, opportunities that arise when participating in fairs in selected target markets.

When the question "why did your company decided to go online?" was posed to the respondents the answers were very different to one another. According to Mss Ojala the main reasons why Finnish universities and institutions should go online is because it represents a new way to reach potential prospects and clients, therefore a new channel to reach potential customers.

Mss Ojala and Mr Eltvik explain that one should make the effort to provide information services where our customers are, they expect to find what they need exactly where they are, and if they are online one must to be there with them when they need that information. Small education organizations can't be everywhere at any time, so it is very important to have an online presence where prospects and customers can find you easily, Mr Eltvik state. He continues to explain that when someone is searching in the Internet for quality education, or teaching training, or for an executive MBA, or sport education, then the organization's website should be built in a way that customers find it easily through the most common search engines.

Reaching potential customers and prospects online starts with knowing how they make purchases, where do they look for solutions, trying to be there at the right time with the right solution; giving answers, valuable tools, and know-how consultative assistance, stated Mss Ojala. Modern firms and sales representatives are walking away from the traditional solution selling, moving toward the kind of consultative sales, where the sales representative co-elaborate with the customer tailored solutions that make a perfect match with customer needs. Mss Ojala continues to underline the need to perfectly understand customer needs as to be able to develop products and services with unique selling features, and then trying to find the best possible ways to market.

People tend to expect that someone will give them solutions. None of us want any more information – so, of course Universities should try to offer answers, valuable

tools and know-how (first, cheapest, most convenient way, why not). That is to prove that our Universities services are worth every penny to invest in. (Ojala, S. 2013.)

E-marketing through social media

Social networking might be understood differently by companies depending on the sector they operate. While for some is good idea to reach their customers through Facebook, Pinterest or YouTube, for other might be that LinkedIn, Twitter and Blogging is the best approach. Mr Eltvik (2013), asserted that online presence has to be seen as an integrated package where the website is seen as the roc, the stable place and social media is how the firm builds networks, propose discussion, and make easy data mining as in the case of LinkedIn where ones profile “follows you wherever you go, with disregard of who you work for or who you have worked with.”

All the online presence has to be seen as an integrated package, probably the website is the roc, the stable place where the people go to see how serious you are, to see your references and to see your offerings, and so on. However, I think that there are differences in social media that are important... .The advantage of Lk is that is follows you with disregard of who you work with, or who you work for ... you can do a lot of data mining, to build network and to build contact data database. (Eltvik, 2013.)

Mss Ojala understands social media as a communication channel where the firm should go to find its potential customers and communicate with them. A two way communication mode, where the company should listen to customers, understanding their needs and wants. Once the firm knows where its customers are is when it can start elaborating the roadmap, the ‘*how*’ to get to the customer. Mss Ojala also makes a reflection on knowing what she calls the “*unique selling features*” of the firm’s services. This is something closely related to the positioning concept that the company wants to communicate to its customers.

To find the best possible ways to market you should go to your potential customers. Ask, talk, communicate with them online. There is no point deciding the *how* factor, before you know what are the main *uniques selling features* that are the most valuable to the potential buyers. (Ojala 2013.)

The respondents showed an agreement on the advantages and disadvantages in the use of social media. Social media can be of great advantage in communicating value to customers, Mss Sanz sees a potential in the use of social media, she mentions that it is in fact an opportunity to hearing what customers have to say, it is an opportunity to understand customers necessities. Mss Sanz asserts that social media is in fact a way to survive in a changing world.

Social media allows you to communicate in an open mind relationship. Hearing the users also allows Kanlli to identify opportunities, to readapt to users necessities and survive in such a changing word, reinventing itself everyday!! (Sanz 2013.)

Mr Eltvik understands the need to use social media in corporate communications. HAAGA-HELIA GES is proactive in the use of social media; YouTube, Facebook, Twitter and LinkedIn are some examples. However, Mr Eltvik recognizes the risks involved in social media sources, he emphasizes that, if badly used, it can work against the good objectives of the firm.

Social media is very difficult to control, so if somebody comes to your social media channel and starts writing, publishing videos and information that is not favorable to you, it is very difficult to control. So if you are control freak, or you are dealing with things that are very sensitive then social media is not the platform. But, if it is for sharing and creating interest and to publicize the fun factor, and more informal stuff, I think social media has a very strong role. (Eltvik 2013.)

Mr Eltvik continues to talk about viral media, and how the series of YouTube videos called The Finland Phenomenon has propelled Americans and other nations looking into the benefits of Finnish quality educational system. The Finland Phenomenon has been seen by thousands of persons around the globe, and it hasn't been a Finnish initiative, yet Finland continues to benefit from this series of videos. Mr Eltvik continues to emphasize the usefulness of viral media, and how important is to place videos of the organization and about what the organization does. Video marketing is also exploited by Future Learning Finland, as Mss Nuutinen confirmed, their website allows for partners to place their own promotional videos, and the organization itself has online videos in the channel that Finpro has in YouTube.

3.6 Summary of the findings

Respondents proved to have given little to none importance to Search Engine Optimization (SEO). Organic position cannot be bought, the website appears in places that fit the best match on a particular query. Because this positioning cannot be paid for, having the right content, using the right keywords in the right place along with the right design will help improve the rate of the website, then customers searching for a given topic will find the website on the first places in the search results.

While there is an evident sensibility on the importance of been online and adopting digital marketing strategies, the reality is that the respondents have driven little efforts and resources to e-marketing projects. Lack of resources and not having enough personnel to handle social media channels seems to be the biggest constrain in deploying e-marketing campaigns. However, it is arguable whether the lack of resources is, in fact, a lack of planning and projecting; if the firm does not align e-marketing plans within marketing budget, hardly will resources be there when needed.

Because education services packages are necessarily customized to fit the needs of the customer, the process of consultative personal sales plays an important role in the sales cycle. Consulted managers agreed on that the role of the website was primarily sales supportive, “like an appetizer” where customers can see and understand all the offering, and where the same customer is guided to make the move. The next step in the process is when the customer makes the enquiry. (Eltvik, 2013.)

There seems to be agreement on the advantages and disadvantages in the use of social media within a business-to-business context. Social media can be of great advantage in communicating value to customers, to leverage the brand awareness and to foster customers engagement, and a good example are the blogs. However, there is the risk that open social media sources can work against these objectives, and the firm should have in place a risk management policy that helps in leading with these cases.

Notwithstanding the negative effects that a misuse of social media could have in the corporate image, the firm should work toward a more open source, one that is not available at the website.

4 Discussion and Conclusions

The focus of this thesis is been upon exploring online marketing opportunities for exporting education services from Finland and internationally. Education export is a globally growing service sector and Finland has a competitive advantage due to its worldwide recognized high-quality education system. In the year 2010 Ms Henna Virkkunen, former Minister of Education and Science, took the lead in ensuring Finland to maintain its position as one of the world's leading education-based economies (Ministry of Education and Culture 2010).

The initial research question “How can HAAGA-HELIA GES successfully manage online marketing for exporting education in a B2B context?” was posed as the driving force for this thesis. Under the light of the findings of this research project one can see the connection between the theory and the subsequent research design.

To answer the investigative question “What is the current online marketing framework at HAAGA-HELIA GES?” the reader might analyze the interview with Mr Eltvik at HAAGA-HELIA GES, where it was revealed that while the company is seeking to increase its online presence, its corporate budget was not aligned with the current online marketing communication plan to include e-marketing goals. Therefore, the scarcity of resources and budget constrain were cited as the reasons for the low-key online presence of the firm.

Following the second investigative question “What is the current online marketing environment in B2B educational services and consulting?” one can link the answer with help of observation (benchmarking), both through online observations and through the interviews with marketing directors at different international organizations (p43-48). Benchmarking observations proved an increase in the use of LinkedIn, Twitter and Facebook platforms within B2B networks. However, the interviews with the managing directors at different educational institutions showed that sales were still made mainly face to face. Thus, online presence was more service-oriented, stimulating sales and building relationships.

The third investigative question “How should HAAGA-HELIA GES develop its online marketing?” tried to blend research and results into helpful recommendations for the case company. The discussions and recommendations summarized in this chapter will prove to be of great help for HAAGA-HELIA GES.

Online marketing is key for HAAGA-HELIA GES in communicating its value proposition message to potential target customers internationally. Thus, learning how to use e-marketing channels and tools can help building strong and efficient marketing plans, though they need to grow align with offline strategies.

As stated by Loverlock & Wirtz (2011, 52-53), succeeding in today's highly competitive service markets depends on how efficiently managers thrive to understand and apply marketing concepts and tools. Nowadays services firms need rethinking the way they do businesses, by looking to better ways to serve current and future customers, by relying on new and advanced technologies, and finally by embracing a disciplined and well organized approach in planning, developing and taking to action its services marketing strategies.

This research study has provided valuable information on what are the tools implemented and which channels have been selected by those entities engaged in the business of exporting education. Moreover, following Saunders et al. (2009, 378), the qualitative interviews did focus with special strength on analyzing what are the current practices on digital marketing and how these are implemented online. The objective of finding key drivers for succeeding in communicating with the targeted audience and delivering enhanced brand experience to the end user was reached (Chaffey & Smith 2008, 5).

Positioning is according to Maringe, J. & Gibbs, P. (2009, 59) at the core of any successful marketing decision. One cannot ignore the importance of carefully segmenting the market as to identify those customers that the organization can serve better in an effort to optimize resources while delivering the most efficient service. Thus, geographical segmentation, focus on prospect's purchase power and a pre-condition to carry out structural educational reforms, seem to conform an optimal segment where marketing Finnish education services (Eltvik, L. 2013).

Market segmentation begins with a SWOT analysis which will help identifying the institution's current position, once the opportunities have been clearly established the organization will proceed to segment the market in a way that takes into account its particular variables. HAAGA-HELIA Global Education Services will target foreign universities and education institutions that by location, size, organization's economical resources, and ongoing educational reforms, perform a degree of readiness. Ideally these organizations will then be able to appreciate HAAGA-HELIA's offering value proposition, and will consider buying decisions.

The question that asked respondents about what online channels they were using proved evident that their online marketing strategy was mainly focused on having a website that serves as information display, a site where partners and future customers could gather information about products, services and contact details. This can be explained with the theories of Chaffey and Smith (2008, 11), that assesses the relevance, opportunities and challenges that e-marketing poses in different types of online presence; transactional e-commerce site, *service-oriented relationship building*, brand-building, portal or media site, and social network or community site.

Because the website constitutes an important source of information, it should provide enough detailed information to stimulate and move visitors to enquire a further contact. The service offering of education packages available at HAAGA-HELIA GES is customized to fit the needs of the customer, however, a better reference to the options available should add up to the information available online. This could include 'basic packages offering descriptions' that will be further developed in cooperation with the end customer, but constituting an appetizer for the current visitor.

Digital marketing seems attractive to many, consciously competitive companies want to engage on e-marketing strategies, yet diverse are the reasons why these companies want to go online. It became more clear when analyzing the responses that while most of the respondent knew the reasons why they wanted to be online, some were not really sure of how to use the available channels to potentially communicate their core services and the value proposition to customers in a right and effective way.

Not surprisingly, online planning and execution take managers out of their comfort zone. It is challenging, takes time and resources, but it is worth to be there.

4.1 Limitations of online communications

Online communications are cheap and make easy getting out there to many people (potential customers). However, and as pointed out by Riches A. (2010, 35) based on his conclusions from an interview with Beauford's top manager "through communicating mostly online there is the removal of what—the interviewee—referred as the human touch." One must agree that there are still negotiations, specially in tailored sales services, that require this 'personal touch', thus human interactions can hardly be substituted by wired communications.

HAAGA-HELIA GES's projects abroad might take months and even years to come to live, therefore this relationships with customers lasts for several years in ongoing services delivery. Thus, applies here the concept of building long-lasting business relationships, and as such, personal touch and culture sensitivity is necessary in dealing with potential customers. This cultural sensitivity and personal touch is hard to achieve through online communications.

HAAGA-HELIA GES's main challenge when faced with e-marketing strategies is the lack of personal touch through the chosen online channels or platforms, of which the most important is its website. This is important since business-to-business negotiations are well know for being traditionally face-to-face with personal interactions, building on trust, which in change helps in the construction of long lasting relationships. This is why Chaffey & Smith (2008, 52) make special stress in building cues that serve as evidences of quality and trust to minimize customer's uncertainty. This means that customers buying intangible services will try to rely on cues given by physical evidences, these can be described as the website layout, customers referrals, pictures, references, and success cases, all of which should be efficiently managed by the commissioning company HAAHA-HELIA GES.

4.2 Recommendations based on the findings

It flows recommending HAAGA-HELIA GES going on looking into online marketing as a new way to communicate with potential customers, rather than just seeing internet as another channel to market (Chaffey & Smith 2008, 5).

It has been proved that any firm should focus on its core business and gain competitiveness in its field. In the case of HAAGA-HELIA GES is not different, its core business is providing high quality education services in a wide offering, very complicated in its own way. Internet marketing should be diligently integrated into the firm's overall marketing strategy. Web marketing is time and resources consuming and needs of expertise in the field to be handled with outstanding results, this should be outsourced to align strategy and objectives.

Some recommendation on the website format include a visitor's guide section built-in, it can add up value to customers and partners who are not familiar with the location of HAAGA-HELIA GES's premises. A link to a city guide where visitors can find the main informative facts such as public transport timetables, distances to the airport or to the city centre, can be of great help for those who are planing visiting HAAGA-HELIA GES for the first time.

An improvement that will capitalize on resources and efforts—which is already partially in place in the actual HAAGA-HELIA GES's website—is adding information through frequently blogging; where small bits of information appear in an easy and digested chunks at a time and in a descending motion inside a small window placed at the landing page. These little bits of information can add up to the visitor's experience, they conform a database for tips and references, information and knowledge on determinate subjects related to the international operations of HAAGA-HELIA GES. (Mackenzie, J. 2012, 9.)

Following recommendations from Chaffey & Smith (2008, 475-480) the firm might consider outsourcing online marketing activities. Budgeting to achieve a delicate balance of resources to run online operations is a science that requires specialization. Resource allocation among different products, markets and e-marketing options is

done by considering three components known as the 3Ms: men (HR), money (budgets) and minutes (time scales and time horizons for production, delivery, service etc.).

The e-marketing plan must include a budget covering all the costs the firm will incur and a clear ROI statement. HAAGA-HELIA GES should get the balance right: online marketing is exciting; it is an environment where the firm is able to think, plan, react, change and respond quickly. If these abilities are not produced in-house, they need to be outsourced. Some tasks like answering e-mails or replying to social media communications might take small specialization, others such as SEO-SEM management might be outsourced to special agencies.

Further more, the reasons for outsourcing in a scenario where resources are still unclear might include additional criteria; the following are some that might help assessing outsourcing e-marketing activities:

- Reducing the risk exposure to fast changing technology and buyer preferences
- Reducing in-house resources allocation (money and personnel), in new customer acquisition, re-orienting these efforts to value creation through CRM strategies.
- Experienced aggregators and affiliates will generate exponentially more and cheaper customers (leads/conversions) due to their expertise.
- It streamlines company' operations in ways that cut the time it takes to get a new customer, will lower internal coordination costs, and will improve organizational flexibility (Arthur, et al. 2005).

HAAGA-HELIA GES might want to establish partnerships with online trusted sites such as education trade sites, public institutions sites and other education oriented websites. In this cooperation model there is obvious potential in HAAGA-HELIA GES service packages offering, it would make sense paying marketing efforts only when a new subscriber signs-up for newsletters or when an enquiry is forwarded.

Additionally, the internal corporate positioning need to find cohesion among different stakeholders, this in return will help fostering effective marketing actions through different channels and tools aligned with the corporate culture and values. These communication channels namely Facebook, Skype, LinkedIn and the like, will help

building engagement with the corporate brand and enhancing the relationships with current and future customers.

Because positioning is a differentiation factor and Mr Eltvic has proved to share a clear positioning message when he said that HAAGA-HELIA GES has a clear positioning concept; being recognized as an international provider of high quality education with a good assortment of education packages and services, which core competence is the capability to deliver tailor made solutions for its customers (Eltvic, L. 2013.) With clear and defined objectives in achieving this positioning concept, the firm will need to match its marketing efforts through offline traditional channels and through online available platforms or channels. To achieve this goal, the overall communication strategies will focus on sell, serve, speak, save, and sizzle (Chaffey & Smith 2008, 223).

There is a great opportunity in HAAGA-HELIA GES to grow internationally. The rapidly growing education export sector is challenging and exciting. The natural shift of markets and customers to the online marketplace is an opportunity not to be missed.

4.3 Further research

After considering the findings one could come to the conclusion that for a better optimisation of resources at HAAGA-HELIA GES and a more efficient marketing activity, a further research worth study would be some of the following:

- A product oriented thesis where the outcome would be a comprehensive online marketing plan to help the company developing online marketing strategies.
- A positioning strategy plan. Segmentation is key in the overall firm' strategy, it helps positioning the institution, and maximises its competitive advantage while allows for service optimisation; serving its market in the most effective way (Maringe & Gibbs 2009, 59). This case study would provide empirical evidence of the current positioning, course and institutional reputation of HAAGA-HELIA GES among its customer and within its direct competitors.
- A social media communication plan. A recent survey showed that, against an ongoing myth that says that B2B companies are less engaged in social media marketing than B2C companies, 81% of B2B were already in social network sites compared to only 67% of B2C companies. The reasons for companies engaging in social media vary from cost-saving to speed of message delivery. It just make sense that HAAGA-HELIA GES analyses the possibilities of social media in its marketing strategy.

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Attachments

Attachment 1. E-mail sent to interviewees

Dear [*interviewee*]

I would like to kindly ask you to participate in an interview, your expertise and valuable contribution will be key in my thesis research on e-marketing best practices. The interview will take 30 minutes and will be held at a place of your choice preferably before the 20th of April.

Background

I am conducting a research on e-marketing best practices in the field of exporting education services from Finland. Finland is internationally well known for its competitive education system. Education commerce is a growing business and Finland is seeking to be at the forefront of this opportunity. Finnish aspiration is to be one of the world's leading education-based economies resting on the quality of its education system (Ms Henna Virkkunen 2009).

Objective of the interview questionnaire

1. Assess e-marketing practices and opportunities arising from new digital technologies for exporting education activities.
2. Understand the advantages and disadvantages of the most common e-channels and e-tools.
3. Find out how universities and other education and training providers in Finland are promoting online their education service packages in order to export them to other countries, and learn from their experiences.

What is in it for you

The outcome of this research will be useful to those who are involved in education export. If you allow me I will publish your name and the name of your organization in this thesis, which will be publicly available from Internet. I personally will send you a copy of the research once it is finished by May 25th.

Actions

Please review the attached interview questionnaire,

I will personally contact you by phone within the next few days,

Attachment 2. Interview questionnaire

General questions about marketing (heading 1)

1. Segmentation is key in marketing strategy. How has your firm segmented the market so that you have a clear target for your communication strategy?
2. Positioning is in the core of differentiation. What is the positioning concept that your company wants to communicate?

General questions about e-marketing (heading 2)

3. Why did you decide to go online?
4. How does e-marketing fit within the overall marketing strategy of the firm?
5. What have been or still are the challenges in e-marketing in your firm?

Questions about e-marketing channels (sub-heading)

6. Which e-marketing channels are currently used/no used by your company, and why?
Search engine marketing (SEM, SEO, PPC)?
Online PR (e-PR)?
Online partnerships
Interactive advertising?
Opt-in e-mail?
Viral marketing?
Offline traffic building?
Other/s?
7. How do you reach your potential customers through your online marketing channels? Please explain the process.
8. How does the company evaluate the performance/success of online marketing channels and campaigns? (some channels can be very good in overall, however some campaigns might don't have the desired effect)

Questions on social media in e-marketing (sub-heading)

9. How important is social media in your B2B marketing strategy?
10. What social media channels do you currently use?, and explain why/why not please;
 1. Facebook?
 2. LinkedIn?
 3. Twitter?
 4. YouTube?
 5. Other/s?
11. Could you describe the advantages and disadvantages in the use of social media based on your experience? Some piece of advise?

Attachment 3. Selected interviewees

The following table gathers together those interviewees, and the institutions which were subject to the empirical research process.

Table 1. List of interviewees

Institution	Contact person	www	Channel of contact	Empirical process	Date
Future Learning Finland	Eeva Nuutinen, Senior Project Manager Eeva.nuutinen(a)finpro.fi, tel. +358 40 343 3317	http://www.finpro.fi/web/english-pages/future-learning-finland	LinkedIn InMail	One-on-one interview	April 11, 2013
HAAGA-HELIA GES	Lars Eltvik, Managing Director +358 40 488 7585	http://global.haaga-helia.fi	E-mail	One-on-one interview	March 21, 2013
Invest in Finland, Finpro ry	Sari Ojala Marketing Communications Manager at Invest In Finland sari.ojala(at)investinfinalnd.fi tel. +358405523379	www.investinfinland.fi/main.php	LinkedIn InMail	Interview questionnaire	April 15, 2013
Kanlli, Marketing Agency	Arancha Sanz Account Manager WebMarketing Kanlli Marketing Agency arancha-sanz(at)kanlli.com tel. +34917259220	www.kanlli.com	E-mail	Interview questionnaire	April 9, 2013

Attachment 4. E-marketing monitoring metrics

Successful e-marketing management implies monitoring performance, some common measurement metrics and measurement tools are listed in this table.

Table 2. E-marketing monitoring metrics

Channel	Description	Monitoring metrics	Monitoring tools
Online PR	Objective: Maximizing favorable mentions to corporate brand, website, products and services Implications: Online reputation management	Placements, engine ranking, page views, unique visitors, time on site, conversions,	Placing a special landing page that links to the address that is been given on the leaflet of in any other printed media
Online partnerships	Objective: Link-Building and Affiliate Marketing Implications: B2B Relationship building, sales skills	ROI	Partner's build-in measurement reporting
Interactive advertising	Objective: engage customer's action to click on a banner or ad Implications: Traffic building purpose; deliver content; enable transaction; shape attitudes; solicit response; encourage retention	Impressions, clicks, clicks-through rate, percent of clicks served, average position, cost, conversions, conversion rate, cost per conversion	www.clicktail.com www.google.com/analytics
Opt-in e-mail and Newsletters	Objective: Informing, updating, engaging, retaining Implications: Brand management, marketing for acquisition,	Delivery rate, open rate, clicks, click-through rate, conversions, conversion rate, cost per lead and cost per sale, ROI, unsubscribe rate	www.google.com/analytics
Viral marketing	It is effective online word-of-mouth, where forwarded messages (video, text, etc) leverages brand awareness.	Views, discovery, audience retention, conversions,	YouTube build-in analytics reporting tool
Offline traffic building	Objective: drive visits to firm's home page. Implications: Advertising, sales, sales promotion, PR, sponsorship, direct mail, exhibitions, merchandising, packaging, word-of-mouth	Visits	Placing a special landing page that links to the address that is been given on the leaflet of in any other printed media
Mobile and Tablet marketing	Objective: Reach customers through mobile websites, mobile search, mobile ads, mobile APPs, mobile social networking,	Impressions, clicks, clicks-through rate, percent of clicks served, average position, cost, conversions, conversion rate, cost per conversion	www.clicktail.com www.google.com/analytics www.logaholic.com www.metasun.com www.haveamint.com
Website strategy	Objective: Achieving the highest number of visitors, ranking up to the first positions in search results by keywords and relevance Implications: SEO, SEM, PPC,	Visitors, visits, page views, session duration, bounce rate, keywords, landing pages, referring sites	www.alexia.com www.comscore.com www.netrating.com www.google.com/analytics web.analytics.yahoo.com
Search Engine marketing	Objective: Drive new visits through the use of industry relevant keywords Implications: SEO marketing engineering management is key!!!	Visitors, page views, bounce rate, keywords, landing pages, referring sites, search engine ranking	bing.com/toolbox/webmaster
Blogs	It is informative postings made by a company' member that delivers a corporate message with a personal approach, helping building relationships, fostering engagement	Visitors, feed subscriptions, inbound links, comments, time of stay, click-throughs	www.google.com/analytics www.statCounter.com www.witemeter.com www.histats.com http://weblogs.hitwise.com
Social Media marketing	Objective: Engagement, Implications: Social Media management skills,	Different metrics will serve different companies, some will look to followers size, others will rather look to network quality,	www.business.pinterest.com/analytics www.youtube.com/analytics www.linkedinlabs.com https://analytics.twitter.com www.alexia.com

Attachment 5. Social media opportunity

Alexia (2013) provides a comprehensive data set on the 500 world first websites; traffic, audience demographics, visitors by country, and more (Alexa.com). The ranking provided was updated on April 20, 2013.

Table 3. Social media metrics (Alexia 2013)

Channel	Domain	Traffic rank*	Reputation**	World ranking
Facebook	facebook.com	2	8,333,371	1
YouTube	youtube.com	3	3,824,339	3
Wikipedia	wikipedia.com	6	2,200,645	6
Blogspot	blogspot.com	12	31,325	11
Twitter	twitter.com	10	6,290,196	12
LinkedIn	linkedin.com	14	1,565,393	14
Pinterest	pinterest.com	34	938,784	36
Blogger	blogger.com	49	3,673,520	59
Flicker	flicker.com	73	1,186,415	73
Slideshare	slideshare.com	83,427	1,923	143

* Alexa traffic rank.

It represents an estimate of website's popularity. The rank is calculated using a combination of average daily visitors to the website and page-views over the past 3 months. The site with the highest combination of visitors and page/views is therefore ranked #1.

** Reputation (sites linking in).

It measures the website's reputation based on the number of links to this website from other sites.

Attachment 6. Overlay matrix

The Overlay matrix explains the relation between the research topic, the theory framework and the subsequent research questions connected to the measurement questions that conformed the interview questionnaire.

Table 4. Overlay matrix

Research Problem (RP)	Investigative Questions (IQs)	Theoretical Framework	Measurement Questions
How can HAAGA-HELIA GES successfully manage online marketing for exporting education in a B2B context?	What is the current online marketing framework at HAAGA-HELIA GES?	Benchmarking analysis and empirical study SWOT analysis	Q3-Q10
	What is the current online marketing environment in B2B educational services and consulting?	Kaplan's Five Forces Model Hollensen Virtual Value Chain Payne and Frow Information Management Process	Q3-Q10
	How should HAAGA-HELIA GES develop its online marketing?	SOSTAC, Chaffey and Smith, 2010 Planning framework, PR Smith ®.	Q1-Q11

Attachment 7. E-communication mix planning

How should look like an annual communication mix plan? The following example can help understanding how different tools conform the marketing mix and how the objectives can be settled accordingly for achievement within an annual marketing plan.

Table 5. Communication mix planning (Chaffey & Smith 2008, 453)

Online Media Mix model - based on % budget – with example of 'average' clickthrough rates																
Overall budget	Media costs					Media volume/response				Conversion to Opportunity		Conversion to Sale				
	Setup/creative /Mgt costs	CPM	CPC	Media costs	Total cost	Budget %	Impressions or names	CTR	Clicks or visits	CRO	Opport-unities	CPO (cost per lead)	CRS	Sales	% of sales	CPS (CPA)
£100 000																
External online media																
Online ad buys (CPM)	£0	£110.0	£5.00	£10 000	£10 000	10%	1 000 000	0.2%	2000	10.0%	200	£50.00	10.0%	20	1%	£500.0
Ad network (CPC)	£0	£20.0	£1.00	£20 000	£20 000	20%	1 000 000	2.0%	20 000	10.0%	2000	£10.00	10.0%	200	10%	£100.0
Paid search (CPC)	£0	£110.0	£0.50	£30 000	£30 000	30%	3 000 000	2.0%	60 000	10.0%	6000	£5.00	10.0%	600	30%	£50.0
Natural search (Fixed)	£0	£0.5	£0.05	£5000	£5000	5%	10 000 000	1.0%	100 000	10.0%	10 000	£0.50	10.0%	1000	50%	£5.0
Affiliates (CPS)	£0	£110.0	£1.00	£5000	£5000	5%	500 000	1.0%	5000	10.0%	500	£10.00	10.0%	50	3%	£100.0
Aggregators (CPS)	£0	£0.0	£0.00	£0	£0	0%	0	1.0%	0	10.0%	0	£0.00	10.0%	0	0%	£100.0
Sponsorships (Fixed)	£0	£100.0	£333.33	£10 000	£10 000	10%	100 000	0.3%	300	10.0%	30	£333.33	10.0%	3	0%	£3333.3
Online PR (Fixed)	£0	£100.0	£10.00	£10 000	£10 000	10%	100 000	1.0%	1000	10.0%	100	£100.00	10.0%	10	1%	£1000.0
E-mail lists (CPM)	£0	£110.0	£1.00	£10 000	£10 000	10%	1 000 000	1.0%	10 000	10.0%	1000	£10.00	10.0%	100	5%	£100.0
Total/Average	£0	£6.0	£0.50	£100 000	£102 000	100%	16 700 000	1.2%	198 300	10.0%	19 830	£5.04	10.0%	1983	100%	£50.4
Internal online media																
In-house e-mail list/DM	£1000	£0.0	£0.33	£0	£1000	n/a	100 000	3.0%	3000	15.0%	450	£2.22	30%	135	n/a	£7.4
Own-site ads (other football)	£1000	£0.0	£0.05	£0	£1000	n/a	1 000 000	2.0%	20 000	10.0%	2000	£0.50	25%	500	n/a	£2.0
Total/Average	£2000	£1.8	£0.09	£0	£2000	n/a	1 100 000	2.1%	23 000	10.8%	2450	£0.82	15.8%	635	n/a	£3.1
Overall total/Average	£2000	£5.7	£0.46	£100 000	£102 000	n/a	17 800 000	1.2%	221 300	11.2%	22 280	£4.58	18.2%	2618	n/a	£39.0