



Developing the content plan of a Digital Marketing online course tailormade to professional Brazilian immigrant women

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<p>The objective of this master thesis is to develop the content plan for a digital marketing online course, tailored for professional Brazilian immigrant women in Portuguese.</p> <p>This thesis is an embedded instrumental case study aiming to discover what kind of content a Digital Marketing online course should offer to professional Brazilian immigrant women to teach them to promote their digital endeavors and support their personal brand. The methodology used was qualitative research.</p> <p>The literature research focused on two main theories: Digital Marketing and Personal Branding.</p> <p>Two main processes were used to create the content plan: literature and a survey. The research literature in the theoretical framework was collected mainly from books, academic journals, and articles in the blogosphere targeted toward marketers, business owners, and entrepreneurs.</p> <p>The survey in this thesis contains open-ended questions and multiple-choice questions. The survey method was the online survey provided by the platform Webropol. The questionnaire was sent to 40 professional Brazilian immigrant women members of the online community Mães Mundo Afora, cofounded by the author in 2019.</p> <p>This thesis used the deductive approach to analyze data from the survey. The questionnaire was crafted and analyzed using the presented theory as the source based on constructed frameworks.</p> <p>During this research thesis process, the author focused mainly on collecting data to find crucial missing skills in the target group to build the tailored content plan for the Digital Marketing Course.</p> <p>To conclude the thesis, the author created the content plan for the Digital Marketing Course based on the survey's findings and theory. The plan was structured in modules. A marketing strategy concerning how the course content should be distributed is also suggested.</p>	
Keywords Digital Marketing; Personal Branding; Gender Studies in Communication; Brazilian immigrant women.	

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1 Introduction

This thesis is a purpose work to help empower professional Brazilian immigrant women who struggle to pursue a career in the new country. The objective is to develop the content plan for a digital marketing online course, tailor-made for their needs, in Portuguese. The course should provide sufficient knowledge to support small digital endeavors such as a business, a service, developing a personal brand, or promoting their professional skills.

Literature concerning Digital Marketing and Personal Branding will be covered to support findings, data analysis and guide the qualitative steps of the research.

1.1 General background: the invisible niche of skilled Brazilian immigrant women

When analyzing the traditional views on immigration, men are often perceived as the workers and women as the companions. For many years, women have been invisible as subjects of the migratory process for being inside a patriarchal system where they are seen only as family caretakers (Coelho 2021, 24.). When the labor system embraces immigrant women in developed countries, they are generally connected to domestic work, assistance to elders, children, the sick, and other roles that are mere substitutions of traditional household female roles (Coelho 2021, 24.). The professional background of immigrant women, especially those who come from emerging countries such as Brazil or countries in development, is usually undermined or undervalued. There is a system trying to convince these women that if they want to adapt to the new country, they must forget their passion and career endeavors and rebuild their professional lives based on what the country needs and not on what they dream about or wish to pursue.

The author of this thesis is a Brazilian-Finnish woman born and raised in Brazil who decided to rebuild a life in Finland at 32. A 10-year-old career in journalism and music and a BA in International Relations is part of her cultural background. However, possibilities in the Academy to improve professional skills in communication and build a career of choice in Finland were never encouraged, even though this wish was expressed several times. Finnish Institutions in charge of s for returnees and immigrants during the offered her a place in a practical nurse professional school. This personal experience matches Coelho's perception mentioned in the first paragraph of this section.

This experience and struggles in Finland instigated this once called journalist to look for other stories of Brazilian immigrant women in different countries and official data that could help build a background. These findings, mainly the lack of them, inspired this research topic.

Brazil is an example that matches the statement on the invisibility of women as subjects of the migratory process, especially when searching for official quantitative data. When this research was conducted, much effort to find numbers on Brazilian immigrant women and their background ex: how many they are, age range, and education background, was made with no success. Research on specific countries was found, but they do not configure a global number.

The official website of the Brazilian Government shows a quantitative study published in June 2021 by the Secretaria de Assuntos de Soberania Nacional e Cidadania (Secretariat for National Sovereignty and Citizenship Affairs, free translation), which estimates the number of Brazilian citizens living in foreign countries at 4.215.800 (Ministério das Relações Exteriores 2021, 2.). The research, however, does not separate the numbers into genders, so it is impossible to estimate the number of Brazilian women living abroad.

1.2 The case MMA

In April 2017, this author founded with two other partners the collaborative blog *Mães Mundo Afora* (Mothers Around the World, in English) – referred to as MMA in this thesis (www.maesmundoafora.com).

As active social media users, the three founders started to look for Brazilian mothers living abroad on Instagram and Facebook. By approaching them, they perceived a series of struggles in this niche. Many women reported a lack of sense of belonging in the new country, professional frustration, loneliness, and lack of space in Portuguese to exchange experiences and find vital information on maternity and education, law, and rights.

Virtual communities' distinctive nature consists in their ability to make communication the essential feature of belonging (Gerard 2009, 168.), so MMA was created to assist this niche and address these problems through a virtual community.

The first step to building the community was to recruit volunteer writers for a blog on Facebook. Along with Facebook and Instagram communities, the blog was launched in April 2019. Until this

thesis, MMA published over 1.400 articles on the blog, over 5 thousand posts on Instagram and Facebook, covered topics from 54 different countries, had 137 authors, and over 16,9 thousand organic followers on Instagram.

The experience managing MMA and the information collected during these years led to the perception that this is a compelling niche that needs attention due to the difficulties of breaking the chains of gender inequality.

Brazilian immigrant women have difficulties finding their value in their new countries and feel inferior to their partners and the local people. After maternity, the situation tends to get more severe because of the role of a caretaker and the lack of a support network. Taking care of their children becomes their central role, and mostly the women who already had a profession before immigration feel frustrated for not being able to build a career in their areas of expertise abroad.

The women members of the MMA network are all professional Brazilian immigrant mothers, and they are the target group that will be analyzed in this research to represent the niche of Brazilian immigrant women.

The figures below show the MMA blog's logo and the Instagram header's print screen.



Figure 1: MMA blog's logo.



Figure 2: MMA Instagram in June 2022.

2 Objectives and expected outcomes

The objective of this master thesis is to develop the content plan for a digital marketing online course, tailor-made for Brazilian immigrant women, in Portuguese. Additionally, the content plan will be structured to guide a marketing plan for the course promotion when the author reaches the implementation period.

Two main processes were used to create the content plan and its structure: literature and a qualitative survey.

The literature is discussed in Chapter 3, Theoretical Framework. This thesis explores two main theories: Digital Marketing and Personal Branding. The author created frameworks of necessary skills based on the theoretical findings. Framework 1 was used as a guide to craft the survey. Throughout the thesis, this framework is updated four times to give the reader a step-by-step visual outlook of the process that generated the research conclusion. This process is explained in detail in Chapters 3 and 4, being finalized within Chapter 5.

The foremost step is determining the target group's needs (Dib 2018, 63), so a survey with 23 questions to collect the necessary data was sent to the members of the MMA community. The survey brought in-depth information about their professional skills and digital marketing skills. The results helped determine which Digital Marketing skills they lack.

Details on how the survey was crafted, data analysis, processes, the methodology, and responses to the expected outcome of this thesis are explained in chapters 4 and 5.

2.1 Expected Outcomes

The expected outcome of this thesis is to create the content plan for a Digital Marketing online course based on the real needs of professional Brazilian immigrant women who are struggling to rebuild their working lives in the new country.

The content plan should give them the competence to create, provide and promote a digital endeavor and improve their personal branding skills.

The author chose to use the expression "digital endeavor" in the main research question and not "digital business," "digital entrepreneurship," or "online services." Merriam-Webster's dictionary

defines endeavor as "a serious, determined effort, an activity directed to a goal, an enterprise" (Merriam-Webster dictionary.). The author also researched the term "digital endeavor" on Google and found 32.100.000 results, many of them showing digital marketing agencies, articles, and different types of content connecting the term with digital initiatives like businesses and entrepreneurship. The idea was to standardize a unique term to embrace the idea of an online business, service, and entrepreneurship.

Even though the main objective of this thesis is to create the content plan for the course mentioned above, the author found it necessary to structure it in a way that would support the marketing plan process intended for the future during the implementation time. The outcomes of this research should become a business with the course being sold. So, the content is divided into phases that will help promote the course in practice.

2.2 Research questions

Based on this research objective, the expected outcome, and the target audience, the main research question of this thesis is: **What kind of content should a digital marketing online course offer to professional Brazilian immigrant women to help them support their digital endeavors and promote their personal brand?**

The main research question can be further divided into three sub-questions:

RQ1: What are the current digital marketing skills of professional Brazilian immigrant women?

RQ2: What digital marketing skills do professional Brazilian immigrant women need to create or sell a digital endeavor online?

RQ3: What are the skills needed for personal branding?

The Overlay Matrix below shows how the research questions were responded to along the thesis.

Research Question	Theoretical connection	Connection with the questionnaire	Results
1. What are the current Digital Marketing Skills of Brazilian immigrant women?	Chapter 3 from sections 3.1 to 3.1.10.	All the questions in the questionnaire.	Chapter 5, sections 5.2 and 5.2.1.
2. What digital marketing skills do Brazilian immigrant women need to promote or sell a digital endeavor online?	Chapter 3 from section 3.1 to 3.1.10.	Q.5-7; Q.9,10; Q12-19; Q.21-23.	Chapter 5, sections 5.2 and 5.2.2.
3. What are the skills needed for personal branding?	Chapter 3, section 3.2.	No connection.	Chapter 3, section 3.2.3 and Chapter 5, sections 5.4 and 5.5.

Figure 3: Overlay Matrix

2.3 Scope and limitations

The target population for this case study is Brazilian immigrant women who already have a profession. They were part of the workforce in Brazil. However, they could not start a professional life in their new countries. The main reasons are language barrier (they do not speak the new country's language or are not proficient enough); professions are not validated in the new country (teachers, lawyers, and healthcare professionals); and in many countries, unemployment rates are high, and immigrants are severely affected by this reality.

As explained in section 1.2, the author is the co-founder of the MMA network, with women in this target population. The MMA group had 40 women until the moment this thesis was published, and they produced content for the MMA community on Instagram and the MMA blog. The Instagram community has over 16,9K members and is it is a highly engaged community. For this reason, and for being one of the group managers and moderators, the author knows that the problems and frustrations listed above are accurate.

The author chose the women from the MMA network as sampling to respond to the survey's questionnaire because they represent with 100% accuracy the requirements described at the beginning of this section for the target population. As Saunders (2015, 272) says, sampling techniques reduce the amount of data needed by considering only data from a subgroup rather than all possible cases or elements.

Even though the sample is small to represent the whole target population as a global number, there is a high level of certainty that the data collected will represent the target population's characteristics (Saunders 2015, 279.).

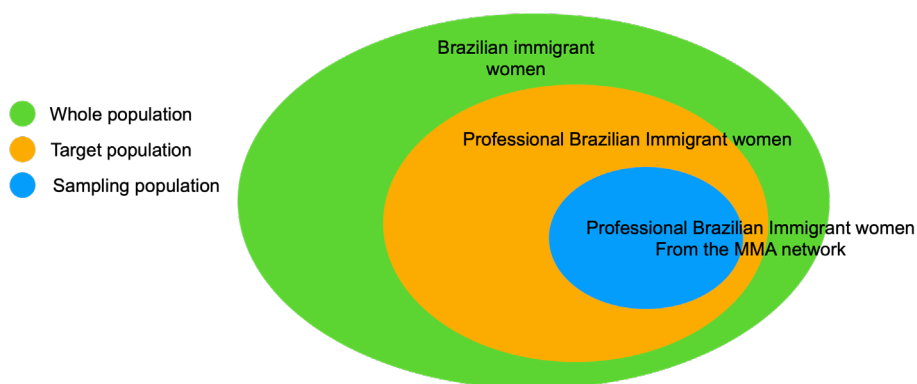


Figure 4: Sampling example.

The tailormade course content this research intends to provide does not consider Brazilian immigrant women outside this profile, and the content plan will consider only small online endeavors.

This thesis will not go as further as implementing the service or producing the course content. The intention is to create the content plan only, structured also to help create a marketing plan in the future. The implementation of this service and how to adapt it to other niches can be topics for continuing this research.

3 Theoretical Framework

The theoretical framework section of this thesis is divided into two main theories: Digital Marketing and Personal Branding, and the focus are on small online endeavors. The Digital Marketing section covers the definition of the term and historical background, justification of the reasons why digital marketing is more efficient than outbound marketing for small and medium businesses, and a brief explanation of the necessary basic skills a company or an entrepreneur needs to create a marketing plan to promote a business. The methodology created by the American marketer Allan Dib in the bestseller book “The 1-Page Marketing Plan” divides a marketing journey into three main phases: The Before Phase, The During Phase, and The After Phase. The author chose this method to structure this theory section and create Framework 1, which concludes the digital marketing section. Framework 1 guided the survey's questions and was improved along with the research in Chapters 4 and 5 as the kick-starter for creating the content plan this thesis aims to create.

The Personal Branding section covers a brief historical background of the term and its contemporary definition, the goals of personal branding, ways of shaping a personal brand, and the necessary elements a personal brand needs to create an image. The role of influencer marketing and its core sources are specified as essential features for creating a personal brand. The section concludes with Framework 1.1, which lists personal branding skills found in theory. Framework 1.1 has a crucial role in this thesis as it responds to the RQ3: What are the skills needed for personal branding?

3.1 Digital Marketing

Digital marketing has a broad yet straightforward definition; it refers to all marketing efforts that occur on the Internet, using digital tactics and channels to permit dialogue and interaction between businesses and customers online. As for tactics, we can consider digital tools such as apps, search engines, social media, any form of communication through text or multimedia messages, websites, and everything that allows a business, a service, a prospect, or a customer to connect (Alexander March 2022.).

The goal of digital marketing is to help businesses achieve a larger audience and target prospects, enabling them to measure their success through trackable results more cost-effectively than using traditional advertising (Alexander March 2022.).

3.1.1 Evolution of digital marketing

The concept of digital marketing was introduced in the 1980s by an advertising company in the United States called Channel Net Erstwhile Soft Ad Group. They tried to incorporate advertising campaigns in the soft form with the help of the digitalization of advertising. They used tactics such as "reader reply-cards" that could be exchanged by floppy disks with multimedia content (Kamal 2016, 5301.).

However, the term digital marketing was first used in the 1990s, considered the decade when the digital age took off (Monnappa March 2022). With the advance in the use of the Internet, which in 1995 reached the mark of 16 million users worldwide, the concept of digital marketing started to change as the number of people staying online started to increase (Kamal 2016, 5301.).

The first significant change in the 1990s was the development of Web 1.0, which allowed users to find necessary information online, although technology did not allow them to share it over the web. In 1993, the first clickable banner went live, and ad banners started to be sold as advertising tools. This is considered the turning point in the digital marketing era. In 1995 Yahoo was founded by Jerry Yang and the success of the search engine prompted wholesale changes in the digital marketing space, with companies starting to optimize their websites to perform better in search ranks. In 1998 Google was born, Microsoft launched the MSN search engine, and Yahoo launched the Yahoo Web Search (Monnappa March 2022).

A series of happenings in the digital world during the first half of t2000's0's made the term Digital Marketing recognizable by most internet users by 2005. Some of these changes came up with Facebook (2004) and the launching of Gmail by Google (2004). In 2010, the growth of digital marketing was almost 48%, and during the following years, digital marketing practices would face significant expansion among some of the most developed economies in the world as the United States, Australia, and Luxemburg (Kamal 2016, 5301.).

Figure 2 on the next page shows a map of the evolution of digital solutions and their impact on digital marketing from 1970 to 2010.

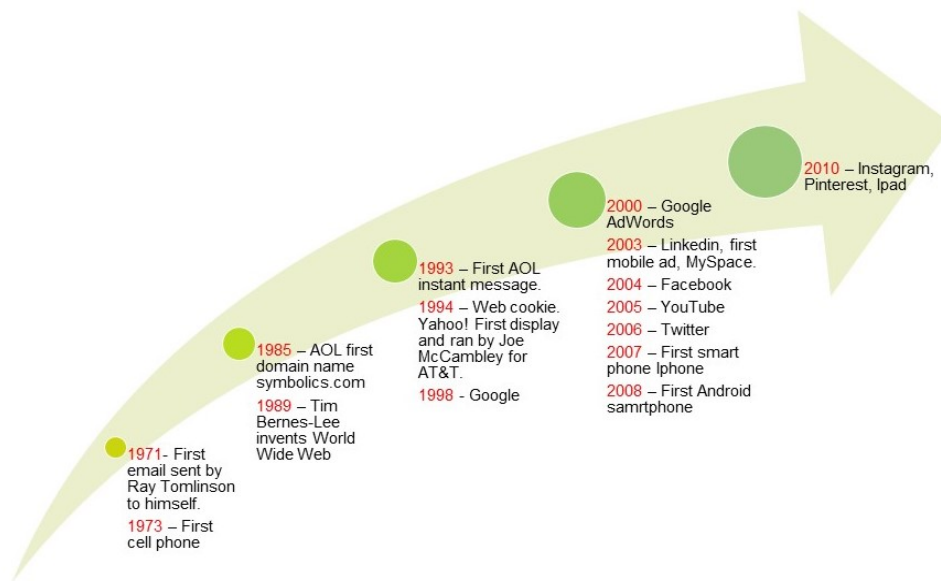


Figure 5: Evolution of Digital Solutions (Kamal 2016, 5301.).

The disruption of digitalization that happened in the 21st century ended the physical boundaries between customers and service providers, forever changing the relationship they have with each other. When talking about digital marketing, this lack of boundaries brought interaction to the spot, and when the topic is digital marketing, every interaction is an opportunity (Alexander March 2022).

3.1.2 Digital marketing X outbound marketing methods

The number of channels a brand can use to interact with prospects and customers and the possibility of tracking and measuring this interaction and conversion either with online ads or posts on social media and blogs, for example, makes digital marketing incomparably more affordable and more effective for a brand to reach an audience than outbound marketing methods. For example, we can compare two methods: a Facebook ad and a billboard on the street. While Facebook ads allow taking advantage of targeting features to choose ads for a particular audience based on variables such as age range, gender, location, interests, network, and behavior, a billboard will be located at a specific place, and there is no control on who is watching it. It is impossible to measure how much conversion comes from it. Digital marketing enables the control of campaigns and decreases the amount of money spent on a particular channel if the return on investment is low (Alexander March 2022).

3.1.3 Digital marketing for small and medium businesses

As mentioned in Chapter 2, the objective of this thesis is to develop the content plan of a Digital Marketing online course in Portuguese, tailor-made for Brazilian immigrant women. The course should give them the competence to create, provide and promote a digital endeavor online. The type of education the course will bring is targeted at small businesses.

According to Allan Dib, direct response marketing (DRM) is the branch of marketing that is more effective for small businesses as it gives the "m "cut through and a competitive edge on a small budget. DRM is designed to ensure a measurable return on investment" (Dib 2018, 22.).

Direct Response Marketing focuses on prospects' specific problems, aiming to solve them with specific solutions and education. DRM should evoke immediate responses from the target audience. There are eight essential characteristics of Direct Response Marketing (Dib 2018, 22-24.):

- 1) It is trackable. When placing advertising, it is possible to know which one and which media-generated response.
- 2) It is measurable. It is possible to measure how effective advertising is because it is possible to know how many people it reached and how many responded to it. This measurement helps to understand what kind of message catches the audience and what kind of message does not; a valuable feature for understanding niches and knowing which marketing investments are giving a return.
- 3) It uses compelling headlines and sales copy. Often the advertising looks more like an editorial than a proper ad.
- 4) It targets a specific audience or niche. The ad aims to appeal to a narrow target market; there is no interest in sending a message to the mass.
- 5) It makes a specific offer. It is widespread in Direct Response Marketing that the advertising aims not to sell anything but to get the prospect to take the following action, such as to request a free e-book, a roadmap, a report, and watch a webinar. The offer focuses on the prospect's desires, interests, fears, pains, and frustrations.
- 6) It demands a response. There is a compelling "call to action" for the prospect to do something specific. After acting, the prospect should leave information, such as an email contact, survey responses, and a product or a service review.
- 7) It includes a multi-step, short-term follow-up. The prospect receives valuable education and information to help solve a problem in exchange for the information. The information should

bring an "irresistible offer." After that, a series of touchpoints should be used using different media.

- 8) It incorporates maintenance follow-up of unconverted leads. People who showed interest but did not buy the service or product should be nurtured and continue hearing from the service provider regularly.

According to Dib, being aware of these characteristics and how they should be used when creating a marketing plan is crucial for a successful strategy. Dib uses Dean Jackson's concept of three marketing journeys to create a marketing plan: the Before, During, and After Phases, according to the Figure 2 below (Dib 2018, 26.):

Phase	Status	Goal of this phase
Before	Prospect	Get them to know you and indicate interest.
During	Lead	Get them to like you and buy from you for the first time.
After	Customer	Get them to trust you, buy from you regularly and refer new business to you.

Figure 6: The Three Marketing Journeys (Dib 2018, 28.).

3.1.4 The Before Phase

During the before Phase, the goal is to identify the target market, craft a compelling message for them and deliver the message through advertising media. As a result, prospects should respond to this message indicating interest in the topic (Dib 2018, 32.). However, to create a good marketing plan for a small business, it is crucial to have the correct notion that this target market should be as narrow as possible, preferably a niche, "a tightly defined portion of a subcategory" (Dib 2018, 36.).

The reasons why small business providers should narrow their target market and focus on a niche are mainly financial because when the target is too broad, the message is not straightforward. It becomes diluted and much weaker. It is also costly; and relevant because when placing an advertisement, the idea is to find prospects that see the message as relevant to them. For this

reason, the broader the target, the more difficult it is to achieve the correct person. As a specialist offering a service online, a service provider should focus on offering a solution for a specific problem. There are usually many people looking for this specific solution (Dib 2018, 36-37.). Offering several solutions to different problems can be a mistake.

Dib uses the PVP index technique to help professionals determine their target market. The PVP index was invented by the marketer Frank Kern, and it is an abbreviation for Personal fulfillment, value to marketplace, and Profitability. To create a PVP index, a specialist should list each market segment their expertise could serve, then, to each one of these segments, give a rate from 0 to 10, answering lead questions for each PVP category (Dib 2018, 39):

P – Personal fulfillment: how much do you enjoy dealing with this customer?

V – Value to the marketplace: how much does this market segment value your work?

P – Profitability: how much profit is the work you make for this market segment?

Dib introduces as an example for the PVP index the case of a photographer:

Weddings	Photojournalism
Personal fulfilment = 5 Value to the marketplace = 7 Profits = 9 Total score = 21	Personal fulfilment = 9 Value to the marketplace = 7 Profits = 2 Total score = 18
Corporate photography	Family portraits
Personal fulfilment = 3 Value to the marketplace = 6 Profits = 9 Total score = 18	Personal fulfilment = 9 Value to the marketplace = 8 Profits = 9 Total score = 26

Figure 7: Example for the PVP index (Dib 2018, 40.).

According to the PVP index, the photographer should focus his niche on family portraits. It is essential to mention that it does not mean the photographer cannot offer services to the other niches. However, the marketing efforts should be directed at one ideal market segment (Dib 2018, 40).

Crafting a compelling message to the target audience is the next step of Dib's Before Phase, and it comes out of a unique selling proposition (USP). The USP aims to market a business or service as

a differential, even if it is a commodity. The first step to finding out what one's unique selling proposition is should be to answer the question "why should I buy from you rather than from your nearest competitor?" The answer must be something that positions the business or service differently, so when prospects make comparisons, this differential will stand out to the point that comparing becomes irrelevant (Dib 2018, 52.).

Finding a business USP and building a message out of it is a process that demands the ability to understand the mind of a target audience. People buy results, solutions, and a business or a service message must be based on which results and solutions people are looking for. As a business or service provider, one should acknowledge that prospects have essentially three options: 1) Buy from you; 2) Buy from your competitor; 3) Do nothing (Dib 2018, 53.).

Consumers have too many options and deal with thousands of messages each day; therefore, crafting a message that shows the unique benefit of what is being sold is crucial. Direct response marketing is always customer, problem/solution focused and should take the prospect through a journey that covers the problem, a solution, and proof (Dib 2018, 54-58.). Dib suggests the crafting of an elevator pitch to build a USP. He defines the term "as a concise, well-rehearsed summary of your business and value proposition, which can be delivered in the same period of an elevator ride" from 30 to 90 seconds (Dib 2018, 59.). To efficiently communicate problem, solution, and proof, he suggests using a formula in which the pitch will be crafted (Dib 2018, 60.).

Elevator pitch formula:

You know [problem]? Well, what we/I do is [solution]. In fact, [proof] (Dib 2018, 60.).

3.1.5 Reaching prospects with advertising media

Advertising media is the tool a business or service provider can use to reach the target market and communicate the message. Although it is cheaper than outbound advertising and brings several other advantages, as explained in 3.1.2, it is the most expensive component of a marketing strategy; for this reason, especially for small businesses that struggle with a low budget, it must be selected and managed carefully to ensure a good return on investment (ROI) (Dib 2018, 82.).

ROI is a metric to evaluate the efficiency of an investment, measuring how much profit or loss was made using the cost of the investment as a base. It helps to understand the profitability of an investment, comparing how much was paid for it and how much was earned after it (Birken & Curry April 2021.).

Not measuring where leads and sales come from and not tracking ROI on ad spend is the mark of an amateur, according to Dib, and several practical tools allow this measurement, such as website analytics, coupon codes, and more (Dib 2018, 83.).

To craft an efficient ad, one must remember that response rates may vary dramatically depending on the message's relevance to the target market, how compelling the offer is, and how the list of targets chosen started to happen (Dib 2018, 84.). It is crucial to observe and measure these factors, especially for small and medium-sized businesses that need a return on marketing expenditures to survive (Dib 2018, 85.).

Besides the ROI, two key concepts must be considered when measuring marketing effectiveness: lifetime value and customer acquisition cost.

Customer acquisition cost (CAC) is a metric that divides all the costs spent on acquiring new customers (marketing expenses) by the number of customers who bought the product/service during the period that the money was spent. CAC is the cost of convincing people to buy a product or a service (Hughes 2022).

Customer lifetime value (CLV or CLTV) is a metric that indicates the total revenue a business can expect from a customer throughout the business relationship. The longer a customer continues to purchase, the greater the lifetime value (Fontanella April 2022.). Two figures are necessary to calculate the CLV; the front end, the money made upfront on a campaign, and the back end, the money made on subsequent purchases. These two figures together make up the lifetime value of a customer (Dib 2018, 87.).

To build a growing business or service, it is necessary to constantly test, measure and improve the numbers from these metrics. A digital marketer must understand how they work together because they all influence the ROI, and depending on the type of business, it makes sense to start "losing" money. When considering a business based on subscriptions, it is possible to start negative on the front end but overturn this result on the back end (Dib 2018, 87.).

3.1.6 The right media for a successful marketing campaign

Three elements are vital for a successful marketing campaign: (Dib 2018, 88.).

1. Market: the target market/niche of a business/service
2. Message: the message and the offer
3. Media: the channel used to send the message to the target market

A successful campaign must embrace all three elements, and as important as knowing the market and the right message to send to this market, it is to know which media should be used to achieve the target market (Dib 2018, 89.).

Four types of media can be described using an integrated model called PESO: Paid, Earned, Shared, and Owned. The idea of the PESO model is to merge these media, as shown in figure 2 below (Spinsucks 2022.):

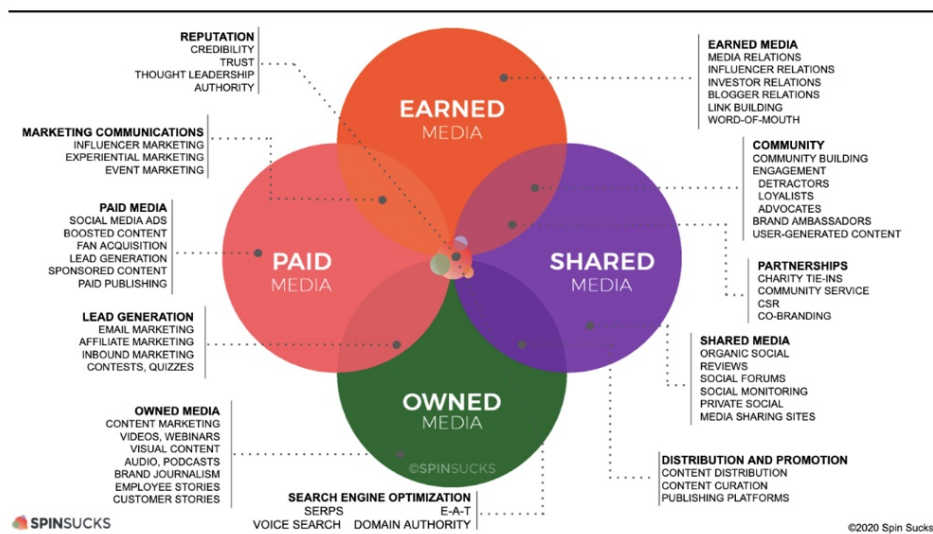


Figure 8: PESO Model (Spinsucks 2022.).

The PESO model defines the types of media as **paid media** (social media advertising, sponsored content, email marketing); **earned media** (publicity or media relations); **shared media** (social networking, community, partnerships, promotion); and **owned media**, all content an endeavor owns and controls the message telling the story (website, blog) (Spinsucks 2022.).

Every type of media has its idiosyncrasies, and it is important to know them to be sure which ones are the best, especially when talking about owned media (Dib 2018, 90.). Important to mention that for owned media, very seldom only one channel will be enough for the success of a digital endeavor, and for successful digital marketing, all three types of media must exist in the strategy.

3.1.7 The During Phase: leads

In Direct Response Marketing, advertising aims to find people interested in a business/service to the highest degree than making an immediate sale from the ad. When people demonstrate interest in a business/service, they become leads. These leads can become potential buyers, but for it to happen, the business/service should be able to maintain contact with them, nurture them with valuable content, become an authority, and create a relationship. This process is necessary because evidence shows that most people who see advertising are not ready to make a purchase decision on the same day they see the ad, even if they are interested in the offer. Advertising should offer something valuable in exchange for someone's contact, so it is possible to reconnect with them later. After that, the person becomes part of the business' database and can be nurtured with valuable content and information (Dib 2018, 106.).

The chart below explains the behavior of a target market when watching advertising for the first time. It shows why using advertising to collect a lead is worth it more than trying to use the ad to make a sale. By trying to sell directly, the target would be only 3% of people ready to buy. Creating lead-generating advertising shows a 40% increase in the addressable market by capturing 3% who are immediate buyers, 7% who are open to talking, and 30% who are interested but not right now (Dib 2018 108.).

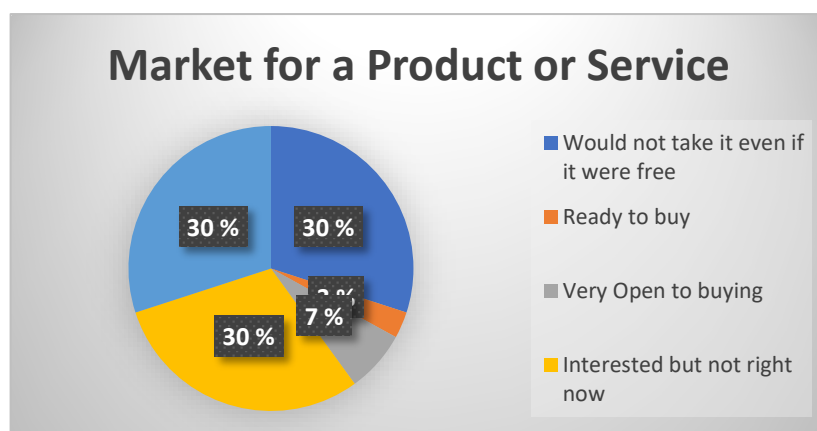


Figure 9: Market for a Product or Service (Dib 2018, 108.).

For example, a lead-generating campaign might offer a free report, an educational video series, an e-book, or a piece of value-packed information.

After capturing leads, it is necessary to build a marketing infrastructure to start the work of converting them into buyers in an effective way. A marketing infrastructure is made up of "assets." There are different possibilities, but the most common digital assets for nurturing leads are lead-capturing websites, newsletters, blogs, free reports, direct mail sequences, social media, online videos, podcasts, email autoresponders, and SMS autoresponders (Dib 2018, 118.). It is not essential to the objective of this research to go through each of these assets in detail.

This infrastructure helps businesses and services to create enough trust and demonstrate value to motivate interested leads to become paying customers. When leads buy the service or product, a sales conversion happens (Dib 2018, 132.).

A sales conversion happens after creating enough trust and demonstrating value to motivate interested leads to become actual customers (Dib 2018, 132.). Trust is the primary barrier to a sale. A small business/entrepreneurship/service is not known in the industry. For this reason, when the process of selling starts, it is already negative, and before a sale can be made, it is necessary to work the way from the negative territory. Therefore, gaining trust from the leads is essential, and nurturing them with valuable content that educates about the problem is more effective than selling immediately (Dib 2018, 133.).

Dib (2018, 141) calls attention to other vital features of trust that businesses should accomplish, specifying some items he considers indispensable as part of the feature. A website should have a proper domain with the business name, easy-to-see contact information, a physical address, privacy policy and terms of use, an attractive and professional design, and an easy-to-use template. An email should always be institutional and not a Gmail or similar (Dib 2018, 141.).

Customer Relationship Management (CRM) is also a valid technology, as it gives information on leads and potential buyers that would be very difficult to be managed and observe manually. CRM is application software that gives the business an overview of leads and customers and improves the relationship between them and the business (Salesforce 2022.).

3.1.8 The During Phase: pricing strategy

The price of a service/product is a tough decision because it affects every part of the business, from the financials to how the marketplace perceives it. Price is crucial to the positioning of what is being sold. However, when a business/entrepreneur is positioned as an educator and a trusted advisor, price becomes more flexible because the value increases. A common way to establish prices is based on the competitor's prices, often setting them slightly lower than the highest competitors. According to Dib, this is not a mistake, but there are many different options to establish a sales strategy that can help increase the offer's value. These strategies consider the psychological implications of price (Dib 2018, 144-45.).

When discussing these strategies, Dib clarifies that each depends on the provided service. Depending on what is being sold, the offer could contain something "unlimited," considering that most people are high-risk reverse. Offering an "unlimited" variation of a product/service at a fixed price is an opportunity to increase the sale (Dib 2018, 146.). Good examples for a small business could be unlimited support, or unlimited access to a platform, for specific content.

A high-ticket item that offers VIP treatment and some extra that could make the customer feel special are also good recommendations. They follow one of the marketing "rules of thumb" that 10% of the customer base would pay ten times more and 1% would pay 100 times for unique functionalities (Dib 2018, 147.).

Dib also mentions the benefits of bonuses or peripheral services but attempts for the entrepreneur to avoid confusing bonuses with discounts. He talks about the danger of giving discounts as they can damage margins, profits, and market positioning (Dib 2018, 147-48.).

One of the most common strategies is offering trial periods, a technique that has proven to boost sales by breaking down sales resistance. Free trial periods make the lead feel less pressured as the commitment is not irreversible. Another benefit is putting the onus on the buyer to reverse the sale, as a genuine customer is doubtful to return a good product or not continue with a service that meets their needs (Dib 2018, 150.).

3.1.9 The After Phase

Before starting this section, it is essential to mention that the After Phase is not in the scope of this thesis, as it is about strategies to maintain and nurture customers after the conversion. This thesis aims to create the content plan for a digital marketing course to help professional Brazilian immigrant women create and promote their digital endeavors. The focus is on small businesses and in the process of converting leads.

In the After Phase, Dib highlights several tactics and strategies to increase the lifetime value of existing customers, such as raising prices, upselling, ascension, frequency, and reactivation. After implementing the course, focusing on the After Phase will be offered as another course for those who intend to continue their education in digital marketing. This thesis will not focus on this period of the project.

However, in the scope of this thesis, it is essential to mention some aspects of the After Phase as CLV because it is common to see businesses and service providers who stop their marketing efforts after converting a lead into a customer.

Dib clarifies that doing this and not turning customers into fans who will be willing to keep in touch and know more about future releases is a mistake that can damage business growth. Customers who become fans tend to act as cheerleaders promoting the business, talking about it on social media, and indicating it to friends, and they are a valuable asset as they market the business for free. To increase the customer's lifetime value, customers should continue to be nurtured, and as a business or service provider, one should keep in mind that nurturing is creating first-class experiences and not selling products (Dib 2018, 157-58.).

The importance of CLV to the scope of this research is to know if Brazilian immigrant women understand this concept and its importance.

3.1.10 Overview of digital marketing skills

By following the concepts and necessary skills in Digital Marketing mentioned in section 3.1, mainly from subsections 3.1.4 to 3.1.9, that divide the marketing journey into three phases, according to Allan Dib's book and the theory explained in this chapter, we can list the following skills as necessary for a small digital business owner to pursue:

Before Phase	During Phase	After Phase
Finding the target market: the ideal niche.	Calling the attention of leads.	Turning customers into fans.
Choosing the focus problem to be solved.	Collecting leads.	Nurturing customers.
Creating a Unique Selling Proposition.	Nurturing leads.	Making customers refer to a business/service.
Writing compelling messages: emotional copywriting	Becoming an authority.	Tactics and strategies to increase customer lifetime value.
Advertising media to reach the target audience.	Creating a relationship.	
Keeping track and understanding results and metrics.	Using marketing infrastructure.	
Choosing the right media for a campaign.	Creating a pricing strategy.	
	Increasing the value of an offer.	

Figure 10: Framework 1. Digital Marketing Skills.

As mentioned in the previous section, the After Phase will not be considered in the scope of this thesis, but on Framework 1, the author considered it essential to mention it.

3.2 Personal Branding

The act of branding something is very ancient. Research points out that the oldest brand that still exists today dates from the Vedic period (1100-500 BCE). It is a Northern Indian herbal paste called chyawanprash (there are other ways of spelling the product), made using 49 different herbs, which formula was created on the edge of the crater of a volcano called Pahadi Dhusran. The concept of the word brand comes from the Old Norse language, in which brandr meant "sword, fire, to burn." The term describes marking a name or a symbol on a product using a burning system (Grzesiak 2018, 7.).

For many centuries branding strategies were used mainly to build image and grow authority and trust in commercial brands. However, in the 20th century, these strategies started to be used for image building by people in the public sphere like actors, politicians, and entrepreneurs. In 1937, Napoleon Hill published the book *Think and Grow Rich*, which for the first time, expressed a

connection between financial results and the ability to convince people directly based on the image of the individual (Grzesiak 2018, 10.). In 1980, authors Al Ries and Jack Trout published the book *Positioning: The battle for your mind*, in which the concept of a personal brand is understood "as an intentional process of brand development, which yields not only immediate benefits but also significantly help in shaping a whole career." (Grzesiak 2018, 11.). Later in 2003, personal branding became popular by Tom Peters after the publishing of his book *Movers and Shakers: The 100 Most Influential Figures in Modern Business*, in which he emphasized the creation of a well-considered image by managers that would allow growth in authority, better results, and "climbing the corporate ladder" (Grzesiak 2018, 11.).

After the advent of the Internet in this contemporary digital age, the concept of a personal brand has expanded (Clyne 2019, chapter 1.). The Internet gave rise to the need for managing people's online identities, and the rise of social media created possibilities for the distribution of virtual identity, using it to sell and generate income (Grzesiak 2018, 11.). Before, personal branding was usually associated with celebrities, the rich, and the famous, but nowadays, personal branding includes anyone, especially when considering social media and influencer marketing (Clyne 2019, Chapter 1.).

Clyne defines a personal brand as the combination of one's skills, experiences, achievements, actions, personality, and all the content this person shares within a given community, industry, or the marketplace. Clyne goes further, saying that building a personal brand takes into consideration how a person wants to be perceived by the others, so a personal branding strategy must be "a consistent and intentional process of creating an important public perception so that you could be viewed as an authority and someone credible enough to be trusted" (Clyne 2019, Chapter 1.).

3.2.1 Influencer marketing strategies to create a personal brand

In this thesis research, influencer marketing and personal branding are essential to be understood as strategies to help people promote themselves and their businesses/services.

Features that will be emphasized are the goals of personal branding, ways of shaping a personal brand, and the necessary elements a personal brand needs to create an image. The role of influencer marketing in the scope of this thesis is only to understand its core sources – which will be explained more ahead in this section, as they are essential for the creation of the personal brand. Also, it is important to understand what it is to be an influencer as it connects to the idea of

being perceived as an authority. It is not part of the scope to deepen this subject, for example, on influencer marketing as a business.

The rise of social media brought a paradigm shift in marketing communications as people can interact directly with brands with other consumers and produce and distribute their content about anything they wish (Szikszai-Németh 2020, 120.). Social media made it possible for any person to gain popularity. Today's consumers use the networks available to them on social media and blogs, for example, to source information on businesses, services, and products and give positive and negative feedback on their experiences. As a result, brands realized the power of people who, through their activities on social media, have access to different groups and niches who follow them and trust their opinions. These people are called influencers, and devoting marketing resources to paying influencers to promote, show, and talk about products, services, and business, is called influencer marketing (Stubb, Nyström, Colliander 2019, 109.).

In Clyne (2019, chapter 2), influencer marketing is a hybrid process of developing genuine relationships to create greater visibility for a brand's product or service. Clyne says that influencer marketing derives its value from 3 core sources: original content, consumer trust, and social reach. **Original content** means unique and engaging content that is useful and purposeful with a mixture of information that is effective for the growth of a personal brand and what is promoted. **Consumer trust** is a consequence of connecting with an audience in a way that they will value the opinion of the content's author. It comes as a process of building solid relationships with a carefully cultivated audience. **Social reach** is the ability to reach many people through social channels, blogging platforms, and other measurable channels.

3.2.2 Shaping a personal brand

Shaping a personal brand is usually a targeted activity that serves a goal. According to Grzesiak, there are 12 primary areas where shaping a personal brand is crucial: 1) politics; 2) advertising; 3) social activism; 4) recruitment; 5) finding work; 6) finding a partner; 7) raising funds for charities and foundations; 8) building a business reputation; 9) promotion of cities, countries, and regions; 10) reputation migration; 11) lending personal qualities to fictional characters; 12) brand ambassadors (Grzesiak 2018, 13-17).

Considering that: a) this research aims to find "What kind of content should a digital marketing online course offer to Brazilian immigrant women to teach them to promote their personal brand

and support their digital endeavors"; b) that the target market is Brazilian immigrant women who already have a skill, a profession; and c) the focus is on small businesses/entrepreneurship; following Grzesiak's (2018) point of view, there are some primary areas of interest to this thesis in shaping a personal brand that will be considered below.

As mentioned in Chapter 2, section 2.3, language barrier, professions that are not validated in the new country, and the fact that unemployment rates in the country they live in are high, the objective of this thesis is to create the content plan for a Digital Marketing online course that will help skilled Brazilian immigrant women to create and promote a digital endeavor based on their skills and promote their personal brand. The author believes that a digital endeavor could also be connected to using personal branding techniques and strategies to find work, as, according to Grzesiak, the strategies are the same as those used to create a consistent image online. The type of content posted, the type of language used, the type of pictures, and the type of professional authority the person demonstrates. These features are equally important if the strategy is to find a job or become an authority to acquire followers' trust to offer a service or create a business (Grzesiak 2018, 15.).

When having a digital endeavor, another vital aspect could be finding a partner, as partnerships can be very beneficial for small businesses and services as they can significantly help growth and success. A partner can provide capital, more exposure, and additional work by offering services that an entrepreneur would not be able to (Culp, 2016.). A good personal brand enables a better first impression, making a person more attractive and increasing the chances of finding partnerships (Grzesiak 2018, 15.).

Another digital endeavor that could motivate professionals from social fields is raising funds for charities and foundations. As explained in section 2.1, a digital endeavor can be any form of online strategy to promote skills, businesses, or services to monetize. NGOs, foundations, charities, and all types of a non-profit with an online presence need a strategy of personal branding and digital marketing to raise funds. Brazilian immigrant women who are professionals in social fields could have a goal of creating a non-profit endeavor. Shaping a personal brand correctly is crucial in this sense, as the success of this kind of organization depends on trust and belief in the cause. An audience expects to find people with a clear and modest image dedicated to the cause to make the message more credible, so people become eager to donate (Grzesiak 2018, 16.).

Shaping a personal brand builds reliability for those who intend to build a business reputation. A well-managed personal brand helps a person to be recognized as an expert. Producing content and being the one sending the message on social media, blogs, and appropriate channels help create the narrative that will call the attention of the target audience (Grzesiak 2018, 16.).

According to Grzesiak's point of view, the last area of shaping a personal brand that suits the scope of this research is finding brand ambassadors. Many brands use a strategy of taking well-known individuals to publicly support their businesses in return for financial or material compensation. The ambassador agrees to use, show, or talk about the brand (Grzesiak 2018, 16) on social media, blogs, public events, and several communication channels. For a small business/service, which is the goal of this research, partnering with people seen as authorities by their followers could be an excellent strategy to be promoted online.

By analyzing each of the areas above and the leading personal branding characteristics Grzesiak attributed to them, it is correct to say that image personalization is the most critical determinant of personal branding. It means that the person becomes the brand (Grzesiak 2018, 18.).

Grzesiak suggests the following elements as necessary when considering how to shape a personal brand (Grzeisiak 2018, 21.):

- **Behavior** – characteristics that set a person apart from others should be emphasized. These could be a frequently repeated gesture or sign, a way of walking, sitting, standing, or some theatrical stride such as faces, dances, or body language.
- **Way of speaking** – characteristics such as speed of delivery, accent, intonation, specific words, and manners.
- **Attire** – the whole appearance, including the use of specific accessories associated with the person, for example, types of glasses, style of clothing, and head accessories.
- **Unique appearance features** – hair color, hairstyle, tattoos.
- **Views** – political views and causes.
- **Surroundings** – other people and brands with whom the person can be associated.
- **Props** – objects or other external things associated with the person. Ex: a car, a pet.
- **Self-awareness** – believing in one's values and life goals.
- **Enemies** – these are issues, people, or phenomena against which or whom the person fights, and that can become an element of the image.

Considering all elements and characteristics described as essential to shape a personal brand and the three core sources mentioned in section 3.2.1 (original content, consumer trust, and social reach), we can agree with Clyne (2019, Chapter 2) that it is necessary to have a clear strategy that should be documented and carefully planned to build a personal brand.

3.2.3 Overview of personal branding skills

As explained in the introduction of this chapter, this section creates an overview of personal branding skills based on the theory above reported. This overview is the Framework 1.1, represented at the end of the section, and it is of crucial importance in this thesis as it responds the **RQ3: What are the skills needed for personal branding?**

There are three main goals to create and promote a personal brand that could summarize in section 3.2: build an image, grow authority, and gain trust (Clyne 2019.). It is necessary to shape a personal brand defining the area of business, research the main aspects of the audience interested in the area values and find what elements the owner of the endeavor should use to create an image (Grzesiak 2018 13-21.).

When considering the theory presented here, the content plan to teach professional Brazilian immigrant women to promote their personal brands could emphasize the following Framework.

Goals of personal branding	Ways of shaping a personal brand	Elements to create a personal brand.
Building an image online.	Creating a consistent image online: content, language, image, and professional authority.	Behavior and way of speaking.
Growing authority online.	Creating a first impression: the importance of making yourself attractive.	Attire, personal appearance, props.
Gaining the trust of a target audience.	How to use image and dedication to raise funds.	Views
	How to be recognised as an expert.	Surroundings and enemies.
	How to create a narrative to call the attention of the target audience.	
	The importance to find partners who are authorities in your niche.	

Figure 11: Framework 1.1. Personal Branding Skills.

In the empirical section of this thesis in Chapter 5, sections 5.4 and 5.5, the conclusions introduced in this chapter with Frameworks 1 and 1.1 are updated so that personal branding and digital marketing will complement one another in the content plan of the course.

4 Research strategy and approach (Methodology)

This section starts with a description of the case study approach to justify its choice to conduct the research. Then, methodological approaches are discussed, describing how qualitative research was used in this thesis and how the research questions are aligned with this methodology. After this, a detailed description of the processes for data collection is reported. Also, Framework 1, introduced in Chapter 3, section 3.1.10, is updated to demonstrate how the theory was used to produce the survey questionnaire. The chapter ends with the timeline of the thesis process.

4.1 The case study approach

This thesis is a case study. According to Yin, a case study is an empirical investigation that examines a contemporary phenomenon within its real-life context, especially when there is no clear evidence of the boundaries between phenomenon and context (Simons 2012, 9.). This research aims to discover what kind of content a Digital Marketing online course should offer to Brazilian immigrant women to help them to support their digital endeavors and promote their personal brands. Thinking of “Digital Marketing Skills” as a topic, this is a contemporary phenomenon. The empirical investigation is then characterized when the process of gathering information on the topic uses data collection based on information about experiences (skills), matching Yin’s definition.

Another case study characteristic of this research is that the niche professional Brazilian immigrant women that are the object of this research are a single group. Moreover, data collection is done within this single group by analyzing information from 40 women participants in the community MMA, placing the research object into a small group of single objects (40 Brazilian immigrant mothers) (Koppa March 2010.).

Yin also states that a case study research approach is favorable when the researcher has little or no control over behavioral events when collecting data (Yin 2018, 9). This is also the case in the present research. Data was collected through a survey with open-ended and multiple-choice questions. There was no control on the researcher’s part on the answers given as they were of strict personal content, based on personal knowledge and motivations.

Stake suggests three types of case study: intrinsic if the study happens for the intrinsic interest in the case itself; instrumental, when it happens to explore an issue or research question to gain insight or understanding into something else; and collective, when several different cases are studied to form a collective understanding of a question or issue (Simons 2012, 10).

This thesis is an instrumental case study as it will understand the digital marketing and personal branding knowledge of Brazilian immigrant women to respond to the research questions.

Finally, Yin (2018, 51-53) distinguishes two different designs for a case study; the holistic design, when the focus is on the organization, group, or event, and the embedded design, when the focus is on a subunit within the organization, group, or event, and the case involves at least two units of analysis.

This research focuses on finding the necessary skills for digital marketing professional Brazilian immigrant women need to support their digital endeavors and personal brands. It will analyze data coming from Brazilian immigrant women; however, from a specific subunit of this niche, the Brazilian immigrant mothers members of the MMA group. Therefore, this research can be classified as an embedded instrumental case study.

The figure below shows the case study research phases (Ojasalo, Moilanen & Ritalahti, Chapter 3) adapted to this thesis research.

Preliminary development task or problem.	Getting familiar with the phenomenon in practice and theory. Defining the development task more precisely.	Collecting empirical data and analysing with different methods.	Development suggestions on models.
Professional Brazilian immigrant women feel inferior to their partners and local people in their new countries due to difficulties in restarting their professional lives.	Reading MMA blog posts to understand the struggles of the target niche. Search for evidence in literature that: immigrant women struggle to start a working life in their fields in the new country, online initiatives and digital endeavours help empower women who are housewives with opportunities to monetize skills.	Defining the theoretical framework and how theory can support the empirical part.	Create the content plan for a digital marketing course to teach professional Brazilian immigrant women to support their digital endeavours and promote their personal brands.
A toll to help them monetize their skills would be of great value.	Validate the idea that a tool to help them monetize their skills would be of great value.	Build a survey based on theory to understand the real needs of the target group.	Structure the content plan to support the marketing plan process intended for the future, during the implementation time.
	Find the objective of the research and the research questions.	Analyse results and findings.	

Figure 12: Case Study Phases.

4.2 Methodological approaches

According to Kananen (2011, 36), whenever a new phenomenon needs to be understood, and the main research question is "what" "what is this all about?" qualitative research is applicable.

Qualitative research exists to help understand a phenomenon, especially when its factors and

interdependencies are unknown, mainly for the nonexistence of theories and models available on it (Kananen 2011, 37.).

In the case of this thesis, previous theories, and studies available on the digital marketing and personal branding skills of professional Brazilian immigrant women were not found. For tailoring a course based on their needs, no previous data has been found; their needs and consumer behavior when having the intention to promote or create a digital endeavor are also unknown, and so is the knowledge on which tools they use to promote their endeavors, and if they have a planned strategy.

As previously reported in Chapter 2, the central research question of this thesis is:

What kind of content should a digital marketing online course offer to professional Brazilian immigrant women to help them support their digital endeavors and promote their personal brand?

It can be further divided into three sub-questions:

RQ1: What are the current digital marketing skills of professional Brazilian immigrant women?

RQ2: What digital marketing skills do professional Brazilian immigrant women need to create or sell a digital endeavor online?

RQ3: What are the skills needed for personal branding?

Answering these questions is crucial in understanding the phenomenon of this research and matching Kananen's description of qualitative research. All research questions in this thesis are "What" questions.

4.3 Collecting and analyzing data

This thesis uses one primary process for data collection: a qualitative survey. Before explaining in-depth the data collection process and analysis of the results, it is essential to show a demonstration of the whole thesis process. Figure 13 in the next page illustrates the process.

Research	Expected result	Expected achievement
The Research Literature	<p>Understanding of general digital marketing knowledge necessary to promote small digital endeavours</p> <p>Creating a framework of the necessary digital marketing skills a person who wants to have a small digital endeavour should acquire.</p> <p>Using the digital marketing framework to design the survey's questions.</p> <p>Understanding of the general personal branding knowledge a person should have to promote a digital endeavour.</p> <p>Creating an overview of basic personal branding skills the target group should focus on.</p>	<p>Creating the survey to respond to the RQ1 and RQ2.</p> <p>Respond to RQ3.</p>
The Survey	<p>Finding the current digital marketing skills of the target group.</p> <p>Finding the missing digital marketing skills of the target group</p>	Respond to RQ1 and RQ2.

Figure 13: Thesis process.

The research literature in the theoretical framework of this thesis was chosen mainly from books, academic journals, and articles in the blogosphere targeted toward marketers, business owners, and entrepreneurs. The literature section was divided into subsections to differentiate topics and facilitate the creation of the frameworks mentioned in figures 10 and 11 (Sections 3.1.10 and 3.2.3). The survey questions were crafted based on the findings represented in Framework 1 (Figure 10, section 3.1.10). Figure 14 on the next page updates Framework 1, showing the process of using literature to craft the survey in more detail. Figure 14 can be considered an update from Framework 1, so it was named Framework 2.

Before Phase skills overview	Survey Questions	Theoretical Framework section	During Phase skills overview	Survey questions	Theoretical Framework section
Finding the target market: the ideal niche.	Q.7	3.1.4	Calling the attention of leads.	Q.16	3.1.7
Choosing the focus problem to be solved.	Q.8	3.1.4	Collecting leads.	Q.17; Q.18	3.1.7
Creating a Unique Selling Proposition.	Q.9	3.1.4	Nurturing leads.	Q.18; Q.19	3.1.7
Writing compelling messages: emotional copywriting	Q.10; Q.11	3.1.4	Becoming an authority.	Q.16; Q.18; Q.19	3.1.7
Advertising media to reach the target audience.	Q.12; Q.13	3.1.5	Creating a relationship.	Q.18	3.1.7
Keeping track and understanding results and metrics.	Q.14; Q.15	3.1.5	Using marketing infrastructure.	Q.18	3.1.7
Choosing the right media for a campaign.	Q.5; Q.6	3.1.6	Creating a pricing strategy.	Q.20; Q.21	3.1.8
			Increasing the value of an offer.	Q.22; Q.23	3.1.9

Figure 14: Framework 2. The process of crafting the survey.

As justified in chapter 3, section 3.1.10, the primary efforts to achieve this thesis's findings go around the Before and the During phases of the marketing journey. For this reason, considering the skills mentioned in Framework 1 about the After Phase, the only question of the survey related to it was question number 23, about tactics and strategies to increase customer lifetime value, that the author analyzed as a topic referring to the During phase "How to increase the value of an offer." How this analysis was done is reported more ahead in Chapter 5.

The survey questionnaire included only questions required to achieve the goals of this research. The length and the layout were carefully designed to be straightforward and last no longer than 15 minutes (Ojasalo, Moilanen & Ritalahti, Chapter 4.).

Deakin University's LibGuides define surveys in the qualitative study as a method to reveal experiences, opinions, narratives, and accounts using open-ended questions to produce written/typed answers. A qualitative survey aims to elicit a detailed response in the participant's own words, and it can contain quantitative questions to establish elements such as age, country, gender, and nationality (Deakin June 2021.). In this thesis, questions 1, 2, 4, 5, and 6 follow these criteria, and question 3's goal is to understand the respondents' skills that could be monetized through a digital endeavor.

This thesis's survey contains open-ended and multiple-choice (closed-ended) questions. The survey method was the online survey provided by the platform Webropol, structured according to Deakin's University guidelines (Deakin June 2021.):

- The survey link was sent to the 40 participants of the MMA group via WhatsApp.
- When necessary, contextualizing information or critical definitions was provided to help participants understand the questions. This method was used to help respondents understand the topic as they could not directly ask questions to the author in real-time.
- Participants were requested to respond to the questions in detail to explain their experience to the author.
- All questions were mandatory, and respondents were asked to be specific whenever possible when they did not know to respond to a question.

After receiving the answers, they were analyzed, and the results are described in chapter 5. The survey questions are listed in Appendix 1.

As explained in Chapter 3, the theory was the process chosen to respond the research question number 3 of this thesis, "What are the skills needed for personal branding." The author considered

The Framework 1.1 of skills found in literature in section 3.2.3 enough to respond to RQ3, and details on how the personal branding framework of this thesis related to the digital marketing framework will be explained in detail in Chapter 5, which will go through the whole process in detail.

4.4 Timeline of the thesis process

This thesis project was submitted to the thesis advisor in **August 2021**. The initial idea was to co-create the content plan for a digital marketing app for professional Brazilian immigrant women using a service design methodology. However, before starting to research service design methods, the author focused primarily on the digital marketing and personal branding theories, which were defined as the main theories in this thesis. In **September 2021**, the author defined the research questions during a meeting with the advisor, and they guided the remaining thesis process. The first drafts of chapters 1 and 2 were written between September 2021 and **January 2022**. In January 2022, the author tested positive for the Corona Virus and only returned to the thesis process in February due to a necessary sick leave.

In **February 2022**, while getting familiar with the process of co-creation using a service design method and after evaluating if the course should be hosted as an app or in an online course platform for financial reasons, it was decided that the content plan would consider an online course hosted at an online course platform. Considerable changes in Chapters 1 and 2 were made after this decision.

In **April 2022**, the author started to work on the methodology and, at first, for using service design, thought of using action research together. The size of the project became too long, and it was decided to use Case Study with Qualitative Research. Also, during this period and during **May 2022**, the author realized that conducting a service design would be very difficult since the target audience is spread in different countries at different time zones. Conducting interviews and a workshop for the co-creation process would be challenging. The theoretical framework had material from 4 different theories at this stage, and the scope became too messy.

In May 2022, the author decided to narrow down the scope and made considerable changes in the thesis structure. A Case Study using Qualitative Research as a method would be conducted aiming at responding to the research questions with a survey and an interview. The interview would keep the initial idea of co-creation, but the service design method would not be used

anymore. The theoretical framework was reduced, and the theories related to Digital Marketing and Personal Branding were kept. After this decision, the survey was crafted and sent to the women from the target group.

Still, in May 2022, the author presented the thesis three days before receiving the survey results and received feedback from other students finishing their thesis. One comment triggered the last change that gave this thesis its final structure after the survey results arrived: one of the students thought it was confusing and suggested trying to narrow it down even more.

Before having the survey results, it was difficult to identify how to narrow down, even more, the thesis' structure. Therefore, with the results in hand, after the analysis, the author realized that the survey was more effective than expected, giving enough data to respond to the research questions. Having the three research questions responded to, the author concluded that the interview and the co-creation aspect of the content plan became unnecessary. In concluding this timeline, the author was satisfied with the survey results and narrowed the structure by eliminating the interview, which became a suggestion for the implementation of the project to be accomplished more ahead, as explained in chapter 6. This thesis was finished in **June 2022**.

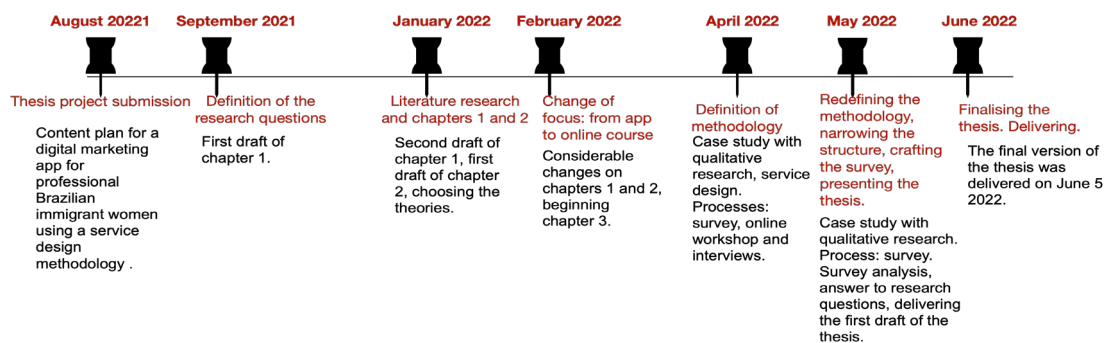


Figure 15: Thesis timeline.

5 Implementation and outcomes

This chapter describes the process in practice used in this research development and what development outcomes were achieved. Section 5.1 starts with the author explaining the research process through literature research, theory analysis, and a qualitative survey. Then, section 5.2 introduces more comprehensive details on the survey process based on theory to justify its validity and how data was analyzed.

Section 5.3 shows the key findings to respond to RQ.1 and RQ.2 and updates Framework 2 (Chapter 4, section 4.3), including a summary of the survey responses. This framework helped structure the analysis in sections 5.3.1 and 5.3.2 and answer the research questions in sections 5.3.3 and 5.3.4. The updated framework had to be divided in two for being too long (Framework 3 and Framework 3.1), and they give a visual and in-depth description of how the theoretical framework was applied in data collection (survey production) and data analysis.

Section 5.4 shows the supplementary findings of the survey, and section 5.5 summarizes all findings that allowed the conclusion of the research. This section introduces the final framework (Framework 4), based on the results, and includes the personal branding content described in Chapter 3, section 3.2.3 (Framework 1.1) in the chart, putting it all together.

Section 5.6 concludes this chapter by presenting the author's proposals for the content plan of the digital marketing online course for professional Brazilian immigrant women, also considering suggestions on how the course should be divided and distributed to build a marketing plan during the implementation phase.

5.1 The importance of preliminary literature research

The data collection process in this thesis started with literature research. Before the theories on digital marketing and personal branding described in Chapter 3, it was necessary to find other studies to support the idea that a tool to help Brazilian immigrant women rebuild their professional lives abroad is helpful to empower the target group. I searched for academic validation of my personal experience as a Brazilian woman living abroad, as the founding member of the MMA group and Instagram community, that there is a considerable number of professional Brazilian immigrant women who suffer in their new countries because of a lack of opportunities in the working life in their professional fields. Coelho's master's thesis mentioned in chapter 1 was crucial because it brought the expected validation. One of her research focuses on women's invisibility as

subjects of the migratory process. She shows evidence that immigrant women are seen only as family caretakers. When embraced by the labor system, mainly in developed countries, they are generally connected to domestic work, assistance to elders, children, the sick, and other roles that are mere substitutions of traditional household female roles (Coelho 2021, 24.). Another critical aspect of Coelho's research is that she analyzes the situation of Brazilian immigrants in Portugal and mentions quantitative data on Brazilian immigrant women in the country. She mentions that in 2021, among the Brazilian women who had jobs in Portugal, 82,8% were in the third sector (Coelho 2021, 24.). Coelho's research mentioning Brazilian immigrant women as one of the focus groups was advantageous to my research.

The reading process I took to start this thesis was long. I found several articles related to how blogs and social media, in general, have been necessary as an empowering tool for women who are housewives and how they can help them monetize their skills either as influencers or by providing services, using the content production as a tool to demonstrate authority and create communities. The article *Virtual community: belonging as communication*, by Gerard D. was also crucial in the process as it talks specifically about virtual communities and their distinctive nature and ability to make communication the essential feature of belonging (Gerard 2009, 168.). Reading these articles, I found the necessary validation I was looking for in my perception of the MMA blog posts and as a reader of the content posted by Brazilian immigrant women on Instagram. During this literature research process, which included academic journals, MMA blog posts, and Instagram content, I got the key findings that inspired my research project:

- 1) Many professional Brazilian immigrant women feel inferior to their partners for not being able to go back to their working life.
- 2) Many Brazilian immigrant women try to return to the labor market in their new countries with no success.
- 3) Many Brazilian immigrant women use social media and blogs as a feature of belonging and spend many hours a day in these virtual spaces.

These three findings showed me that creating an online tool to help them monetize their professional skills could be of great value. So, as a communication management master's student, I thought that creating a digital marketing course tailored for their needs could be an asset for them and me, as I am also a Brazilian woman living abroad who struggles to find an opportunity in the labor market.

Nonetheless, to create a tailor-made digital marketing course for this target group, it was necessary to understand their needs, what kind of skills they already have in digital marketing, the most critical skills that are missing, and if they envision the idea of having a digital endeavor. The lack of such crucial information made me realize I did not have enough information to create a tailor-made course, so I decided that this thesis research would focus on gathering data and information to allow the creation of the content plan of a digital marketing course for Brazilian immigrant women and not the implementation of the project. The implementation of the course is a future project, in any case.

This perception and a couple of meetings with my thesis advisor brought the research question of this thesis together with the three sub-questions, and the actual research process started.

The main research question of this thesis, as mentioned before, is: **What kind of content should a digital marketing online course offer to professional Brazilian immigrant women to help them support their digital endeavors and promote their personal brand?**

The main research question can be further divided into three sub-questions:

RQ1: What are the current digital marketing skills of professional Brazilian immigrant women?

RQ2: What digital marketing skills do professional Brazilian immigrant women need to create or sell a digital endeavor online?

RQ3: What are the skills needed for personal branding?

To help respond to the research questions, I chose two main theories: digital marketing and personal branding. I used different sources for the digital marketing section; therefore, the book *The 1-Page Marketing Plan* by Alan Dib was the primary source as it mentions all the necessary skills an entrepreneur or business owner needs to create and promote a digital endeavor. Dib's theory inspired the creation of all Frameworks in this thesis and the division of the marketing journey into phases, as explained in Chapter 3. The knowledge from this book was crucial to helping me craft the survey used for data collection and analyze the responses received that answered the RQ1 and RQ2. The survey was sent to the 40 women members of the MMA group, as explained in Chapter 4.

The RQ3 on Personal Branding was responded to in the theoretical framework, section 3.2.3, as mentioned before, based on different sources. However, Mateusz Grzesiak's book *Personal Brand*

Creation in the Digital Age was the primary source to create the Framework that responded to the RQ3.

5.2 Survey and data analysis

After concluding which are the basic necessary Digital Marketing skills to create and promote an online endeavor on Framework 1 (Chapter 3, section 3.1.10), it was decided, as explained in Chapter 4, that surveying with questions based on these findings would be the best option to collect data to respond RQ1 and RQ2. Surveys are one of the most common data collection methods because they enable researchers to ask many questions to many people (Ojasalo, Moilanen & Ritalahti, Chapter 4). Section 4.3 of this thesis explains how the theory was used to craft the survey. Data acquisition, data analysis, and conclusions will be explained in this section. The goal of the survey was to obtain information to answer the following questions:

- 1) What are the current digital marketing skills of professional Brazilian immigrant women?**
- 2) What digital marketing skills do professional Brazilian immigrant women need to create or sell a digital endeavor?**

The chosen observation units to respond to these questions were the Brazilian immigrant women members of the MMA group, as explained in chapters 1 and 2. The MMA group counts 40 members. A web link for the survey was sent by WhatsApp, and 34 women responded to the survey. The survey analysis was done considering the responses of the whole group, and this type of data acquisition is in accordance with sampling, as explained by Ojasalo, Moilanen & Ritalahti (Chapter 4).

According to Saunders, the time needed for data collection increases for questionnaires when the samples are geographically dispersed (Saunders 2015, 442.) as the women from the MMA group live in different countries. However, in this thesis, since the sample was small (40 people), and the women from the MMA group knew the researcher and were willing to help, five days were enough to gather 34 answers, a margin of 85% responsiveness, much higher than the average between 30% to 50% required for an online survey (Saunders 2015, 441). Details on how the survey was designed can be found in Chapter 4, section 4.3.

The survey structure had a cover letter explaining to the respondents what it was about and safeguarding their anonymity. It was important to give them the option not to participate if they

disagreed with the research; therefore, the cover letter gave them knowledge of the importance of the research too. The author agrees that a well-explained cover letter positively affects the response rate, as mentioned by Ojasalo, Moilanen & Ritalahti, chapter 4. A copy of the cover letter can be found in Appendix 2.

The entire survey, including the cover letter, followed Haaga-Helia's guidelines instructed in the Thesis Workshops section in Moodle (Saaranen 2021.). The content of the survey and its structure were reviewed and approved by professor Juha Lindstedt, a specialist in surveys from Haaga-Helia University. The survey's default language was configured to English to make it easier for the researcher to share the results. However, the Webropol platform that hosted the questionnaire allows translation of the content, so respondents had the option of reading and responding to it in Portuguese, their mother language. All survey responses quoted in this thesis are independent translations from Portuguese to English by the author, whose mother language is Portuguese.

The methodology used in this thesis is qualitative research (Chapter 4), and there are two fundamental approaches to analyzing qualitative data; the deductive approach uses a structure or a predetermined framework to analyze data. In other words, the researcher can establish the structure of theories on the data and use it to analyze the findings (Burnard, Gill, Stewart, Treasure & Chadwick 2008, 429.), and the inductive approach when data is analyzed with little or no predetermined theory, structure, or framework, which means that data itself derive the structure of analysis (Burnard, Gill, Stewart, Treasure & Chadwick 2008, 429.).

This thesis used the deductive approach to analyze data from the survey.

When discussing types of data variables, the survey in this thesis contains factual and demographic variables: age range, education, occupation of respondents; attitude and opinions: questions that respondents might need to think about before answering, such as what they think about something, if they believe something is good or bad, and; behaviors and events: questions about what respondents did, what happened in the past, what is likely to happen in the future (Saunders 2015, 445.). This thesis survey contained 11 multiple-choice (closed questions) and 12 open-ended questions.

In the following section, the survey findings will be presented, and Framework 2 (Chapter 4, section 4.3) will be updated to give a visual overview of how the analysis that responded to the research questions was done.

The closed questions responses were coded automatically within the online survey software Webropol. These responses allowed the author to understand the digital marketing skills Brazilian immigrant women from the MMA group have and the most critical skills they lack with statistical data. As an example, 50% of the respondents do not understand the meaning of digital marketing key concepts such as Return on Investment, Customer Acquisition Cost, and Customer Lifetime Value; 29,4% of the respondents consider themselves very good at using Instagram, while 8,8% consider themselves skilled on YouTube.

The open-ended questions were analyzed compared to the theory: "When you think about a digital endeavor to you, what is your target market (niche)?" Responses were analyzed based on what theory establishes as a niche (Chapter 3, section 3.1.3) to evaluate how well the respondents understand this concept. Then, according to the number of answers that matched the theory, it was possible to establish a percentage of knowledge. For example, 15 out of 34 respondents have a broad or heterogeneous niche. $15 \text{ out of } 34 = 44,11\%$, so 44,11% of the respondents have a broad or heterogeneous niche.

Calculating responses to all open-ended questions was not possible because some were opinion-based, so there was no "right" or "wrong." The author used expressions such as "most of the women" or "many of the women" when analyzing data.

5.3 Findings and answers to research questions 1 and 2

According to Dib's method, to report the survey's key findings, the author maintained the division of the marketing journey into Before and During Phases. However, when updating Framework 2, it was necessary to divide it into two parts (Framework 3 and Framework 3.1) to allow a visual overview of the analysis process and results. Creating only one Framework would be too long and probably confusing to the reader. As the Frameworks contain references to the theoretical framework that allow the reader to find the evidence of the results, in theory, the author did not use references when summarizing the analyses in the text. Important to mention that the analyses shown in sections 5.3.1 and 5.3.2 will not yet contain quotes with examples of the answers from the survey. These quotes and more examples of data from the survey will be given in sections 5.3.3 and 5.4.

The following section starts with Framework 3, followed by the analysis.

5.3.1 Summarizing the results of the Before Phase

Before phase skills overview	Survey questions	Theoretical Framework	Results
Find the niche	Q.7	3.1.4	15 out of 34 have a niche that is too broad or heterogeneous.
Choose the problem to solve	Q.8	3.1.4	9 out of 34 didn't know how to define the problem of their niche correctly.
Create a Unique Selling Proposition	Q.9	3.1.4	26 out of 34 don't know how to communicate their differential (USP).
How to write compelling messages: emotional copywriting	Q. 6, Q.10, Q.11	3.1.4	30,3% focus content on the results they offer. 22 out of 34 don't know exactly how to humanize content. Most assessed themselves as good at emotional copywriting.
How to use advertising media to reach the target market	Q.12, Q.13	3.1.5	Most understand the importance of boosting posts on social media and creating social media ads. However, 32 out of 34 never did it or did it only once and were not satisfied.
How to keep track and understand results and metrics	Q.14, Q.15	3.1.5	82% follow metrics from Instagram and Facebook. The rates of keeping track using other metrics were below 20% and 15% of the respondents don't even know what metrics are. 52% don't understand the meaning of key concepts such as ROI, CAC and CLV.
What is the right media for a campaign	Q. 5	3.1.6	Most base or would base their business on Instagram and Facebook. They assessed themselves as skilled mainly on Instagram. Facebook and blogs comes next being blogs a minority.

Figure 16: Framework 3. Key findings from the Before Phase.

In-text analysis:

Many of the respondents do not know how to narrow down their niches. Some chose more than one and very heterogeneous niches to focus on. However, the definition of the problem their endeavor would solve was well defined by many of them.

Most of the respondents do not know how to communicate their differential, and they do not have a Unique Selling Proposition.

Although 30,3% of the respondents understand that creating content focusing on the results their endeavor offers is one of the most important aspects of content creation to attract leads, 27,3% believe that focusing content on their professional experience and service/product is more important.

All respondents understand the importance of advertising marketing, but they do not know how to do it correctly. Most of them know how to follow metrics to analyze their primary growth concerning

the number of followers and engagement, but they do not understand the key marketing figures to have an accurate idea of what growth is.

Concerning social media, respondents are skilled in Instagram and Facebook, including the use of the assets these platforms provide. Other social media such as YouTube, Tik Tok, and Twitter are not their preference. They have basic skills related to blogging.

5.3.2 Summarizing the results of the During Phase

The same criteria of evaluation from the Before Phase are used to summarize the results of the During Phase.

During phase skills overview	Survey questions	Theoretical Framework	Results
How to get the attention of leads	Q.16	3.1.7	15 out of 34 don't know how to capture the attention of leads.
How to collect leads	Q.17, Q.18	3.1.7	26 out of 34 don't have a strategy to collect leads and contact them. Most of them rely on doing it manually one by one.
How to nurture leads	Q.18, Q.19	3.1.7	Most of them would nurture their leads posting video content on social media. Most of them rely on producing content.
How to become an authority	Q.16, Q.18, Q.19	3.1.7	Respondents reported to have difficulties in producing humanized content. These results match the results from above.
How to create a relationship	Q.18	3.1.7	Most of them rely mainly on social media content and post videos to create a relationship with their target audiences.
The use of marketing infrastructure	Q.18	3.1.7	Social media, videos and websites are their mainly marketing infrastructure. Newsletters, blogs, and the use of email marketing isn't a priority for most of them.
How to create a pricing strategy	Q.4, Q.20, Q.21	3.1.8	60% already have some kind of digital endeavour. 33.3% don't have one yet but wish to have one. 21.2% of those who have a digital endeavour never got a customer. 18 out of 34 don't have a good pricing strategy.
How to increase the value of an offer	Q.22, Q.23	3.1.9	23 out of 34 respondents don't know how to increase the value of their offer.

Figure 17: Framework 3.1. Key findings from the During Phase.

In-text analysis:

Most respondents have the correct notion of the necessary marketing assets to get attention, collect and nurture leads, but many do not have a strategy for these three crucial processes. Problems such as: not using any tools to call the attention of leads, collecting, and communicating with leads, and believing that only producing content and videos on social media is enough to sell and promote an endeavor were identified.

Regarding nurturing leads, respondents seem not to understand the importance of researching what their leads expect to hear from them or what kind of content they would like to read. They rely more upon creating content based on what other influencers and competitors who are more popular do. Consequently, it was possible to conclude that the type of content they offer to their followers and target audience might not be enough to make most of them be perceived as authorities to the point that people would buy from them or hire their services.

26 out of 34 respondents do not have a strategy to collect leads and contact them. Most of them rely on doing it manually, one by one. About marketing assets, their priorities are relatively good; however, 45,4% do not know what a lead-capturing website is.

Most of them believe that giving free material such as e-books, and video classes are the most important thing to collect leads. Most of them rely on Instagram and Facebook for all their actions.

The survey also showed that most respondents do not have a good pricing strategy, and 21,2% of those with a digital endeavor never got any customers.

Most of them do not understand how to increase the value of their offer when they charge for a product or service.

5.3.3 Answering research question 1

Research question 1 in this thesis is **What are the current digital marketing skills of professional Brazilian immigrant women?**

Most respondents have **good social media skills** using Instagram and Facebook. Good skills in producing **video content** and **written content**. They **know what problem they would solve** with

their digital endeavor, **understand the importance of advertising** marketing, **know the best tools for advertising** their endeavors, and **know-how to analyze the basic metrics** provided by Instagram and Facebook related to profile growth. A little bit over half of them knows how to find their niche and strategies to capture the attention of leads. Overall, they have good knowledge of social media, use of videos, and websites as the source of marketing infrastructure.

5.3.4 Answering research question 2

Research question 2 in this thesis is **What digital marketing skills do professional Brazilian immigrant women need to create or sell a digital endeavor?**

In which concerns to **finding the niche**, 44,11% of the respondents chose a **broad niche** such as “mothers,” “mothers and children,” “adults,” or a too heterogeneous and difficult to understand as “mothers who educate children and mothers of adopted children,” “exhausted mothers and mothers who want to educate their children calmly and respectfully,” “expat families and people interested in tourism in Asia.”

In describing their differential and creating a unique selling proposition, most of the respondents believe that “quality of service,” “do things with love and care,” “being creative,” “respect for the customer,” and “having experience on the matter” are differentials that would place them ahead of the competition. It concludes that they **do not know their differential**.

When asked about writing compelling messages, 64,7% of the respondents have **difficulties humanizing content** either because they do not understand it or do not know how to do it well. Some answers were “I do not know how to do it.”, “It is tough for me to use my own life and experiences to humanize content, but I am trying to learn how to do it.”, “I talk to people who send me messages.” I make videos, but I do not use the stories on Instagram very much.”, “I am honest and think about the others.”

For 48,5% of the respondents producing content describing their professional experiences, personal experiences, services, and products are more important than focusing on the results their business/service brings or the problem of their target market. They **do not know the importance of focusing content on the solutions** the endeavor offers.

Questions related to the use of advertising media to reach the target market had 94,11% of the respondents reporting not having experience with advertising media or having done it once or twice and being disappointed with the results. They **do not know how to advertise** or how to **boost content** correctly.

When asked about their understanding of key marketing concepts to analyze their results more accurately, 52% **do not understand the meaning of ROI, CAC, and CLV**.

Many respondents **do not have a strategy** or **do not understand how to call the attention of leads**. Messages like “I exchange messages.”, “I do not know.”, “I am not sure.” “Writing the link to my business on my Instagram” was given.

Many of the respondents use manual methods to make it impossible to collect leads if they had a target audience interested in their services. It was evident in answers such as “I take a note in my calendar.”, “I save the person’s name, and later I add it on my WhatsApp to send SMS.” “I ask for the contact through direct message, and later I contact through WhatsApp.” Moreover, many respondents reported not having a strategy or not knowing how to collect leads.

Most respondents reported **not researching what their leads expect to see** and receive as content when nurturing leads. Several of them reported researching content on Google and social media, but they did not explain well enough based on what they create content looking for tips on Google and social media. Some respondents also reported that they base their content on what bigger competitors and influencers post.

In how to become an authority, problems analyzed in previous topics such as “how to write compelling messages,” “how to get the attention of leads,” and “how to nurture leads,” show that they might have **difficulties in being perceived as authorities** by their target market.

Most of the respondents did not report having a strategy to **create a relationship with their leads**, except for producing videos, giving free material, and writing content on social media.

53% of the respondents **do not have a good pricing strategy** or do not know how to set a price for their endeavor. Some answers that showed it was “I establish my price according to how much I invested.”, “I am not brave enough to charge for my service because most customers struggle

financially.” “Fairly, but I feel that I am still undervaluing my work.”, “This is a big challenge. What people are willing to pay and not for the service itself.”

65% of the respondents **do not have any strategy to increase the value of their offer** or do not understand precisely what it means to do it. Some answers were “I share personal experiences.”, “Feedback from other participants, straightforward information,” “I offer my sessions in packages.”

5.4 Supplementary findings of the survey

In section 5.2, the author mentioned that factual and demographic questions such as age range, education, and occupation of respondents were asked. The idea of these questions was to have a more detailed profile of the target audience and their fields of work. This information seems to be more critical to implementing the project. It is out of the thesis’s scope, but it brought some exciting and valid knowledge.

Many of the respondents, 54,5%, are **over 40 years** old, and 54% **do not have a formal job**.

The areas in which they are skilled were mostly parental consulting, literature, pedagogy, writing, law, special education, doula, health coaching, psychology, holistic therapies, tourism, sewing, crafts, language teaching, graphic design, and marketing.

This information was essential to identify that **most of the people from the target audience are in the service sector**.

It was also important to identify that **most respondents intend to use two leading social media channels to promote their endeavors: Instagram and Facebook**. There was no evidence of interest in using other channels in the survey, except for a few respondents who use blogs to communicate with their audience.

The survey also showed that **most respondents are not beginners in social media**. They can use the tools and the assets, and **many of them have additional skills** such as knowing how to use design software, take good pictures, and edit videos.

Another vital knowledge that the survey brought implicitly was that many of the respondents might not be savvy in digital marketing, but **they understand the importance of each process** and

accept that to have a successful business, they should know more. This specific aspect was reflected in many open-ended questions. Some respondents talked about their opinions and skills in detail and gave answers such as “I know this is important and that I should know more about it.” “I do not know if what I am doing is correct; I know I have to do it better.” This aspect was also noticed when they chose options that demonstrated that they knew the topic was important during closed questions, but when they answered open-ended questions about it, they expressed not knowing how to do it. Ex: 100% of the respondents agreed that advertising is essential, but most responded that they do not know how to do it properly or never tried.

5.5 Putting all together

This section aims to summarize this chapter’s findings after responding to the research questions 1 and 2.

When thinking about the content plan for a tailor-made Digital Marketing course for professional Brazilian immigrant women, the following characteristics and features should be considered: The course should be planned **to focus on women who are 40+** years old as a target audience, most of them have a university degree, and all of them have many years of experience in their areas. **60%** of the respondents reported **already having some kind of digital endeavor**, and **21,2%** of those **never got a paying customer**.

They have **good social media skills** on Instagram and Facebook. Other technical skills such as photography, video edition, and design software were also found.

Regarding digital marketing, in the **Before Phase**, “How to Create Compelling Messages,” focusing on content humanization, and all topics related to “Advertising Media” were the skills missing most in the survey.

These findings make it correct to assume that the **target audience is not a beginner**.

Along with the **During Phase**, the respondents **were missing crucial skills**, which concludes that it should be the **focus of the course**.

As mentioned earlier in chapters 3 and 4, the **After phase** was not in scope for this thesis. The skills from this phase are not included in the analysis.

During this thesis research, **the author focused mainly on collecting data to find missing skills** in the target group to build a tailor-made content plan for the Digital Marketing Course. However, the literature research process was fundamental to setting up the content plan's foundation and structure.

Below, the author presents the last Framework of this thesis, Framework 4, which, based on the main findings and the most critical missing skills of the respondents, suggests the course content divided into three parts. One part should focus on the most critical missing aspects found in the Before Phase, the second part on the most critical missing aspects found in the During Phase, and the third part should bring the most important skills on personal branding suggested in Framework 1.1, when the RQ 3 (What are the skills needed for personal branding?) was responded (Chapter 3, section 3.2.3). Important to mention that each of the topics allows a subdivision to include more related aspects. The following section will show it in more detail when the content plan is structured.

First part	Second part	Third part
The importance of narrowing your niche.	How to get the attention of leads: compelling messages and authority.	Building an image online, views of shaping it, necessary elements.
Creating a Unique Selling Proposition.	Collecting, nurturing, and creating a relationship with your leads.	Building authority, views of shaping it, necessary elements.
Basics of advertising media to reach your target marketing.	How to create a marketing infrastructure that works.	Gaining the trust, views of shaping it, necessary elements.
	Pricing strategy: how to establish your price and increase value of an offer.	

Figure 18: Framework 4. Content plan overview.

5.6 The content plan

The content plan proposed in this thesis should be considered a guide to implementing the course project as it was developed based on crucial findings from the survey questionnaire sent to the professional Brazilian immigrant women from the MMA network. Therefore, it is essential to remind the reader that, as mentioned before in Chapter 2, the implementation of the course is not within this thesis 'scope.

There are countless online platforms to host online courses, and they offer different features. After the hosting platform is chosen, the structure of the content plan suggested in this thesis may suffer changes as the intention is to create an exciting course, using as many interesting features as possible. Special features will not be included in this plan, but some that the author considers crucial will be suggested. As special features, we can understand the use of live streaming sessions within the course, different types of assessment, apps that allow aspects of gamification in the lessons, milestones counter, different types of assignments, and several other options that might be available.

Another important aspect of this content plan is the possibility of guiding the author to develop a formal curriculum for the course, as the objective for each one of the lessons will be clear.

The last important aspect being mentioned is that Alan Dib's book was crucial for this part of the research too. The author created the content plan based on a marketing strategy in which each one of the modules will have a different purpose following three main steps. Module one, content focusing on the Before Phase, will be used as a strategy to call the attention and collect leads. A video sequence and PDF material should be produced and offered free to the interested leads. To access the videos and the entire material, people should sign up to the course platform, leaving their contact. They would have limited access only to the free content but will be able to read the entire course program. Strategies for doing it can be found at Dib (2018, 104-110.).

Module two will be the actual course, focusing mainly on the During Phase. Only those who subscribe and pay will have access to this platform area.

Module three on personal branding will be given as a special gift to the paying subscribers, and each class will be unlocked after they finish a specific lesson or task. The idea is to increase the product's value by offering unique features, nurturing the customers with valuable knowledge, and stimulating them to accomplish the course. Strategies for doing it can be found at Dib (2018, 132-151.).

Considering these aspects and taking the Framework 4 (Figure 18) in the previous section, the main research question of this thesis: **“What kind of content should a digital marketing online course offer to professional Brazilian immigrant women to help them support their digital endeavors and promote their personal brand?”** is responded below with the content plan.

Content plan for the Digital Marketing course:

Module 1: 7 steps to begin a marketing journey (Free content to collect leads)

Objective: Give the understanding of the importance of focusing a digital endeavor on a narrow and straightforward niche and solving the main problem. Help people to find their differential and create a unique selling proposition. Teach how to reach the target audience and give tips on boosting posts on social media and how to create a social media ad.

Content format: videos

Video 1: The importance of narrowing your niche

- Introduction to niche and why it should be narrow
- The problem solution, why and how you can solve it

Video 2: Unique Selling Proposition

- Do you know your differential?
- The elevator pitch formula

Video 3: How to reach your target audience part 1: introduction

- Video 4 How to reach your target audience part 2: the goals of advertising media and basics you must know
- Video 5: How to reach your target audience part 3: how to boost posts correctly on Instagram and Facebook
- Video 6: How to reach your target audience part 4: How to create a social media ad

After the videos are watched, the student should be assessed and receive feedback and a conclusion certificate.

Module 2: Everything you need to know to promote yourself and sell your product/service online (paid content)

Objective: This module will be divided into three parts. Part one teaches how to write compelling messages, the direct response marketing journey, how to communicate your unique selling proposition, and how to humanize content. Part two teaches how to call the attention of leads, the

power of valuable content, tools, and strategies to capture leads, how to nurture leads, and vital features of trust. Part three teaches how to create a pricing strategy, increase the value of an offer, and turn customers into fans. After finishing each part, the student unlocks a personal branding lesson as a bonus.

Content format: videos, pdf support material, check-in assessment points, milestones, access to an exclusive group to exchange ideas and impressions and to express doubts. Invitation to an exclusive 60-minute live session to interact with the teacher and discuss doubts and progress.

Part 1 content: How to write compelling messages

Video 1: The direct response marketing journey: problem, solution, and proof

Video 2: Communicating your USP

- Includes pdf material with the elevator pitch formula.
- Includes one assignment.

Video 3: Creating compelling messages: humanization and emotional copywriting

- Includes pdf material with emotional copywriting tips.
- Includes one assignment.
- Includes a checklist for self-assessment.

After finishing the Part 1, the student unlocks the Personal Branding Tips part 1:

Personal Branding video 1: Building an image online, views of shaping it, and necessary elements.

Part 2 content: How to get the attention of leads

Video 1: The power of valuable content: contacts

- Includes pdf material with the highlights of the lesson.

Video 2: Tools and strategies to capture leads: creating a marketing infrastructure

- Includes a practical assignment.

Video 3: Nurturing leads: building trust

- Includes a practical assignment.

Video 4: Vital features of trust

- Includes pdf material with a checklist of features of trust.
- Includes a checklist for self-assessment.

After finishing Part 2, the student unlocks Personal Branding tips part 2:

Personal Branding video 2: Building authority, views of shaping it, necessary elements.

Part 3: Pricing Strategy

Video 1: How to establish your price and increase value

- Includes pdf material with the highlights of the lesson.

Video 2: Turning customers into fans that refer you

- Includes a practical assignment.
- Includes a checklist for self-assessment.

After finishing this section, the student unlocks the third and last part of the Personal Branding tips:

Personal Branding video 3: Gaining the trust, views of shaping it, necessary elements.

Module 3: Final considerations, future learning opportunities, consultation.

Video 1: Final considerations

- Includes a 30-minute multiple-choice scored test. By achieving the required score, the student receives a certification of conclusion.

Video 2: Future learning opportunities, one-to-one consultation

With the main research question and all sub-questions responded to and the content plan for the digital marketing course for professional Brazilian immigrant women done, the objectives of this thesis are achieved.

6 Conclusions

In this chapter, conclusions and benefits of this research development to the target group of professional Brazilian immigrant women will be discussed by revisiting the thesis' objectives and comparing the expected outcomes with the outcomes. A further development that might be needed before implementing the project will also be discussed. The conclusion ends with a self-reflection of the author's learnings and goals inspired by this master's program and the research findings.

6.1 The benefits of this research to professional Brazilian immigrant women

As reported in the introduction, this is a purpose work to help empower professional Brazilian immigrant women who struggle to rebuild their professional lives in their new countries. Research shows that immigrant women are generally connected to work in developed countries, considered substitutions of the traditional household female roles (Coelho 2021, 24.). The professional background of immigrant women, especially those who come from emerging countries such as Brazil or countries in development, is usually undermined or undervalued. The author has been part of online networks of Brazilian immigrant women and, as an observer and a member of this target group, found evidence in social media, in the blogosphere, and through conversations that Brazilian immigrant women struggle to find their value in their new countries and feel inferior to their partners and the local people. For Brazilian professional immigrant women, the situation seems to be more complex because the dream of going back to the working life in their areas of expertise is undermined by problems such as language barrier, professions that are not validated in the new country, or because unemployment rates in the country are high. Immigrants are severely affected by this reality.

Since the Covid-19 outbreak, online learning has become more present in people's lives because it has forced schools and universities to go online and remote working. All these together boomed the usage of online learning (Forbes, 2020.).

The possibility of creating a career online by monetizing own skills, either offering services or products, has opened an inspiring path for skilled immigrant women who can now continue to offer services to people in their language. In the case of Brazilians, the official website of the Brazilian government estimates the number of Brazilian citizens living in foreign countries at 4.215.800 (Ministério das Relações Exteriores 2021, 2.). For professional Brazilians living abroad, these numbers also show a market, as many of them can focus on offering services to the niche of Brazilians living abroad.

According to the author's experience as part of the MMA group, many of them provide services as psychologists, Portuguese language teachers for the children of Brazilian families abroad, lawyers that can provide legal consulting, professionals in tourism, and many others.

However, as an observer of the niche and member of the MMA group, the author has noticed that many of these professional women struggle to promote their digital endeavors because they lack knowledge in digital marketing and personal branding. It has inspired this research, and the survey findings provided evidence for the author's observations.

The survey results reported in Chapter 5 confirmed that 93,9% of the respondents already have or want to have a digital endeavor. 33,3% of them do not feel ready to start a digital endeavor for lack of business and digital marketing skills, and 21,2% of the respondents who already have a digital endeavor reported that they never had a customer.

Considering that the women in this niche envision monetizing their skills through a digital endeavor and the findings of the survey showed which are the most important digital marketing skills that they have and the ones they lack, this research can indeed bring benefits to the professional Brazilian immigrant women, providing them with tailormade knowledge to teach them to support their digital endeavors and promote their personal brand.

6.2 Revisiting the process, objectives, and outcomes

The initial objective of this master thesis to develop the content plan for a digital marketing online course, tailormade for Brazilian immigrant women in Portuguese, has been accomplished. The process chosen to create the content plan happened through literature research and a survey that brought the expected results and allowed the creation of the abovementioned content plan. Also, the author could answer the research questions of this thesis.

The women from the MMA group knew the author and were very receptive to the survey. Some of them already showed interest in the course. One testimonial to the survey experience deserves to be mentioned:

"Maila, oh my God. Your questionnaire made us think. Reading the questions and answering them, I realized that I do not have an online business. It made me think about how I want to do it professionally and not so amateur; otherwise, I will not get anywhere. I understood that I started my endeavor only with passion, I even

tried when I lived in Portugal to do something with the people around me, but I realize now that I did not behave like an entrepreneur. I already want to thank you because this survey made me think a lot.” Joseana Gomes, parental education consultant, member of the MMA group.

6.3 Further development

Even though this thesis accomplished the objectives and responded to the research questions, it is not possible to affirm, before the implementation project starts, if the content plan will need adjustments such as subitems and more videos, due to the time of each lesson. None of these plans exist yet, so the content established in this thesis is more a guide for a tailor-made content using the survey findings than a final product. However, all the content suggested by the division and the marketing strategy suggestion to distribute it proposed in Chapter 5 will be followed.

Several different online learning platforms could host the course, and they offer different tools to structure the material. The primary method the author intends to use, as explained in Chapter 5, is video classes; however, to plan the video content, the lesson plan and the script of each lesson could demand that the suggested division of topics changes.

Supplementary material such as pdf, articles, and assessments was suggested in the content plan, but these features can be changed depending on the tools the online platform will host the course offers.

Also, before implementing the project, the author believes that interviewing a few women from this target market is valid to find out more about their expectations related to online learning.

Interviews could bring real insights on what kind of material they expect to have when learning online, how long should a class be, and how long would they be willing to study an entire course (how many hours a week, for how long in total), what kind of support they expect to have along the journey, what are the things they dislike more in online learning. These are valid answers that will allow a more effective implementation and could, together with the hosting platform's choice, demand changes in the order or structure of the content plan provided by this research.

6.4 Self-reflection on my learnings

When I started writing this thesis, I was sure about the purpose I wanted to achieve, but I was not sure if the objective of the thesis would succeed. Even though I had worked in marketing for the

past two years, I did not have the digital marketing expertise necessary to create the content plan for the course. The literature research I did for this project, finding authors such as Alan Dib, was very advantageous to what I had to achieve to accomplish this project.

The process of assessing the literature to define which skills to consider as necessary for my objective, then crafting the survey and creating the research frameworks were valuable and rewarding things I learned that gave a lot to my professional development.

At first, I was uncertain if I was ready to really start a business using everything this thesis brought me – including this content plan – but after finishing it, I have no doubt that implementing this project is my next step.

Another essential gain to my career achieved by accomplishing this research is my passion for teaching. I have always had it in me but could not envision how to do it in communication management. I am sure that I want to improve myself professionally to become a vocational teacher. After implementing this project, I intend to join the vocational teacher's program at Haaga-Helia.

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Appendix 1. Survey questions

1. What is your age range?

From 20 to 30 years old.

From 31 to 35 years old.

From 36 to 40 years old.

Over 40 years old.

2. Do you have a formal job at the moment? (By formal job, we understand that you are employed and receive a salary).

Yes.

No.

3. What skill do you have that you believe you could monetize? (a service you could provide or a product you could sell online, not necessarily related to your degree):

4. Match the option that better fits your feelings on having a digital endeavor:

I do not want to have a digital endeavor.

I want to have one, but I do not know what to do or where to start.

I am considering having a digital endeavor in the future, but I am not ready yet.

I already have a digital endeavor.

5. According to a self-assessment of your skills in digital communication channels, choose the best option:

(Not skilled, Basic skills, Good, Excellent)

Instagram, Facebook, TikTok, YouTube, Twitter, Blog, Email

6. According to a self-assessment of your basic digital skills, choose the best option:

(Not skilled. I am ok. I do it well. I am excellent)

a) Take good quality and attractive pictures.

b) Emotional copywriting.

- c) Produce and edit videos.
- d) Use edition software to create different content: (Canva, Illustrator, and similar.)
- e) Use social media resources such as reels, stickers, and call to action buttons.

7. When you think about a digital endeavor, what is your target market (niche)?

8. How does your business/service help your target market?

9. Why should a person buy from you or choose your service rather than your competitor? (Your differential.).

10. Select the options in order of importance of your primary objectives when producing content to call the attention of your target market. (the least important, somehow important, important, very important, the most important)

1. I want them to know who I am and my background.
2. I describe my service/product.
3. I want them to know the results they will achieve with my service/product.
4. I focus on their problems and pains to attract attention,
5. I show proof of my competence (reviews, testimonials, certificates).
6. I try to show that I know what they need by talking about my experience and service/product.

11. What do you do to humanize your content?

12. When spending money to promote your business/service/content, how would you advertise it? (Choose all options you consider important even if you do not know how to use them.)

I would not spend money on advertising because I believe that producing quality content is enough initially.

Boosting posts on social media.

Creating social media ads.

Using Google ads tools.

I do not think advertising or boosting content is important to sell a service/product.

13. Have you ever invested money to boost a post or advertise to promote yourself and your business/service? Share your feelings on the results you achieved:

14. Choose the metrics you follow to keep track of your growth:

Social media insights (Instagram, Facebook, TikTok, Twitter).

Google ads insights.

Google analytics.

Blog insights.

I do not know what metrics are nor how to follow them.

15. Mark the key concepts below that you understand the meaning:

ROI (Return on Investment).

CAC (Customer Acquisition Cost).

CLV (Customer Lifetime Value).

I do not know any of them.

16. How do you/would you collect the contacts (name and email at least) of the people who show interest in your product/service?

17. How do you get in touch with the people who download your material or interact with your content? If there is a process, please describe it.

18. Below, you will find a list of marketing assets. Assess their importance according to your beliefs. (I do not know what that is. Not important. A little important but not a priority. Important)

1. Lead capturing websites.
2. Newsletter.
3. Blog.
4. Give something free such as a report, an e-book, a video sequence, and free classes.
5. Direct email sequences.
6. Social media to promote yourself and the business.
7. Online videos with valuable content.

8. Podcasts.
9. SMS groups.
10. Informative emails.
11. Website.
12. Institutional domain.
13. Institutional email.
14. CRM - Customer relationship management.

19. How do you research the topics of interest to attract your target audience?

20. How many paid customers have you achieved since you began your digital endeavor?

0

from 1 to 5.

from 6 to 10.

from 10 to 20.

More than 20, less than 50.

More than 50.

I do not have a digital endeavor yet.

21. How do you establish the price for your business/service?

22. What conditions and guarantees do you offer/would you offer to your potential buyers to stimulate them into buying your product/service? Please, describe what you do and how you do it.

23. After a person buys from you, what is your strategy to make this person buy again?

Appendix 2. Survey Cover Letter

Dear Respondent,

You are invited to participate in this research survey to understand your current digital marketing skills and, consequently, the digital marketing skills you need to create an online endeavor (entrepreneurship, business, service).

My name is Maila-Kaarina Rantanen, and by answering these questions, you are helping me gather data for my Master's thesis in Communication Management at Haaga-Helia University of Applied Sciences.

You received the request for the survey because you are a Brazilian woman living abroad, and this is the target group of my research. Through your participation, I hope to develop an overview of the digital marketing skills of Brazilian immigrant women to propose the content plan for a Digital Marketing course for this niche.

There are multiple-choice and open-end questions. I kindly ask you to respond to all the questions, even if you do not have a digital endeavor yet or if you do not know the answers. You can answer by writing "I do not know" or choosing the matching option when possible.

Your responses will be handled confidentially, and responses cannot be identified with you.

The survey should take you about 20 minutes to complete. I hope you will take the time to complete this questionnaire and return it by the 23rd of May.

Your participation is crucial for accomplishing this research, and it is fully appreciated. If you have any doubts or wish for more information on this research, please contact me by email through the address mailakaarina.rantanen@gmail.com.

Best regards,

Maila-Kaarina Rantanen