



Creation of an Attractive Digital Brand for an Online Store within the City of Yekaterinburg

Planning Marketing Mix for Uniland

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ABSTRACT

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When choosing the topic of the Thesis, it was important for the author to show how realistic it is to create a working Marketing Strategy plan for a medium-sized company providing services on the Internet. The success of the implementation of such a plan depends on the right approach to the development of the company's brand. The idea is to prove that the formation of an attractive brand is available not only to large corporations, but also to small and medium-sized businesses. Achieving marketing goals becomes possible if the employees who influence the formation of the Marketing Strategy master the methods of market analysis and project control.

In the Literature Review part, key books and sources of information were selected that reveal the fundamental concepts of Brand, Brand Equity, Digital Marketing and Success Metrics related to communication channels.

The third part of the study presents the results of a marketing study of the local market. The following methods were used for the study: 4P analysis, Competitor value proposition analysis, SWOT analysis, Company risk analysis, and some others. Detailed data for each type of study are given in the Appendix.

The next part of the Thesis is devoted directly to the main goal of the work - the formation of a work plan for creating the Uniland brand within the framework of one city. The goal was achieved, the plan was formed and detailed in this part in the form of WBS and Gantt charts.

Before starting work, negotiations were held with Uniland, which was the customer of this study and intends to use its results for implementation in 2023. From this point of view, this study is of absolutely applied business benefit, which means that the goal set in the course of study at the International Business Master Degree course has been achieved.

Key words: brand strategy; branding; e-commerce; digital marketing; local market.

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1 INTRODUCTION

1.1 The objectives and purpose of the Thesis

A brief overall description of the project's context

In 2021, Yekaterinburg, a city with a population of over one million, experienced another increase in the birth rate. This is often due to the unstable state of the economy of many enterprises and the general crisis situation in the country. Women at risk of layoffs and job losses seek to quickly take maternity leave in order to keep their child care payments. Knowing all these factors, we can safely focus on the development of commercial enterprises operating in the market of children's goods and services, as well as goods and services for pregnant women in 2022. The Uniland online store, which offers home delivery of diapers and baby food, may have a good chance to strengthen and improve its position in the e-commerce market in Yekaterinburg in 2022, subject to sufficient funding for all marketing activities proposed by the Project Manager included in the program project marketing. How the holidays for children organized by Uniland are held, you can see in Picture 1.



PICTURE 1. Children's Day in the city park. (Uniland Instagram Account).

The strategic question that guides the Thesis

What should Uniland do to create an attractive and recognizable e-commerce brand for children's products by the end of 2022, which will increase the company's market share in children's products in the region by 1% and allow the company to become a leader in the delivery of children's goods segment?

The mission of the Uniland online store is to increase the number of users in Yekaterinburg who order via the Internet, thereby contributing to global progress in the world and in our city in particular. To facilitate the daily life of mothers on maternity leave, thereby giving them the opportunity to engage in self-development in their free time and better adapt to reality.

The objective is to increase the attractiveness and recognition of the Uniland brand by increasing the level of service, expanding the range, and improving the operation of the site to better meet the complex needs of customers.

The main purpose of the thesis is to fulfil the marketing assignment of the Uniland company to determine the positioning of the online store brand in the Yekaterinburg market and create a marketing mix concept to increase brand awareness and attractiveness in order to achieve the company's financial goals in 2022.

From here, the economic goals of the project will follow - this is to provide the business owner with satisfactory indicators of economic efficiency and show the growth of these indicators in 2022. The target audience of Uniland is shown in Picture 2.



PICTURE 2. Children's Day in the city park. (Uniland Instagram Account).

The research questions

1. What is branding? What are the main attributes of a successful digital brand?
2. What communication channels should a company use online to build a successful brand and why?
3. Can a mid-sized company create a successful Brand Strategy from scratch without hiring a marketing agency?

1.2 Research design

The study design diagram was created to visualise the study design and is shown in Figure 1.

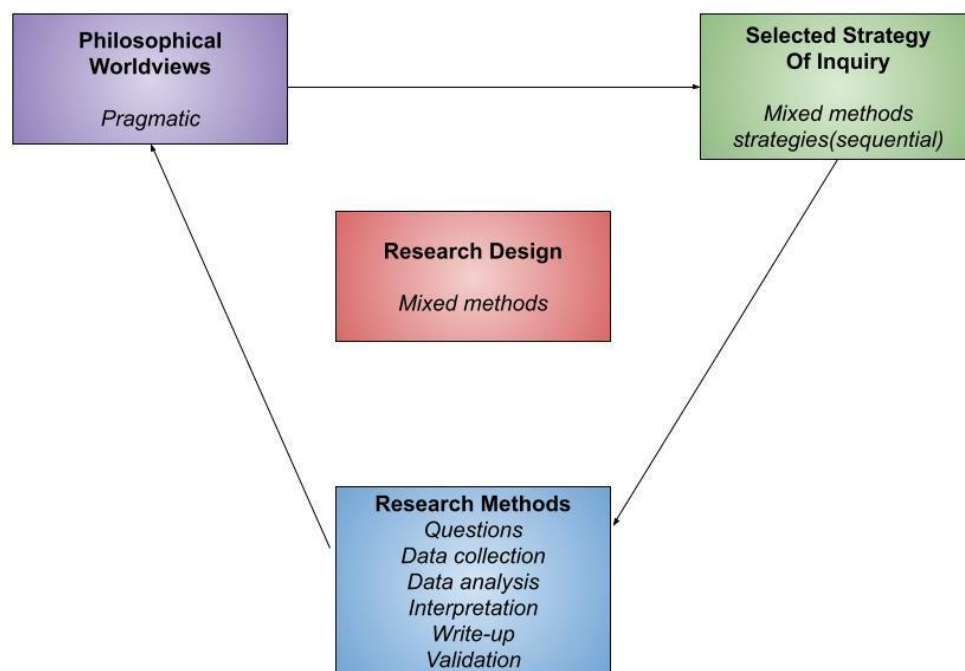


FIGURE 1. Research design.

I have determined the study design like mixed methods because it combines or associates both qualitative and quantitative forms. It involves philosophical assumptions, the use of qualitative and quantitative approaches, and the mixing of both approaches in a study. Thus, it is more than simply collecting and analyzing both kinds of data; it also involves the use of both approaches in

tandem so that the overall strength of a study is greater than either qualitative or quantitative research (Creswell & Plano Clark, 2007). The use of this method is necessary, since working with the company's brand and its perception by users includes quantitative evaluation of the results, as well as an analysis of qualitative detailed audience research.

I also found it important that pragmatism as a worldview arises out of actions, situations, and consequences rather than antecedent conditions. There is a concern with applications—what works—and solutions to problems (Patton, 1990). Instead of focusing on methods, researchers emphasize the research problem and use all approaches available to understand the problem (see Rossman & Wilson, 1985).

Research methods

To analyze the competitive environment and the company's position in the market, the following methods of competitive analysis were chosen:

Competitive analysis:

- ◆ 4P analysis - Product, Price, Place, Promotion;
- ◆ Strengths and weaknesses of competitors. Competitive advantages, opportunities for an online store. Data collection in the offline segment;
- ◆ Determining the position in the market by two criteria - the price on the shelf and the average income of the buyer.

Drawing up the Uniland Brand Awareness Marketing Plan required the application of research related to the existing Uniland brand and its perception by users.

Brand awareness

- ◆ Focus groups;
- ◆ Surveys;
- ◆ Social intelligence.

Brand perception

- ◆ Interviews

Brand association

- ◆ Surveys

Definition of the target audience

- ◆ User segment analysis

A detailed study of the Uniland company, using the methods of Project Analysis, made it possible to draw up a work plan to improve Uniland brand awareness in the city of Yekaterinburg.

Problem definition

- ◆ Problem tree; Decision tree.
- ◆ Setting a goal to capture market share

Company analysis

- ◆ SWOT
- ◆ Risk analysis

Planning and scheduling

- ◆ Communication plan
- ◆ WBS
- ◆ Gantt chart
- ◆ Resource planning and budgeting
- ◆ Project cost schedule
- ◆ Project Management Scenario Analysis

2 LITERATURE REVIEW

2.1 What is a brand?

A brand is a person's gut feeling about a product, service, or company.

Marty Neumeier

The Brand Gap

In order for the research conducted within the framework of this Thesis to be justified and effective, it is necessary to understand the fundamental concepts in Branding and Digital Marketing. To create a successful brand on the Internet, a review of books describing brand strategies and the main components of a successful brand was made.

As competition creates infinite choices, companies look for ways to connect emotionally with customers, become irreplaceable, and create lifelong relationships. (Figure 2). A strong brand stands out in a densely crowded marketplace. People fall in love with brands, trust them, and believe in their superiority. (Wheeler, 2009).

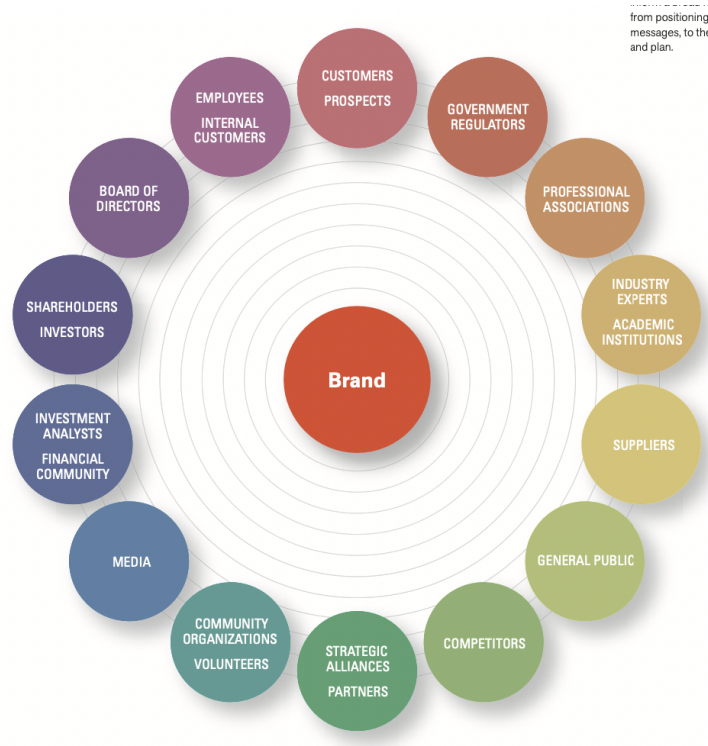


FIGURE 2. Stakeholders of building an effective brand. (Wheeler, 2009).

2.1.1 Brand identity

To build a compelling new brand, it is important to understand why brand identity is important.

Brand identity is tangible and appeals to the senses. You can see it, touch it, hold it, hear it, watch it move. Brand identity fuels recognition, amplifies differentiation, and makes big ideas and meaning accessible. Brand identity takes disparate elements and unifies them into whole systems. (Wheeler, 2009). More precisely the above is illustrated in Figure 3 and in Table 1.

The categories that Wheeler cites in her book, and which a company needs to have in one form or another to build a successful brand, are precisely disclosed in the following diagram. Based on these categories, a plan was formed, which became the result of this work and is given below.



FIGURE 3. Parts of Brand Identity. (Wheeler, 2009)

TABLE 1. Description of Brand Identification Parts. (Wheeler, 2009).

<p>Vision</p> <p>A compelling vision by an effective, articulate, and passionate leader is the foundation and the inspiration for the best brands.</p>	<p>Meaning</p> <p>The best brands stand for something—a big idea, a strategic position, a defined set of values, a voice that stands apart.</p>	<p>Authenticity</p> <p>Authenticity is not possible without an organization having clarity about its market, positioning, value proposition, and competitive difference.</p>
<p>Differentiation</p>	<p>Flexibility</p> <p>Brands always compete with each other within their business category, and at some level, compete with all brands that want our attention, our loyalty, and our money.</p>	<p>Durability</p> <p>Durability is the ability to have longevity in a world in constant flux, characterized by future permutations that no one can predict.</p>
<p>Coherence</p>	<p>Commitment</p>	<p>Value</p>

<p>Whenever a customer experiences a brand, it must feel familiar and have the desired effect. Consistency does not need to be rigid or limiting in order to feel like one company.</p> <p>An effective brand identity positions a company for change and growth in the future. It supports an evolving marketing strategy.</p>	<p>Organizations need to actively manage their assets, including the brand name, the trademarks, the integrated sales and marketing systems, and the standards.</p>	<p>Building awareness, increasing recognition, communicating uniqueness and quality, and expressing a competitive difference create measurable results.</p>
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2.1.2 Reasons to invest in brand identity

Important reasons for the need to invest in brand identity are well covered in her book *Designing Brand Identity* Alina Wheeler. The three most important outcomes for a company's business processes stand out if it is invested in brand identity.

Make it easy for the customer to buy

Compelling brand identity presents any company, any size, anywhere with an immediately recognizable, distinctive professional image that positions it for success. An identity helps manage the perception of a company and differentiates it from its competitors. A smart system conveys respect for the customer and makes it easy to understand features and benefits. A new product design or a better environment can delight a customer and create loyalty. An effective identity encompasses such elements as a name that is easy to remember or a distinctive package design for a product. (Wheeler, 2009).

Make it easy for the sales force to sell

Whether it is the CEO of a global conglomerate communicating a new vision to the board, a first-time entrepreneur pitching to venture capital firms, or a financial advisor creating a need for investment products, everyone is selling. Nonprofits, whether fundraising or soliciting new volunteers, are continually selling. Strategic brand identity works across diverse audiences and cultures to build an awareness and understanding of a company and its strengths.

By making intelligence visible, effective identity seeks to clearly communicate a company's unique value proposition. The coherence of communications across various media sends a strong signal to the customer about the laserlike focus of a company. (Wheeler, 2009).

Make it easy to build brand equity

The goal of all public companies is to increase shareholder value. A brand, or a company's reputation, is considered to be one of the most valuable company assets. Small companies and nonprofits also need to build brand equity. Their future success is dependent on building public awareness, preserving their reputations, and upholding their value. A strong brand identity will help build brand equity through increased recognition, awareness, and customer loyalty,

which in turn helps make a company more successful. Managers who seize every opportunity to communicate their company's brand value and what the brand stands for sleep better at night. They are building a precious asset. (Wheeler, 2009).

2.2 What is branding?

Branding is a disciplined process used to build awareness and extend customer loyalty. It requires a mandate from the top and readiness to invest in the future. Branding is about seizing every opportunity to express why people should choose one brand over another. A desire to lead, outpace the competition, and give employees the best tools to reach customers are the reasons why companies leverage branding. (Wheeler, 2009).

In the case of building an attractive brand in the Internet space, the Digital branding type will be used. In this sense, Wheeler's division typology is appropriate for this study.

The very process of building a Brand and its stages are well shown by Wheeler in the diagram:



FIGURE 4. The process of creating a successful brand step by step. (Wheeler, 2009).

Digital branding

What are the features of Digital Branding? How is it possible to create a brand in the online space? The Daniel Rowles's book Digital Branding (2014) helps to understand this issue.

Branding has fundamentally changed because of digital media. Digital has led to two-way communications between brands and consumers – social media means that we can now talk directly with the brands that we use every day. In fact, most communications via digital media don't even involve the brand any

more and are now directly between consumers. We only need to look at review websites such as TripAdvisor to realize that what consumers are saying about us is more important than what we are saying about ourselves.

A traditional view of branding says that a brand is: 'Name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers' (American Marketing Association Dictionary, 2013). In fact, the word brand is derived from the Old Norse word *brandr*, meaning 'to burn', and was used in reference to marking cattle by burning the owner's brand onto them. (Rowles, 2014).

This idea of branding has been developed over the years to factor in a far more extensive set of considerations. As well as this idea of visual identity we may also consider the thoughts, feelings, perceptions, images, experiences, beliefs, attitudes and so on that are associated with a brand. This set of considerations builds up our brand image, and we may also talk about our experience of a brand as our brand experience. The best way of thinking about it, in my opinion, is that brand is the personality of something.

Digital media now means, however, that the conversation is no longer one way. I can challenge, ask questions and develop a truer picture of the brand. I can see through a sculpted brand and start to see it for what it truly is. This can be a scary thing for many traditional brands. It can also be a huge opportunity. (Rowles, 2014).

2.3 Brand Equity and Brand Building

This section introduces the concept of brand equity and how to build brands through marketing communication, with detailed consideration of consumer research methods for tracking brand performance and measuring brand equity. To uncover the concept of brand equity and why it is important, let's turn to Richard Rosenbaum-Elliott & Larry Percy's book *Strategic Brand Management*.

Defining brand equity

Marketers have always understood the idea that brand names add value to a product, but it was not until the late 1980s that this notion began to figure in the actual asset value of a company. Kapferer (1998) has suggested that this change came about during the massive wave of mergers and acquisitions

among large companies with well-known brands that occurred in the 1980s. Those spearheading these transactions were looking beyond the traditional sense of asset value and net income to include 'goodwill'. They were interested in a company's brand portfolio because of the power of these brands in the market. Even if the accepted accounting procedure did not permit considering the added value of a brand name on the balance sheet, it was nonetheless being factored into the net value of the firm. (Rosenbaum-Elliott&Percy, 2018).

Kapferer (1998) has pointed out that brands have evolved within companies from being not much more than a communication issue to being the responsibility of marketing managers, and then to where CEOs now feel brands are their own responsibility. This has led to significant changes in operational marketing. For many marketers, this has led to a reduction in their brand portfolios, as well as an increase in brand extensions, as they try to better manage the value of their brands. Over the last few decades there have been many new products introduced, but relatively few new brands. It reflects a desire on the part of companies to capture value, building upon equity, in their brands, introducing brand extensions rather than starting from scratch, trying to build equity for a new brand. (Rosenbaum-Elliott&Percy, 2018).

In their book, Rosenbaum-Elliott & Percy quotes famous CEOs of companies when they formulate what Brand Equity means to them. (Figure 5).

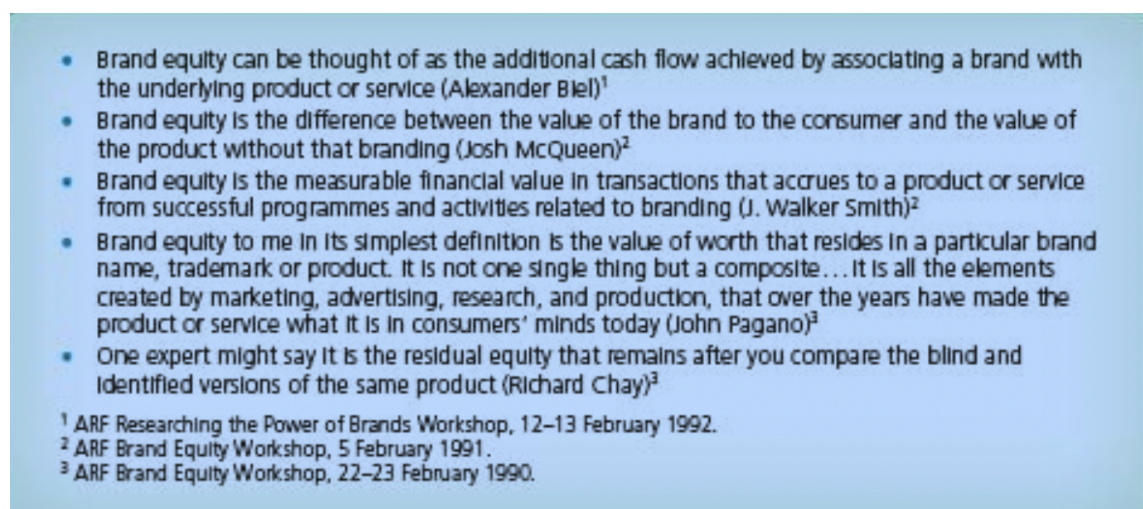


FIGURE 5. Brand equity definitions from marketing executives. (Rosenbaum-Elliott&Percy, 2018).

Out of all this activity the term brand equity was born. Unfortunately, there were almost as many definitions of brand equity as there were people using the term. (Rosenbaum-Elliott&Percy, 2018).

Brand equity is a set of brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers. For assets or liabilities to underlie brand equity they must be linked to the name and/or symbol of the brand. If the brand's name or symbol should change, some or all of the assets or liabilities could be affected and even lost, although some might be shifted to a new name and symbol. (Aaker, 1991). The assets and liabilities on which brand equity is based will differ from context to context. However, they can be usefully grouped into five categories:

1. Brand loyalty
2. Name awareness
3. Perceived quality
4. Brand Associations In Addition To Perceived Quality
5. Other Proprietary Brand Assets — patents,trademarks,channel relationships,etc. (Aaker, 1991). (Figure 6).

Knowing these five categories, it becomes easy to formulate research questions, the results of which are presented below in the Thesis.



FIGURE 6. Brand Equity. (Aaker, 1991).

Brand equity has both a financial and a consumer aspect

The concept of brand equity has consequences for both consumers and companies. For companies, the equity of its brands, and even the company itself as a 'brand', will have financial implications. For consumers, perceived brand equity provides an indication of value. (Rosenbaum-Elliott&Percy, 2018).

Traditional brand metrics

Very important brand awareness metrics are given by Daniel Rowles in his book *Digital Branding* (2014). Based on these qualitative metrics, the audience surveys and employee interviews below were conducted.

There are a wide range of different ways of looking at this, but generally we would take some sort of sample survey of our audience and see what their attitudes were before and after exposure to some form of marketing. This survey would ask a range of questions, and there are lots of different approaches, but fundamentally we would look to answer the following questions:

- Are you aware of the brand?
- Do you like the brand?
- Do you intend to buy the brand?
- If you have purchased, do you intend to do it again? (Rowles, 2014).

2.4 What is the value of a Brand?

Traditionally when we consider business objectives and target audience objectives, when these two things overlap we can see value. Value for both the business and the target audience. (Figure 7).

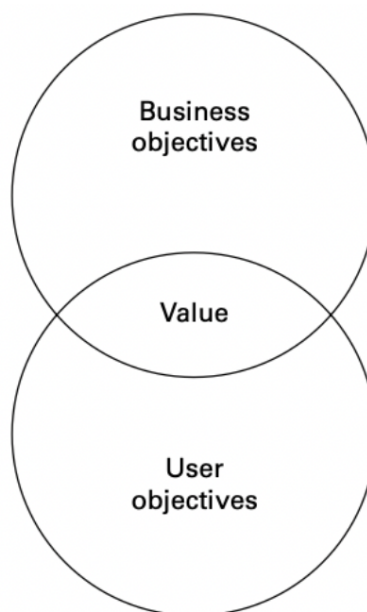


FIGURE 7. Aligned business and user objectives create value. (Rowles, 2014).

Developing approaches to placing a value on a brand is important for several reasons. First, as a practical matter, since brands are bought and sold, a value must be assessed by both buyers and sellers. Which approach makes the most sense? Second, investments in brands in order to enhance brand equity need to be justified, as there always are competing uses of funds. A bottom-line justification is that the investment will enhance the value of the brand. Thus, some “feel” for how a brand should be valued may help managers address such decisions. Third, the valuation question provides additional insight into the brand-equity concept. (Aaker, 1991).

What is the value of a brand name? Consider IBM, Boeing, Betty Crocker, Ford, Weight Watchers, Bud, and Wells Fargo. What would happen to those firms if they lost a brand name but retained the other assets associated with the business? What would it cost in terms of expenditures to avoid damage to their business if the name were lost? Would any expenditure be capable of avoiding an erosion, perhaps permanent, to the business? (Aaker, 1991).

Before turning our attention to the concept of brand equity, it would be a good idea to consider the general idea of how a particular name, and that name alone, may be associated in memory with specific value. Thinking about areas of life outside of the realm of products and services, there are many places where a ‘name’ makes all the difference in the world. For example, when we are not well, it is one thing for a friend to suggest a cure, quite another a doctor. We recognize the added credibility associated with the ‘name’ doctor when it comes to ailments. There is a definite added value to a doctor’s recommendation. (Rosenbaum-Elliott&Percy, 2018).

At least five general approaches to assessing the value of brand equity have been proposed. One is based on the price premium that the name can support. The second is the impact of the name on customer preference. The third looks at the replacement value of the brand. The fourth is based on the stock price. The fifth focuses on the earning power of a brand. (Rosenbaum-Elliott&Percy, 2018).

Price premiums generated by the Brand name

Brand equity assets such as name awareness, perceived quality, associations, and loyalty all have the potential to provide a brand with a price premium. The

resulting extra revenue can be used (for example) to enhance profits, or to reinvest in building more equity. (Rosenbaum-Elliott&Percy, 2018).

Brand name and customer preference

Considering the price premium earned by a brand may not be the best way to quantify brand equity especially for product classes like cigarettes and air travel where prices are fairly similar. An alternative is to consider the impact of the brand name upon the customer evaluation of the brand as measured by preference, attitude, or intent to purchase. What does the brand name do to the evaluation? (Rosenbaum-Elliott&Percy, 2018).

Replacement cost

Another perspective is the cost of establishing a comparable name and business. Kidder Peabody estimates that it would cost from \$75 million to \$100 million to launch a new consumer product, and that the chances of success would be around 15%. If it was felt that it would cost \$100 million to develop and introduce a product and that the chance for success was 25%, on average four products costing a total of \$400 million would need to be developed to ensure one winner. A firm should thus be willing to pay \$400 million for an established brand with prospects comparable to those being developed. (Rosenbaum-Elliott&Percy, 2018).

Brand value based upon stock price movements

Another approach, suggested by finance theory and implemented by University of Chicago professors Carol J. Simon and Mary W. Sullivan (2005), is to use stock price as a basis to evaluate the value of the brand equities of a firm. The argument is that the stock market will adjust the price of a firm to reflect future prospects of its brands.

2.5 Value proposition

This section highlights the concept of a Value Proposition. This will be one of the key tasks of the study - to determine the Brand's Value Proposition and make a plan for the company to implement the theory formulated in practice. In

the Thesis the point of view of Daniel Rowles in his book Digital Branding (2014) is used.

Value proposition is defined in a number of different ways by different people, but fundamentally it is a promise of value that should be appealing to our target audience – and that they believe will be delivered. It may be a promise of value in a single product or an entire organization. Digital branding allows marketers to communicate this value proposition. (Rowles, 2014).

Objectives and authenticity. Authentic value proposition

I've stated that your digital branding is there to deliver your value proposition. What we also need to be clear on is that your value proposition has to be completely authentic. If you say that you are committed to making the world a better place, you better live by those words. If your digital branding says that you truly care about customer service, then you really better care. Everyone in your organization needs to feel personally responsible to deliver this value proposition. That is because it is a promise, and none of us like to have promises broken. (Rowles, 2014).

There is nothing all that new in this idea, but digital branding means that we cannot hide behind hollow promises any more. For example, consider how the public reacts when a politician who is campaigning for family values has an extra-marital affair (a timeless example) – it feels even worse when we are let down by the very person who said they understood what we wanted and shared our values. (Rowles, 2014).

The digital world we live in means that there are many more ways for our lack of authenticity to be exposed. This transparency means that we can build powerful brands based on real promises faster than ever before. That same transparency means that a lack of authenticity will be exposed. (Rowles, 2014)

Brand Equity as a Percent of Firm Tangible Assets

The understanding of Brand Equity, which consists of Tangible Assets, is given by Aaker and is one of the components of the brand development strategy, which is given below in the study. (Figure 8).

<i>Industry</i>	<i>Brand Equity</i>
Apparel	61
Tobacco	46
Food products	37
Chemicals	34
Electric machinery	22
Transportation equipment	20
Primary metals	1
Stone, glass, and clay	0

<i>Food Product Firms</i>	<i>Brand Equity</i>
Dreyers	151
Smucker	126
Brown-Forman	82
Kellogg's	61
Sara Lee	57
General Mills	52

FIGURE 8. Brand Equity as a Percent of Firm Tangible Assets. (Aaker, 1991).

Financially-based brand equity

For financial analysts, a key consideration when looking at companies with strong brands is that they present less risk. Strong brands generally remain strong, and this assumes the likelihood of a solid income stream. This strong income stream reflects the interaction of several factors. With a strong market share usually comes relatively higher price points, coupled with lower price elasticity relative to competitors. This leads to better margins and a higher return on investment. Poor management can be corrected; significantly increasing market share for a weak brand is much more difficult. (Rosenbaum-Elliott & Percy, 2018).

Well-known brands are much more likely to enjoy good distribution, which helps maintain high market share. For fmcgs (fast moving consumer goods), where the competition for shelf space is fierce, strong brands have the advantage. Because of strong consumer demand, distributors and retailers will be inclined to carry the brand. For less frequently purchased products, especially industrial products, wholesalers and distributors will again be keen to associate with a strong brand because they know it will sell. (Rosenbaum-Elliott & Percy, 2018).

Summarizing all this, strong brands, brands with a strong positive brand equity, are generally brands with a highly loyal core of consumers; and high market share as a result. Of course, there are exceptions where a brand may have a highly loyal customer base, but a low market share (e.g. niche brands). Regardless, strong brand loyalty leads to a number of advantages in marketing the brand that help sustain its position, and contribute to its financial value. With a high degree of brand loyalty, a company can generally expect sales to remain stable and strong over time. Because of continuing consumer demand, a strong brand will be more attractive to the trade, leading to good levels of distribution. This in itself will help maintain higher market share. (Rosenbaum-Elliott & Percy, 2018).

2.6 Brand strategy

The next part of the literature review deals with the concept of Brand Strategy as the next step after defining the Value Proposition. What is a Brand Strategy? Effective brand strategy provides a central unifying idea around which all behavior, actions, and communications are aligned. It works across products and services, and is effective over time. The best brand strategies are so differentiated and powerful that they deflect the competition. They are easy to talk about, whether you are the CEO or an employee. (Stokes, 2008).

Brand strategy builds on a vision, is aligned with business strategy, emerges from a company's values and culture, and reflects an in-depth understanding of the customer's needs and perceptions. Brand strategy defines positioning, differentiation, the competitive advantage, and a unique value proposition. (Stokes, 2008).

Brand strategy needs to resonate with all stakeholders: external customers, the media, and internal customers (e.g., employees, the board, core suppliers). Brand strategy is a road map that guides marketing, makes it easier for the sales force to sell more, and provides clarity, context, and inspiration to employees. (Stokes, 2008).

2.6.1 What is a digital marketing strategy?

Digital marketing strategy builds on and adapts the principles of traditional marketing, using the opportunities and challenges offered by technology and

the digital media. User-centric thinking, which involves placing the user at the core of all decisions, is vital when looking at building a successful digital marketing strategy. The advent of new technologies means the digital marketing strategist of today is offered not only a plethora of new tactical possibilities, but also unprecedented ways of measuring the effectiveness of chosen strategies and tactics. The fact that digital marketing is highly empirical is one of its key strengths. Everything can be measured: from behaviours, to actions and action paths, to results. This means that the digital marketing strategist should start thinking with return on investment (ROI) in mind. Built into any strategy should be a testing framework and the ability to remain flexible and dynamic in a medium that shifts and changes as user behaviors do. If we define strategy as “a plan of action designed to achieve a particular outcome”, then the desired outcome from a digital marketing strategy point of view would be aligned with your organisation’s overall business objectives. For example, if one of the overall business objectives is acquisition of new clients, possible digital marketing objectives might be building brand awareness online. A tactic differs from a strategy. It is a specific action or method that contributes to achieving a goal. For example, if the overall business objective is acquisition and the digital objective is to increase awareness, a paid search campaign would be a possible tactic towards achieving this. (Stokes, 2008).

Who develops brand strategy?

It is important to understand who exactly within the company influences the creation of the Marketing Strategy. In the case of Uniland, these are three people: Project Manager, CEO and CCO. And here is what Wheeler writes about it: It is usually a team of people; no one does it alone. It is a result of an extended dialogue among the CEO, marketing, sales, advertising, public relations, operations, and distribution. Global companies frequently bring in brand strategists: independent thinkers and authorities, strategic marketing firms, and brand consultants. It often takes someone from the outside who is an experienced strategic and creative thinker to help a company articulate what is already there. Sometimes a brand strategy is born at the inception of a company by a visionary, such as Steve Jobs, Jeff Bezos, or Anita Roddick. Sometimes it takes a visionary leader, such as Lou Gerstner, former CEO of

IBM, to redefine brand strategy. Companies frequently survive and prosper because they have a clear brand strategy. Companies falter because they do not have one. (Wheeler, 2009).

2.6.2 Positioning

Supporting every effective brand is a positioning strategy that drives planning, marketing, and sales. Positioning evolves to create openings in a market that is continually changing, a market in which consumers are saturated with products and messages. Positioning takes advantage of changes in demographics, technology, marketing cycles, consumer trends, and gaps in the market to find new ways of appealing to the public. (Wheeler, 2009).

Positioning is a revolutionary branding concept developed by Al Ries and Jack Trout in 1981. They defined positioning as the scaffolding on which companies build their brands, strategize their planning, and extend their relationships with customers. Positioning takes into account the mix of price, product, promotion, and place—the four dimensions that affect sales. (Wheeler, 2009). (Figure 9).

Ries and Trout were convinced that each company must determine its position in the customer's mind, considering the needs of the customer, the strengths and weaknesses of that company, and the competitive landscape. This concept continues to be a fundamental precept in all marketing communications, branding, and advertising. (Wheeler, 2009).

Brand positioning

Developed by Brand Engine

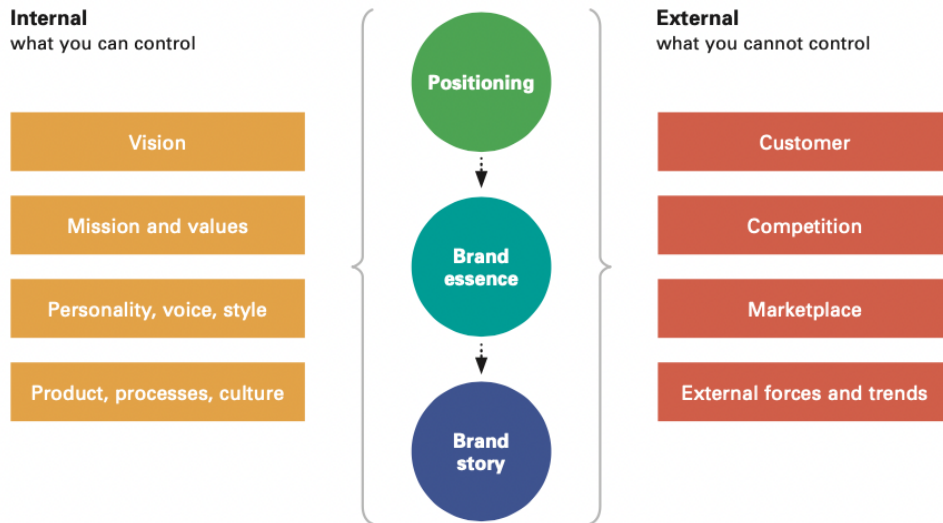


FIGURE 9. Brand positioning. (Wheeler, 2009).

2.7 What is digital marketing?

This part deals directly with the type of marketing that will be used as the main one for creating a work plan in this study. Digital Marketing is defined in his book eMarketing. The essential guide to digital marketing Rob Stokes (2008).

If marketing creates demand, digital marketing drives the creation of demand using the power of the Internet. The Internet is an interactive medium. It allows for the exchange of currency, but more than that, it allows for the exchange of value. A business on the Internet can gain value in the form of time, attention and advocacy from the consumer. For the user, value can be added in the form of entertainment and utility. The reciprocity of the transaction is what's important here – in other words, the exchange is a two-way street that provides benefit to both parties simultaneously. The Internet has changed the world in which we sell. It reaches beyond being a new channel for marketing and offers a new paradigm for the way consumers connect with brands and with each other. The online medium provides consumers with more choice, more influence and more power. Brands have new ways of selling, new products and services to sell as well as new markets in which to sell. Users fall in love with products and services when their experience is tailored to their needs, as opposed to serving

the brand. More than any other type of marketing, digital marketing is measurable. This gives brands the opportunity to build tailored, optimised brand experiences for consumers. (Stokes, 2008).

Applying these technologies which form online channels to market:

Web, email, databases, plus mobile/wireless and digital TV. (Chaffey, 2015) To achieve these objectives: Support marketing activities aimed at achieving profitable acquisition and retention of customers . . . within a multichannel buying process and customer lifecycle. (Chaffey, 2015).

Through using these marketing tactics:

Recognising the strategic importance of digital technologies and developing a planned approach to reach and migrate customers to online services through e-communications and traditional communications. Retention is achieved through improving our customer knowledge (of their profiles, behaviour, value and loyalty drivers), then delivering integrated, targeted communications and online services that match their individual needs. (Chaffey, 2015).

2.7.1 Options for companies to reach their audience online

Using material from the book Digital Business and E-commerce Management by Dave Chaffey, we will reveal the main communication channels that a marketer will use to build a brand.

For companies to be successful in their digital communications they must decide how they invest their time and budget in the sometimes bewildering range of online communications tools. (Chaffey, 2015).

Owned, earned and paid media options

To help develop a strategy to reach and influence potential customers online it has become commonplace today to refer to three main types of media channels marketers need to consider. (Chaffey, 2015).

1 Paid media. These are bought media where there is investment to pay for visitors, reach or conversions through search, display advertising networks or affiliate marketing. Offline, traditional media like print and TV advertising and direct mail remain important, accounting for the majority of paid-media spend. (Chaffey, 2015). (Figure 10).

2 Earned media. Traditionally, earned media has been the name given to publicity generated through PR invested in targeting influencers to increase awareness about a brand. Now earned media also includes word-of-mouth that can be stimulated through viral and social media marketing and includes conversations in social networks, blogs and other communities. It's useful to think of earned media as developed through different types of partners such as publishers, bloggers and other influencers, including customer advocates. Another way of thinking about earned media is as different forms of conversations between consumers and businesses occurring both online and offline. (Chaffey, 2015). (Figure 10).

3 Owned media. This is media owned by the brand. Online, this includes a company's own websites, blogs, email list, mobile apps or their social presence on Facebook, LinkedIn or Twitter. Offline, owned media may include brochures or retail stores. It's useful to think of a company's own presence as media in the sense that they are an alternative investment to other media and they offer opportunities to promote products using similar ad or editorial formats to other media. It emphasises the need for all organisations to become multichannel publishers. (Chaffey, 2015). (Figure 10).

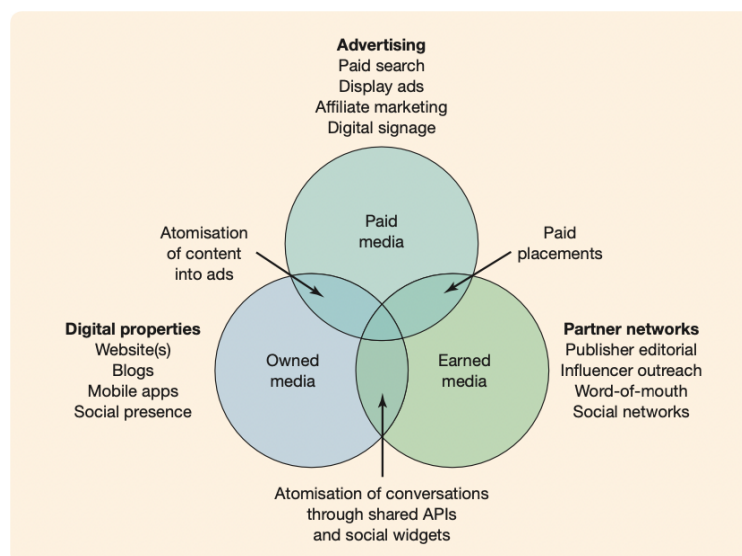


FIGURE 10. The three main options for online media investment. (Chaffey, 2015).

2.7.2 The six key types of digital media channels

A constructive vision of the main media channels for a Digital Marketing strategy is also given in the book *Digital Business and E-commerce Management* by Dave Chaffey.

There are many online communications techniques which marketers must review as part of their digital business communications strategy or as part of planning an online marketing campaign. To assist with planning, Chaffey and Smith (2012) recommend reviewing the six main types of **digital media channels** for reaching audiences. Note that offline communications should also be reviewed for their role in driving visitors to a company website or social network presence. (Chaffey, 2015). (Table 2). (Figure 11).

TABLE 2. Digital and offline communications techniques. (Chaffey, 2015).

<p>Search engine marketing</p> <p>Placing messages on a search engine to encourage clickthrough to a website when the user types a specific keyword phrase. Two key search marketing techniques are: paid placements or sponsored links using pay-per-click, and placements in the natural or organic listings using search engine optimization (SEO).</p>	<p>Online PR.</p> <p>Maximising favourable mentions and interactions with a company's brands, products or websites using third-party sites such as social networks or blogs that are likely to be visited by your target audience.</p>	<p>Online partnerships</p> <p>Creating and managing long-term arrangements to promote your online services on third-party websites or through email communications.</p>
<p>Interactive advertising</p> <p>Use of online ads such as banners and rich media ads to achieve brand awareness and encourage clickthrough to a target site.</p>	<p>Opt-in email marketing</p> <p>Renting email lists or placing ads in third-party e-newsletters or the use of an in-house list for customer activation and retention.</p>	<p>Social media marketing</p> <p>Social media marketing is an important category of digital marketing which involves encouraging customer communications on a company's own site.</p>

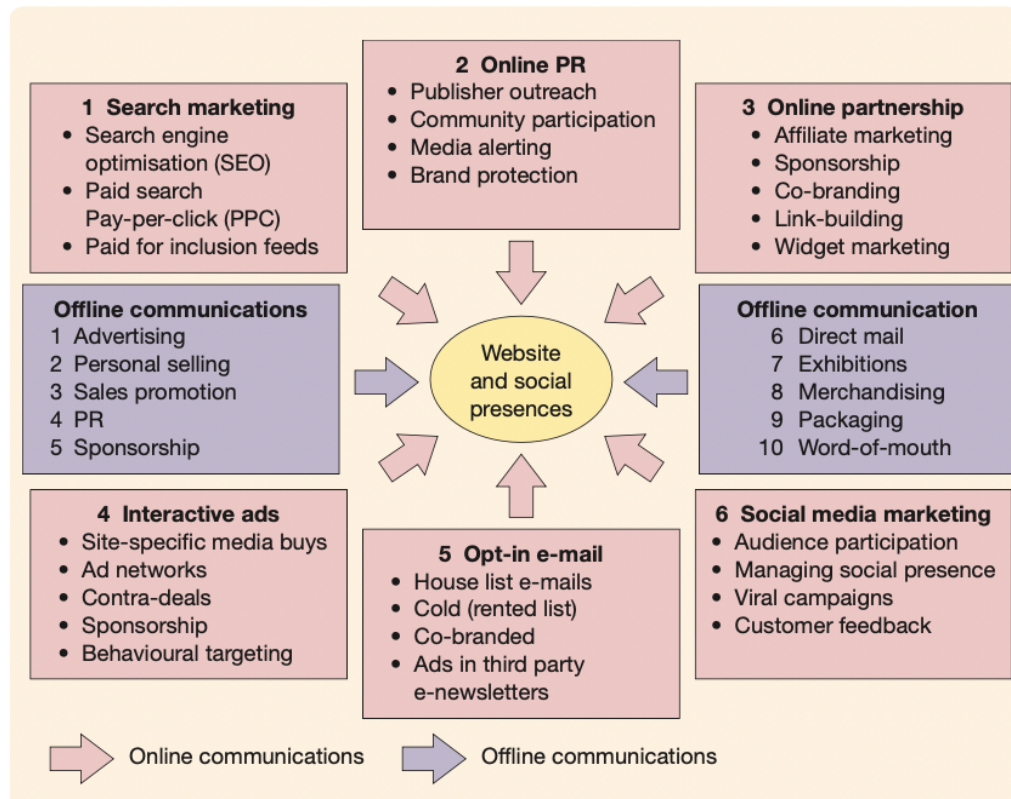


FIGURE 11. Digital and offline communications techniques. (Chaffey, 2015).

2.7.3 Tactics and Evaluation

Each selected media channel will influence certain indicators in the development of the company. Rob Stokes provides a good structure for such influence in his book eMarketing. The essential guide to digital marketing.

A diverse variety of digital tools and tactics are available once you have defined your digital marketing objectives. The strength of the tools is dependent on the type of objectives set for the brand – for example, acquisition (or gaining new customers) may be best driven by paid search, while email is one of the most effective tools for selling more products to existing customers. The table below expands on some of the most popular tactics available to digital marketers and their possible outcomes. (Stokes, 2008). (Figure 12).

Tactic	Outcome
Email Marketing	Customer Retention
Online Advertising	Branding and Acquisition
Affiliate Marketing	Sales and Branding
SEO	Customer Retention and Acquisition
PPC	Customer Retention and Acquisition
Social Media	Branding and Participation
ORM	Customer Retention, Branding and Participation
WebPR	Acquisition and Branding

FIGURE 12. Tactics and Outcomes of Digital channels. (Stokes, 2008).

According to the Project Manager's plan, 6 months after the implementation of the Marketing Strategy, Outcomes data should be measured and compared with expectations at the beginning of the project.

Summing up the literature review, in 2022 a lot of deep knowledge about the essence of the Brand, Brand Equity, Digital Marketing and important metrics for measuring these entities has been accumulated.

Using the accumulated knowledge and fundamental concepts from the field of Brand Building, the Project Manager will be able to create a viable plan for building the Uniland brand.

Thus, the focus of the Marketing line of work will be aimed at increasing the Awareness of the Uniland Brand in Yekaterinburg in 2023.

The final work plan to increase Uniland Brand Awareness is presented in part 4 of the Thesis and in Appendixes 5 to 8.

3 MARKET RESEARCH

3.1 Pre-investment research of the online sales market in Yekaterinburg

In order to justify the feasibility of implementing the project “Creating an attractive brand of the Uniland online store in the city of Yekaterinburg”, it was necessary to conduct pre-investment research of the market and competitors. For this, the fundamental techniques of marketing analysis were used. The results of the performed studies are given below. But I would like to start with a presentation of the company on the basis of which the project is being implemented.

3.2 Presentation of the company "Uniland - Yekaterinburg"

Corporation "Uniland-Ekaterinburg" is engaged in wholesale deliveries in the field of FMCG to the retail chains of the city of Yekaterinburg, belonging to the "large" companies.

The Uniland company was established in 1992 in St. Petersburg as a wholesale organization that sells cosmetic products to retail stores in the city. Within two years, Uniland was able to occupy more than 30% of the market and enter the top three largest companies in the city. Later, by introducing food products into its assortment, Uniland finally formed as the largest distributor of a wide range of consumer goods.

A well-thought-out marketing strategy, innovative approaches to management and the use of modern technologies have allowed the Uniland Company to quickly gain a foothold in the Russian market. Over the next two years, the Company's turnover grew to \$400 million a year, making Uniland the second trading company in Russia after Soyuzkontrakt.

The situation on the distribution market today is developing in such a way that most retail chains prefer to work directly with manufacturers, receiving supplies of goods to their new Distribution Centers. Thus, the layer in the form of a distributor gradually becomes unnecessary. Uniland has gradually entered the stage of the company's life cycle of "maturity" and a slow decline of sales. In this regard, the business owner began to actively consider new opportunities to

implement company's strengths in the market to meet the needs of consumers in Yekaterinburg.

Such a new solution was e-commerce, which opened the way for the Company directly to the consumer, bypassing store shelves, which made it possible to create a service that best meets the needs of the end customer. Uniland entered the B2C market.

Positioning in the e-commerce market of Yekaterinburg in the segment of baby food Uniland online store can be called a leader today. Uniland ranks first in terms of sales of baby food with home delivery in Yekaterinburg and the Sverdlovsk region. The company's huge advantage is the fact that it works on the basis of the largest baby food distributor Uniland-Yekaterinburg Company. Having an unlimited inventory, the widest assortment list and direct interaction with manufacturers of Russian and foreign brands of baby food, which makes it possible to carry out many monthly marketing activities that support and increase sales on the website and offline, the Uniland online store has its own well-established reputation as a very convenient, reliable, user-friendly store that is loved by many young parents in the city.

According to the average estimates of parents who use online stores to order diapers and baby food, there are approximately 5,000 people in Yekaterinburg. About 1,000 people make purchases in the store every month. Accordingly, it is understood that the share of buyers is approximately 20% of the entire target audience in Yekaterinburg. Worth mentioning that about 2,000 children are born every month in maternity hospitals in Yekaterinburg. Therefore, it can be concluded that the culture of ordering via the Internet among mothers is still poorly formed in comparison, for example, with Moscow, where mothers, due to the large shortage of free time, are developing much faster in this direction. Up to the fact that there is already widespread delivery at night, when there are no traffic jams.

The idea is to create and bring to the market within a year on the Uniland company platform an attractive brand for the users of the UNILAND.RU online store and create such a popular service that will satisfy many users and make the online store useful for the families of Yekaterinburg, which translates the project is socially significant.

Demographic situation in Yekaterinburg. Calculation of market capacity

Having specified the birth rate statistics for the city of Yekaterinburg, the following conclusions were made: every month 2,000 people are born in Yekaterinburg.

This means that every month there are 24,000 children under the age of 1 year in Yekaterinburg.

In our online store, 1000 customers for children's goods are served monthly. This means that our share of users is approximately 4.1% of possible traffic. This is a very good indicator of market share.

That is, if we take into account that, according to statistics, only 10% of people order online, and we already serve 4% of them, then our maximum is 2,400 unique customers per month. This will be the size of the market.

That is, if we consider that we are selling 3,000,000 rubles. children's goods per month, then our upper limit is 7,500,000 rubles. per month for children's goods. And this is only possible if all our online competitors suddenly disappear.

That is, a realistic increase can be up to 5,000,000 rubles. on children's goods per month. Then growth is expected to stagnate due to a narrow assortment.

Conclusion:

Our share today is 42%, that is, almost half of the possible online baby food shopping market in Yekaterinburg.

Since the online baby food sales market in Yekaterinburg is quite small, it is worth considering a serious expansion of the assortment to cover other market segments.

3.3 Brand awareness and association

Survey among Facebook audience

Survey objectives: to identify the *most popular methods of searching* for goods and services for newborns among young parents in Yekaterinburg. Determine the *top five factors* that will make the buyer stay on the site and continue the selection of products. What factors are critical for choosing an online store? Identify the *associative array* that arises when the Uniland brand is mentioned. How often do they occur among respondents? Determine the *top three online stores* that are heard by the audience and are often used.

Conducting a survey:

The survey was conducted among Facebook audiences that meet the selection criteria:

- Age: *23-35 years old*
- Income: *average and above average.*
- User of online stores: *permanent*
- Presence of children in the family: *yes, from 0 to 6 months.*
- *Or a pregnant woman.*

Motivation for taking the survey, audience size:

Each respondent received a 10% discount coupon for purchases in the Uniland online store. The survey was completed by 200 people over two weeks.

Questionnaire:

The questionnaire is given in Appendix 1

Results:

After receiving 200 responses from Facebook users that met the audience selection criteria, the goals set when planning the survey were achieved, comprehensive information was obtained on all four important aspects for the continuation of the project.

A total of 1,156 people started the survey, but 200 respondents fully answered all eight questions. All of them received a 10% discount coupon for purchases in the online store as a gift for completing the survey.

Thus, the goal of stimulating sales in the online store in June - July 2022 was also achieved. As of July 28, 2022, 57 coupons have been activated on the uniland.ru website.

The following recurring responses to the main research questions were received:

1. The top four major search engines used by users were identified.

In the first place in terms of popularity among the audience is Yandex search. This is the one most used by customers when looking for products or services for newborns. More than 43% of respondents use Yandex for search. Of these, 78% type a product or service in the search field, and 22% of respondents immediately write the name of the online store where they plan to make purchases.

Google is in second place. 25% of respondents constantly use this search network for their needs.

Next in popularity is the Russian social network VKontakte, it has 20% of the responses. Most often, users are subscribed to the community of online stores and make purchases immediately in it, now there is such an opportunity. Also of great importance in VKontakte is word of mouth, users send each other information about discounts and promotions in all stores in the city.

In fourth place is Facebook - 12% of the vote. Users use this social network more to exchange personal information and news than for shopping.

2. Top five factors for users that are critical for comfortable use of the online store website:

90% of respondents named the number one condition for successful work on the site - a convenient catalog of goods from an online store. Users would like to quickly navigate through a variety of product offerings. The catalog should be well organized. The top selling items should be easily searchable.

73% of users want to quickly find all available promotions in an online store, as it is important for them to receive low price offers for baby products.

Users named transparent and convenient terms of delivery of orders as factor number three. Shipping information should be easily accessible and

understandable. The site should have a flexible choice of delivery terms, as sometimes baby food is required very urgently.

Users named a well-organized call center as the fourth important criterion for a successful online store. They would like to quickly call the operator and find out the information that worries them. Not always the information on the site page is trustworthy, many people want to double-check some facts with a live operator.

The delivery service also made it into the top five success criteria. Although it is not directly related to the site, however, it is closely related to the service of the online store. Customers would like to see professional delivery carried out by trained and verified employees. Requirements for couriers are high, as each apartment has a small child. This means that the courier must be polite, clean and healthy.

3. When mentioning the Uniland brand, the majority of respondents present the red logo of a large holding. This enterprise is large in the city and provides many jobs. Associations are mostly positive - reliability, quality, wide range, professionalism. Some respondents immediately recall the site of the Uniland online store, the red logo - all associations in this case are always positive. Work with the site, delivery, call to the operator - everything was at a high level. Of the 10 answers, 4 people recalled the Uniland holding, 2 people recalled the Uniland online store, and 2 people bought from the Uniland online store.

4. The most frequently mentioned online stores were: Nanbaby; Baby96; Children's World.

3.4 Brand perception

Interviews inside the Uniland company

Objectives of the interview: To identify the attitude of employees within the company to the values that the Uniland brand brings to its consumers. Establish what else they would like to add or change to improve the outside perception of the brand?

Respondents:

Employees of a large Uniland holding, employees of the Uniland online store holding department.

Audience size:

The interview involved 10 people working in the holding and 5 people working in the Uniland online store.

Interviewer:

Alena Pomazkina – Uniland Online Store project manager.

Questionnaire:

1. How long have you been with the company?
2. In what department?
3. What do you associate the Uniland brand with?
4. In your opinion, what are the most important values that Uniland brings to its customers?
5. What would you like to add to the company's mission? To the goals of the holding? What would help improve consumer perception?
6. What would you improve within the company if you became a director?
For staff? For company clients?

Interview results:

The goals set for the study were achieved. As a result, 15 interviews were received, which were translated into text and analyzed.

The answers to two important research questions were as follows:

1. The most important values of the company, which are key for the majority of respondents, were named:

Reliability - the company is perceived as a reliable employer and seller of goods and services.

Quality - the level of service and quality of goods is always on top.

Care - each employee feels the company's concern for his future and his health.

Constant growth - training, team building are held in each division, technological equipment is constantly being upgraded.

Congruence to the modern goals of society - the active social position of the company in the city has also received recognition from all employees.

2. Many employees recommended talking more about these values in external communications. This will help create an overall positive image of the company. By revealing the internal culture, we can become closer to our users, as we can be proud of the company's many achievements in the internal culture and atmosphere created for fruitful work.

3.5 Competitiveness assessment sheet of the Uniland online store

In this section of the Thesis, an analytical block for assessing the market and the competitive situation in Yekaterinburg at the time of the project implementation is proposed.

Marketing data was collected over a 4 month period by Uniland's marketing team. Data collection work was carried out both directly in offline stores, by scanning product offers on the shelf, and in an office way, by analyzing online offers on competitors' websites.

The collected data was accumulated in on-line Google Drive documents and consolidated into single reports by the Project Manager. Based on the data obtained, inputs were made to form a work plan related to increasing the Awareness of the Uniland brand.

TABLE 3. 4P Analysis.

Competitiveness assessment sheet of the Uniland online store in comparison with online and offline competitors.				
Factors of competitiveness	Our company	Competitor1	Competitor2	Competitor3
	Internet store	Internet store	Offline chain of stores	Offline chain of stores
	Uniland.ru	Nanbaby.ru	Megamart	Children's World
"1P" - Product				
User convenience	5	4	5	5
Technical equipment	3	3	3	4
Range breadth	3	4	4	5
Uniqueness of additional services	4	3	2	4
Customer service level	4	4	3	4
Store style from the point of view of the client	4	2	3	4
Purchasing support	3	2	1	2

Multivariance of a set of goods and services	2	3	5	5
Total score of 1P	28	25	26	33
"2P" - Price				
Retail price level from the customer's point of view	4	4	3	4
The size of the wholesale discount from the point of view of the client	3	4	3	2
Maximum promotion discount	4	3	4	5
Multiple payment options for the client	5	2	2	2
Total score of 2P	16	13	12	13
"3P" - Place				
Geographic convenience of the location of stores for the client	5	5	2	2
Availability of a product matrix for the client in different regions of the Sverdlovsk region	5	5	3	4
Convenience of the location of the goods inside the store, the speed of finding the right product	4	3	4	5
Position in the market in terms of leadership	2	1	5	5
The breadth of coverage of geographic regions and the ability of the user to make purchases in different cities	5	4	3	3
Total score of 3P	16	13	15	17
"4P" - Promotion				
Brand prestige	4	3	4	5
Variety of advertising channels	2	2	3	4
Ad frequency	2	2	4	5
Participation in exhibitions and citywide events	4	3	3	2
Media mention	1	1	5	5
A variety of methods to stimulate buyers to buy	4	3	4	4
Total score 4P	13	11	19	20
Total for all indicators	73	62	72	83
Conclusion:				
1. Uniland is the leader among competitors in terms of product offering, quality of work with consumers, and pricing policy				
2. Growth factors lie in the field of promotion on the market, increasing the range.				

4P Description

For the primary desk analysis of competitors (Table 3), the 4P method was chosen. The elements that are included in these four analyzed factors seemed important at the stage of initial acquaintance with the strategies of competitors. From the point of view of confirming the chosen research method, it is worth referring to Rob Stokes' book Emarketing (2008), which was previously cited as an example in the second part of the Thesis.

An effective strategy involves making choices, as the brand that attempts to be all things to all people risks becoming unfocused or losing the clarity of its value proposition. To make a strong choice, a strategist must first examine what the choices are: what are the factors that affect your business? These include market, competitor landscape, customers and core competencies. (Stokes, 2008)

The Four Ps



FIGURE 13. The Four Ps. (Stokes, 2008).

Product - is the first P factor that needs to be analyzed before starting to form a plan.

The second factor P is **Price**. The determining factor in the trade and economic strategy of the enterprise. The profit of the enterprise, the income of personnel, the level of salaries, the level of service for employees of the distribution network and job satisfaction depend on the effectiveness of the pricing policy pursued.

Also, one must not forget about the stakeholders of each company, who constantly monitor the income and profit of the organization, as they are the shareholders of the holding. In this case, a competent pricing policy is an important business factor that determines the development of a trading network. It should be noted that the children's goods market is highly competitive in Yekaterinburg. The window of opportunity along with the life cycle of a newborn buyer is very small - there are only three months before the birth of the baby and nine months after, when parents actively buy diapers, baby food and other products for babies. In this regard, the seller does not have much time to be in the public eye and offer this family a good assortment at good prices.

Another factor in the importance of the second P - Price - is the situation on the Russian economic market as a whole. We are seeing a long-term decline in household incomes along with high inflation. These conditions contribute to the transition of consumers from the premium segments of goods to the mass market. Also, many choose products not by brand, but by the presence of a discount on the product on the shelf.

All of the above factors make Price an important factor. The balance between high-priced goods and goods that need to be constantly discounted, interaction with manufacturers of goods to involve them in participating in promotions for end consumers, all this helps enterprises survive in the competition for a buyer.

Third R - **Place**. I believe that online stores successfully share the market with offline stores. Each user has their own habits and preferred shopping method. Many users practice both offline trips with their families to Shopping Centers and online purchases from home. For some users, tactile and visual contact with the brand before buying is very important. Therefore, offline stores will never become unnecessary, even during and after the pandemic. On the other hand, many people do not like excessive communication and being in public places. They prefer to order goods without leaving their homes. This is an important factor in the safety of health and psychological comfort. Having given all these arguments, from my point of view, the competition between the two types of purchases will continue, one will not be able to displace the other. Therefore, the third factor P - Place will always be important.

Last but not least, the P factor is **Promotion**. Brand promotion and store service. Attracting a flow of buyers. Speaking of this success factor, online stores have more opportunities to target their promotion to the target audience. Internet advertising in search networks and social networks is actively developing and offers a wide range of services at low prices. In this regard, offline promotion channels used by retail chains lose in terms of price and correct coverage of the target audience. Offline advertising works for a very wide audience without the ability to focus and is expensive. Therefore, the choice of a promotion strategy is as important for the development of each brand as the three previous factors.

I selected one main online competitor and two top offline competitors for research. The selected competitors are the most popular in the city of Yekaterinburg in 2022. The Uniland marketing team constantly monitors the performance of these particular brands. I have known all these brands for a long time and closely followed their development. I often shop at these stores myself.

Product. The selection in the Product factor is the Detsky Mir chain of stores. We pay attention to such evaluation criteria as: user convenience, breadth of assortment, level of service, customer support, variety of goods and services. Detsky Mir Corporation has been specializing in goods for children for many years and has collected the entire range of brands from premium to mass market in its stores. In customer surveys, Detsky Mir is always in the top of their choice of stores. However, Uniland is a serious competitor in all of the above criteria for Detsky Mir. It is worth continuing to raise the score on the P-Product factor higher and take the lead according to these criteria.

Price. In price competition, Uniland bypasses all competitors and leaves them behind. It has a direct channel of communication with manufacturers of all brands. Uniland is first and foremost a huge distributor with large warehouses. All this makes it possible to directly negotiate with manufacturers about price reductions, wholesale discounts and promotions. Buyers always note the opportunity to buy Japanese diapers at a discount in Uniland and appreciate it.

Place. There are always adherents of offline and online shopping, so the Place

factor will be evaluated differently by the same consumers, depending on the time and conditions of each family. Uniland should continue to work on the site and the service on the site in order to constantly maintain leadership in the Place factor among other online stores.

Promotion. – Uniland does not have its own formed promotion strategy, my task is to create it in this project and start implementing it. In this regard, this factor requires a lot of effort to start influencing the position of the brand in the market.

Concluding the analysis, we can summarize that Uniland ranks second among the most important competitors and has good prospects for developing all 4 P factors for successful competition and attracting consumers.

3.6 Determination of the strengths and weaknesses of Uniland competitors in Yekaterinburg

Detailed data for all important competitors in the city of Yekaterinburg was collected from May to June 2022. The strengths of each competitor seen in stores, weaknesses, ongoing promotions and competitive advantages are given.

Marketing data was collected over a 4 month period by Uniland's marketing team. Data collection work was carried out both directly in offline stores, by scanning product offers on the shelf, and in an office way, by analyzing online offers on competitors' websites.

The collected data was accumulated in on-line Google Drive documents and consolidated into single reports by the Project Manager. Based on the data obtained, inputs were made to form a work plan related to increasing the Awareness of the Uniland brand.

A detailed report is given in Appendix 3.

The key outcomes:

Loyalty program: a discount or an increased number of bonuses for the frequency or amount of the order. For example: when placing an order for three months in a row, double bonuses are awarded for the fourth order. Or if the

order amount is more than 15,000 rubles. a 10% discount applies. Or, if there are 2 or more children in the family, a permanent 5% discount, Three or more children a 7% discount (request birth certificates)

Also, as a loyalty program, you can implement a customer attribute: Beginner, Permanent, Expert - depending on the level of the client. Develop special conditions for them (for example, discount level, bonus amount, delivery amount). The goal is to involve the client in the quest and make it permanent, when certain commercial conditions are reached, he receives a benefit.

Discount or bonuses if there are 2 or more children in the family.

Reduce the price of exclusive brands or obtain an agreement from the manufacturer for certain brands to keep the price lower than others (we do the same for Japanese GOON diapers)

Site improvements, feature implementation (the program is already working, a programmer is needed)

Printing to be constantly in sight + brand promotion

The study of Uniland online store competitors in the Yekaterinburg market took one month. I chose the most popular offline stores in the segment of children's goods for data collection. Also, online stores were selected that deliver in Yekaterinburg and the suburbs, and are direct competitors to the Uniland brand. In the offline segment, the following stores were selected: Kirovsky, Auchan, Detsky Mir, Megamart, Wright. All of the listed retail chains are represented in Yekaterinburg in the form of hypermarkets with an area of more than 1,000 sq. m, except for the Kirovsky retail chain, which is a chain of convenience stores and is located within walking distance in many areas of the city.

The undoubted advantage of offline stores was the combination of family vacations with shopping in the supermarket. It was popular before the coronavirus pandemic, families liked to go grocery shopping to a large shopping center, where they went to the movies, visited attractions and dined in the food zone. Unfortunately, at present, such trips have become a rarity, although buyers still want to look at the goods on the shelf, twist the packaging in their hands. For many consumers, this form of brand choice is a necessity, due to different perceptions among different groups of people. In this regard, despite all the restrictions of the pandemic, offline purchases are important in the lives of city residents. In addition, in stores such as Detsky Mir, among other things, an atmosphere of the miracle of the birth of a baby, intimacy has been created.

Soft lighting, pleasant colors, decoration of the trading floor - all this together has a beneficial effect on the perception of young parents and contributes to a positive emotional state during shopping.

In addition, one should not forget the obvious advantages of large retail chains: large wholesale discounts, convenient free parking, no need to wait for goods to be delivered, self-service at the checkout. Given all these factors, I consider offline stores to be our strong competitors. However, in my opinion, we will be able to successfully compete with them, knowing all their weaknesses and using this knowledge in the formation of a loyalty program and promotional events in the Uniland online store.

As for our online competitors, all the presented online stores are inferior to Uniland in many respects. First of all, Uniland has the huge advantage of being located at the base of a large Uniland distributor. This means that all deliveries of children's goods to the city's retail chains are carried out from the distributor's warehouse. What advantages does this provide: always the most complete range of baby products, always the latest production dates for baby food, direct access to loyalty programs from suppliers, a significant amount of wholesale discount for the buyer, fast assembly and delivery of orders, as warehouses are equipped with the latest technologies.

3.7 Price positioning

Chart 13 is presented below, which shows the results of a study of the Price Positioning of Competitors in the Yekaterinburg market. The main evaluation criteria were the level of prices in stores and the level of income of the average buyer in each retail chain. Thus, it became visually clear how the Ekaterinburg market is being formed among sellers of children's goods.

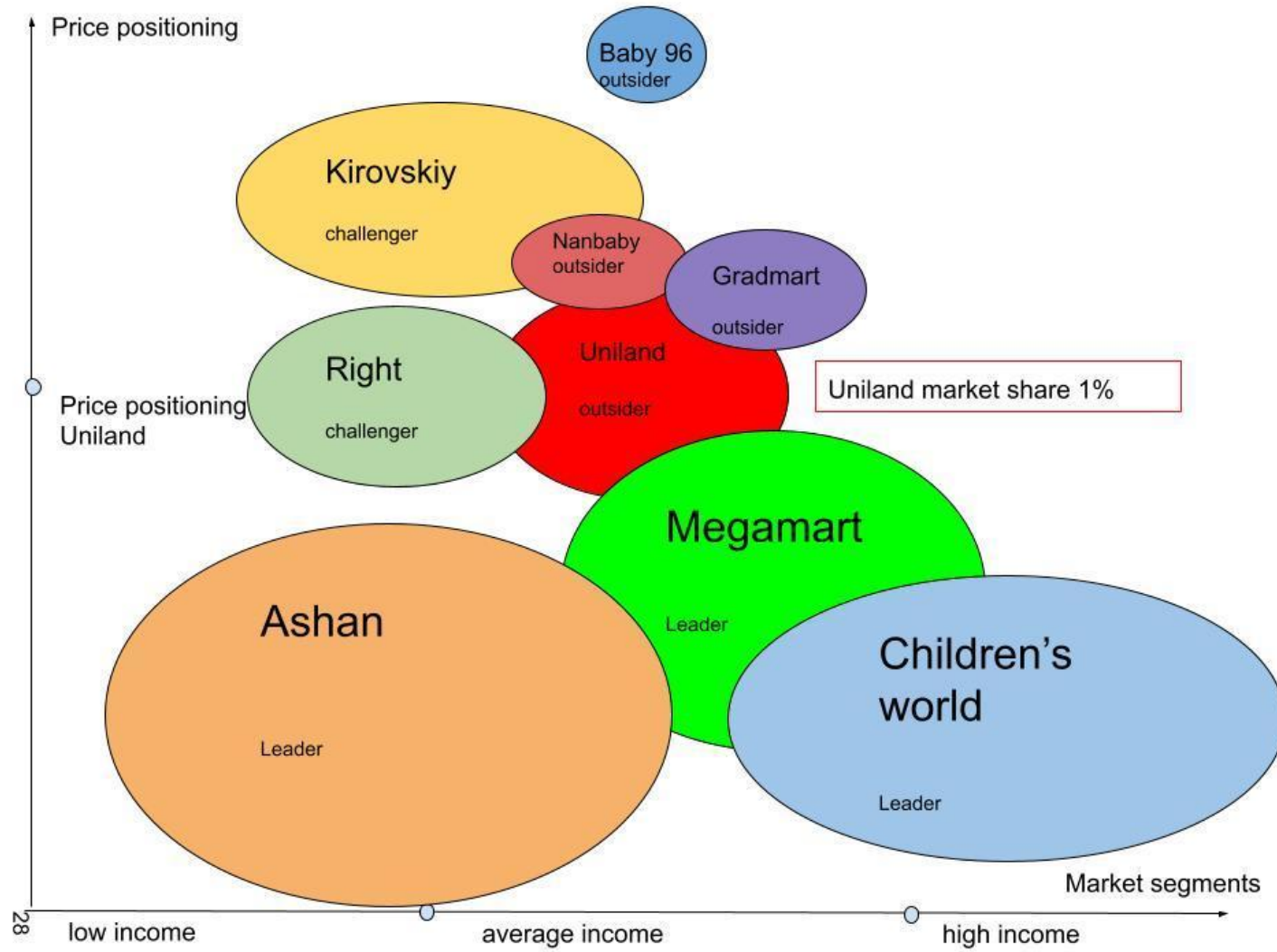


FIGURE 14. Price Positioning.

Price positioning description

To form the right strategy and plan, it was necessary to analyze the price positioning of the Uniland online store in the Yekaterinburg market. (Figure 13).

Two evaluation criteria were chosen: on the Y-axis - Price positioning, on the X-axis - Consumer's Income Level. The level of income was also used as the main segmentation criterion for building potentially promising user segments.

The selected competitors were assigned to the following groups: Outsider, Challenger, Leader. Where Outsider is a market player that has a physically small share, does not set trends in product lines and promotions. However, it has its own loyal audience and a stable income. Challenger is a player company that actively follows the Leader, takes a steady second place, and quickly copies all the innovations that the Leader puts on the market. Leader - always strives to take first place in the competition, has the largest share of sales. Included in the top list of every family in the city.

The list that was selected for analysis was as follows:

- Ashan - Leader
- Children's World - Leader
- Megamart - Leader
- Right - Challenger
- Kirovskiy - Challenger
- Uniland - Outsider
- Nanbaby - Outsider
- Gradmart - Outsider
- Baby96 - Outsider

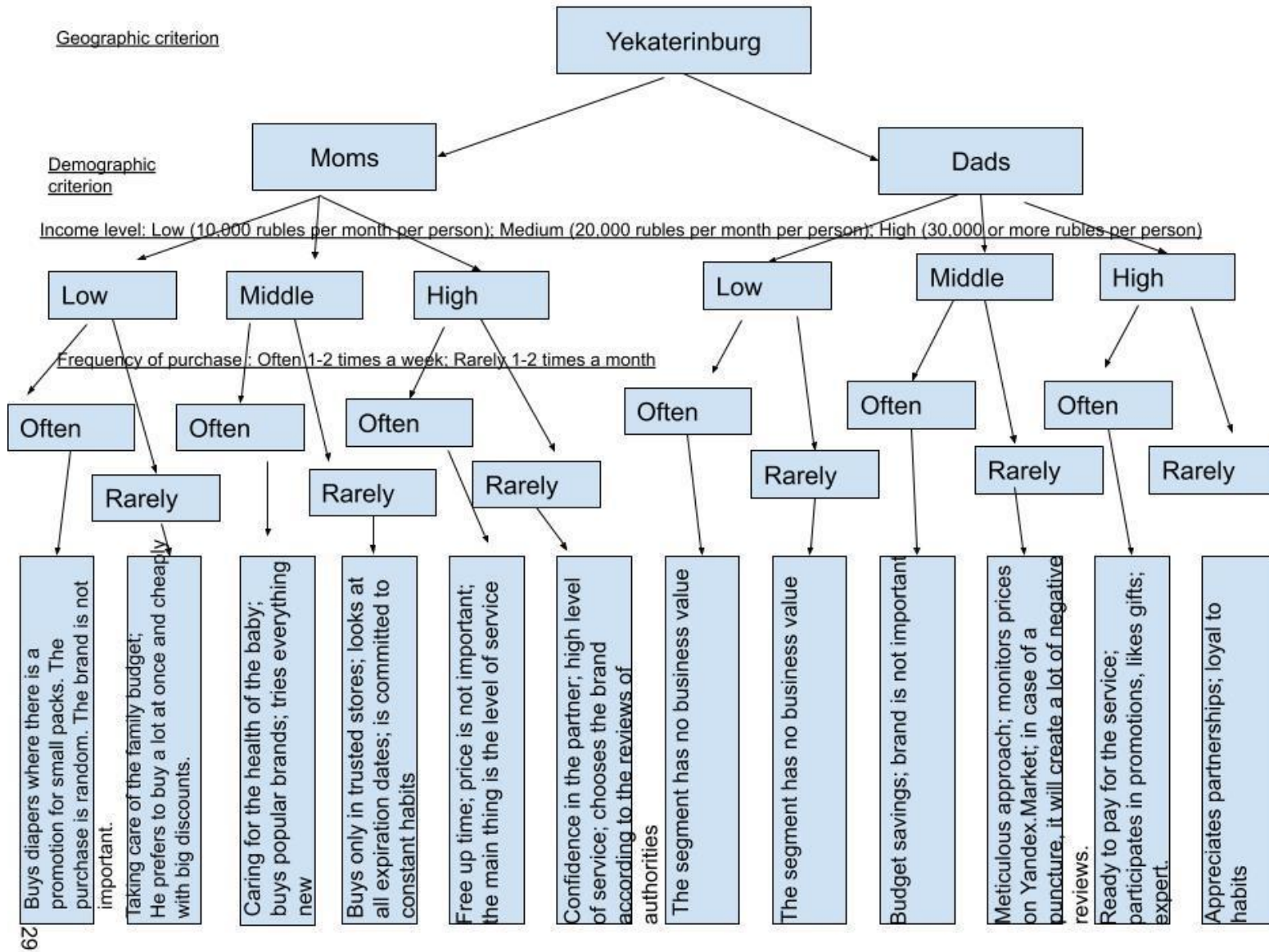
As can be seen from the analysis, that the Leaders are aimed at different segments by income level, but all have the opportunity to provide the most favorable price conditions for the consumer. In turn, Challengers cannot always afford big discounts on the shelf, but they are oriented towards a buyer with a small income. In the group Outsiders - online stores are concentrated. They

occupy a relatively small share compared to the offline giants and are aimed at the consumer with an average and above average income.

Uniland is in the middle, both in terms of discounts and income level of the average consumer. Also, the size of the colored figure indicates the approximate market share. She is the largest of all the Outsiders.

3.8 Segmentation

A study of the existing consumer market segments in Yekaterinburg was carried out. The results are shown schematically in Figure 14. The following criteria were chosen for the analysis of segments: geographic, gender, income level and frequency of purchases on the Internet. A total of 12 segments were formed, a detailed analysis of which is given below.



29

FIGURE 15. Segmentation.

3.8.1 Analysis of market segments for baby diapers in Yekaterinburg

A description of each market segment, collected on the basis of statistics and user surveys, is given in Appendix 3.

3.8.2 Segments description

For the next step, it was necessary to analyze the existing diaper buyer market segments in Yekaterinburg. (Figure 14).

The geographical criterion remained the same - all these people live in the same city.

Further, it was important to separate them by gender into moms and dads, as it was noticed that they behave differently during shopping.

The next stage of division is the income level of a young mother or young father.

The division by income level corresponded to the following indicators:

- *Low income* - 15,000 rubles. per month per family member.
- *The average income* is 40,000 rubles. per month per family member.
- *High income* - 70,000 rubles. per month per family member.

And the last criterion for dividing the segments was the frequency of purchases.

That is, buying behavior. I got two groups:

- *Often* - one or more times a week.
- *Rarely* - two or less times a month.

Based on the above criteria, 12 different segments were filtered, each of which was carefully analyzed. The list of segments is shown in the illustration in Appendix 3.

Segment example: Mom with a high income, buys often.

The following evaluation criteria were applied to analyze each received customer segment:

- Customer Core Values
- Descriptors
- Segment's competitors

- Strengths of competitors in the segment
- Share of segment sales in online store revenue (%)

I would like to list and briefly describe those market segments that provide Uniland with the maximum value for the development of a marketing strategy. In third place in the top 3 segments is ***Mom with an average income, who rarely makes purchases***. It is distinguished by its commitment to the values of family and home, as well as a conservative choice of Brands for purchases. She buys only in trusted stores. Look at all expiration dates. Sends her husband to the other side of the city only to get a discount for pickup. Trusts gossip on social media. Active in social networks. Internet user average. Competitors for Uniland will be mass market stores, discounters. The segment sales share is 20% of Total month Uniland Revenue.

Also promising for business development is the ***Mom segment with a high income, who buys often***. The share of purchases of such customers is 21% of the total volume of Uniland online store sales. This segment is characterized by the fact that this Mom is self-developing. Interested in a lot more than, except for the child. The price is not important, the main thing is the level of service and high-quality, fast service. Uses the mobile version of the site from a tablet or phone. She enjoys participating in promotions and competitions. trying out new things. Usually this type of customer prefers to shop in premium stores such as Detsky Mir.

The most profitable segment for cooperation, which is in the first place in my top 3, is ***Mom with an average income, who buys often***. This is the most loyal and active segment of consumers. They are constantly interested in the latest innovations, ready to try new brands. Establish a trusting and reliable relationship with the store you like and the service team. Happy to participate in the promotion. They are also active brand advocates in social networks. If they like the store, they are happy to share information with their entire wide circle. The share of sales in the segment is as much as 36%.

In addition to the above segments, Fathers are also in the area of our attention, although they make up a small share in the total revenue of the store. It is important to keep them in focus and not focus only on Moms. Dads are conservative and reliable, often more affluent and able to make large purchases.

Summing up the research, a detailed analysis of the segments allowed me, as a Project Manager, to focus on certain user groups and build a strategy based on the knowledge of their needs and the tasks that they solve using the services of our online store.

4 COMPANY ANALYSIS. PROJECT PLANNING.

4.1 SWOT Analysis

An analysis of the strengths and weaknesses of the company with proposed activities is given in Appendix 4.

SWOT analysis of the Internet store Uniland.

Project: methodology for creating and launching an online store brand on the market of Yekaterinburg on the example of the Uniland company. The online store sells and delivers baby food and diapers in Yekaterinburg. This analysis is necessary in order to identify key activities for mitigating weaknesses and maximizing strengths.

	Strengths	Баллы	Weaknesses	Баллы
e x t e r n a l e n v	<u>Opportunities</u>		<u>Threats</u>	
	1. A favorable social environment has been created in the city for the creation and maintenance of the institution of the family, and therefore for the birth of children.	4	1. There is a decline in the solvency of the population. Consumers are trying to switch to "natural" baby food and diapers instead of diapers.	4
	2. Globalization trends provide great opportunities for updating e-commerce technologies and online team training.	2	2. High level of competition in the baby food segment in offline retail chains.	3
	3. There is a low technical equipment of competitors on the Internet in Yekaterinburg.	3	3. A high degree of business control by the state.	2
	4. The presence of new attractive geographic markets is a good opportunity for the project.	1	4. Lack of IT specialists to work with Magenta Enterprise CMS platform.	1
i n t e r n a l e n v	<u>Strengths</u>		<u>Weaknesses</u>	
	1. Leadership in the online baby food market in Yekaterinburg.	2	1. Insufficient support of the project within the Uniland holding from the top management.	3
	2. Opportunity to develop the project on the basis of Uniland distributor. Leveraging its huge inventory and large storage capacity.	4	2. Insufficient funding for marketing promotional activities.	2
	3. Long-term effective cooperation with manufacturers. Marketing support.	3	3. High operating costs with low marginal profit of the project, which is due to state control over the level of markup on baby food.	2
	4. Highly professional and effectively interacting team of the Internet Store.	1	4. Too long way to agree on new functionality and new partners on the online store site against the backdrop of a rapidly developing e-commerce market. When it comes to implementation - everything is already outdated.	1
				4

FIGURE 16. SWOT Analysis.

Conclusions on the SWOT analysis of Uniland online store

To level the weaknesses of the project, you need to use the following strategies based on market opportunities (Figure 15):

First of all, focus on the development of a serious cross-marketing strategy aimed at the free exchange of advertising posts and promotion in partners that do not require placement costs. To date, this strategy has been implemented and is successfully functioning.

It is necessary to achieve from the owner of independent decision-making to a certain level of complexity. This problem has also been successfully solved. Now the implementation of solutions is much faster.

To ensure the greatest minimization of the negative impacts on the project of external threats, it is necessary to use the strengths of the internal environment, namely:

To fully interact with manufacturers of goods and receive the greatest number of marketing activities from them in order to increase their attractiveness to people during the economic downturn. The strategy has been successfully implemented.

100% inventory in stock. Strategy on the way to implementation.

Here are the priority areas for action in the market. All the rest remain behind the scenes, but work on them is carried out constantly and with no less importance for the Company.

4.2 Problem analysis and project intent description

Problem analysis

In 2021, the city of Yekaterinburg with a million people is experiencing another increase in the birth rate of children. This is due to the unstable state of the economy of many enterprises and the general crisis situation in the country. Women at risk of layoffs and job losses seek to quickly take maternity leave in order to keep their child care payments. Also, the high birth rate is facilitated by the possible early cancellation of payments for the birth of a child. Knowing all these factors, in 2022 we can count on the development of commercial enterprises operating in the market of children's goods and services, as well as goods and services for pregnant women.

The Uniland online store, offering home delivery of diapers and baby food, may have a good chance to strengthen and improve its position in the e-commerce market in Yekaterinburg in 2022, provided that all the marketing activities proposed in this study are included in the marketing mix program.

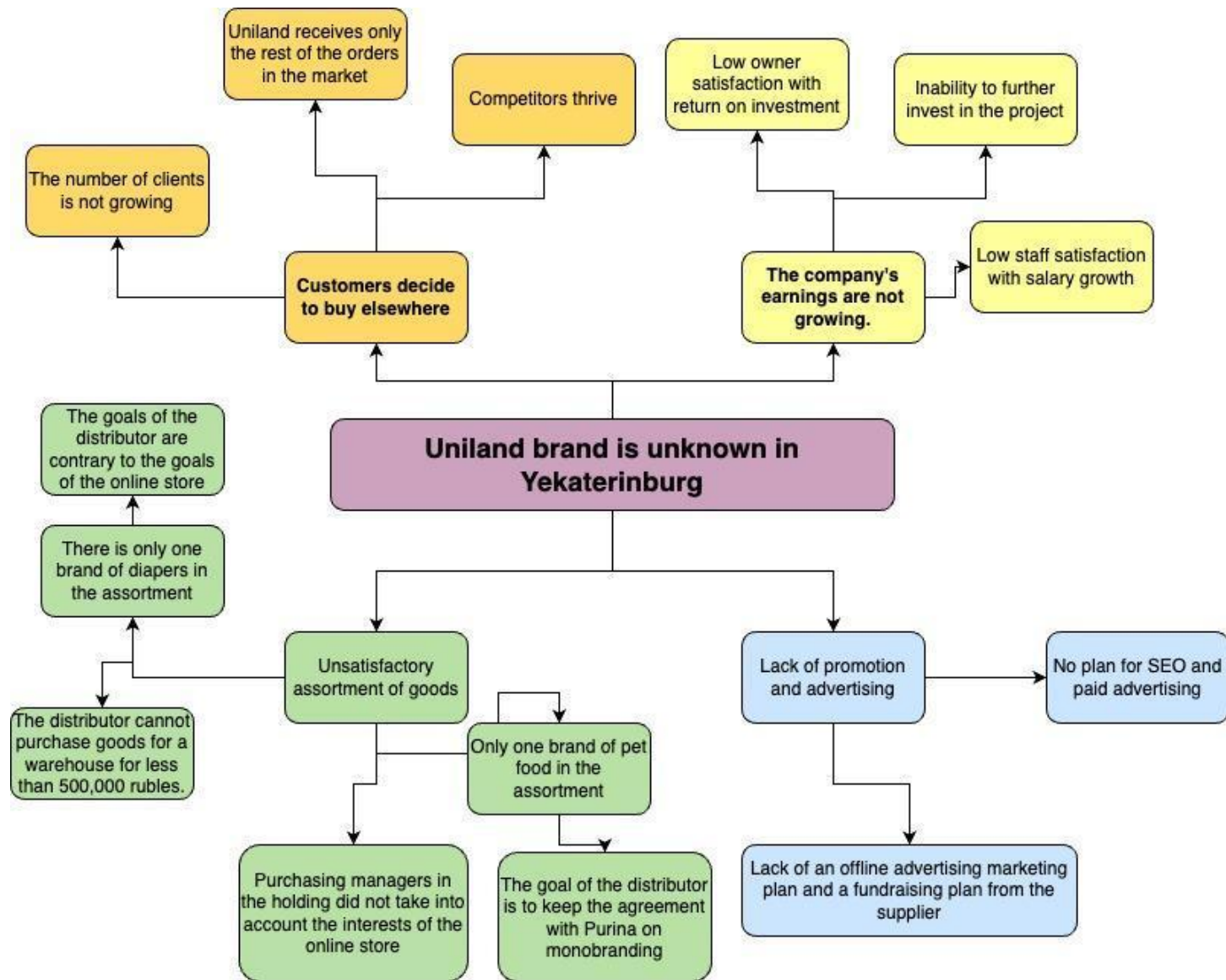


FIGURE 17. Problem tree.

For the effective functioning of an online store, it is necessary to understand what the service covers for our customers. In my view, this need can be described as follows: you need to quickly feed and change the baby in order to free up time for yourself, for your husband, for your favourite activities. There is no need to go to the store, ordering online takes 5-10 minutes. The order will be delivered on the same day. Dad is relieved of having to carry huge bags of baby formula, baby food and baby water from stores. Mom saves the family budget, thanks to the low price and a large number of promotions with a price reduction, and also receives nice and necessary gifts from the store sponsors.

What is important for a client when working with an online store:

Convenient and comfortable ordering on the site;

- A quick call from the operator to confirm the delivery of the order and the availability of goods in the warehouse;
- Prompt response from the administration of the online store in case of questions and complaints about the quality of the service provided;
- Timely and polite work of couriers for delivery;
- Compliance of balances on the site and in the warehouse;
- Availability of different payment methods (cash, card, internet acquiring)

What will Uniland do to meet all these requirements:

- Organize site software that allows you to correct all shortcomings in the operation of services online, as well as ensure fast page loading on any device. Constantly update the functionality of the site, following the trends of the e-commerce market. Introduce new services in the form of applications for Android and IOS.
- Organize SEO-promotion of the site, providing a good positioning in the Google search engine.
- Organize the promotion of the online store in the social networks VKontakte and Facebook by outsourcing people.
- Organize the work of the call center to receive incoming and outgoing calls to clients. The structure of the call center will also include operators for outgoing active sales.

- Organize the delivery of orders in Yekaterinburg, Sverdlovsk region, Russia, by involving the staff of its couriers, the logistics service of Uniland distributor, independent transport companies.
- To organize the work of the marketing department aimed at analyzing the market, assortment, price positioning, creating and implementing a program to maintain and increase sales, as well as to increase Uniland brand awareness online and offline, which is the main problem in the presented problem tree of the project.
- Organize the filling of the site with unique, interesting and useful content for the user. (Figure 17).

The assortment list of the store includes 5,000 items in the categories of baby food, diapers, baby care, home care, cosmetics and body care products. (Figure 16).

A huge advantage is that the parent company distributor Uniland is engaged in the purchase of goods and the maintenance of the necessary inventory. Also, the Internet store department is freed from the need to rent a warehouse and organize the storage and collection of orders, since all these operations are carried out on the basis of a distributor.

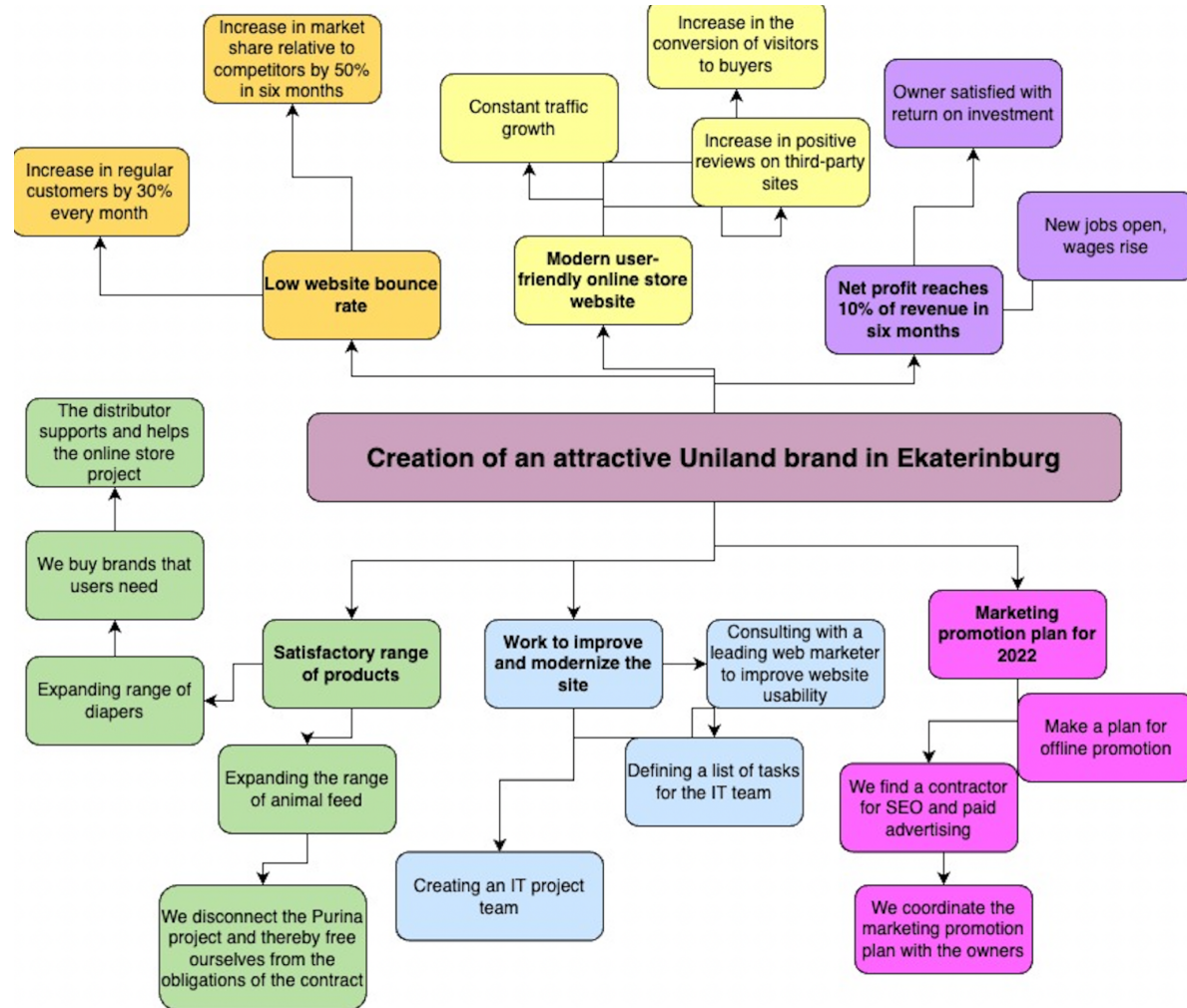


FIGURE 18. Decision tree.

4.3 Mission, goal, product of the project.

The mission of the Uniland online store is to increase the number of users in Yekaterinburg who order via the Internet, thereby contributing to global progress in the world and in our city in particular. Facilitate the daily life of mothers who are on parental leave, thereby giving them the opportunity to engage in self-development in their free time and better adapt to reality.

The goal is to increase the attractiveness and recognition of the Uniland brand by increasing the level of service, expanding the range, improving the site to better meet the complex needs of customers. From here, the economic goals of the project follow - to provide the business owner with satisfactory indicators of economic efficiency and show the growth of these indicators in 2022.

The product is a service for convenient, fast, reliable and cheap home delivery of products for residents of Yekaterinburg. The Uniland online store provides customers with convenient and understandable work on the uniland.ru website, guarantees low prices in the city, the availability of the entire assortment declared on the website in stock and delivery of these products within a day, timely informing customers about all special offers, promotions and discounts on goods.

4.4 Project environmental factors.

To understand the context, this part of the study will describe the external and internal environment of the project. The external environment of the project is divided into near and far environments.

Considering **the distant environment** of the enterprise where the project is being implemented, it is possible to describe the factors of influence in this way:

- **Political** - these factors include favorable state policy for the project, aimed at maintaining and increasing demographic indicators in the country. This program includes the payment of maternity capital, various benefits for low-income families, the allocation of housing and kindergartens for public sector

employees, and many other factors that make families more willing, without worrying about the future of their children, to increase their number in the family. Also a favorable political factor is the absence of government sanctions on the import of baby food in Russia.

- **Economic** - the most important economic and market trend that has to be reckoned with in our time is the fact that the retail market of Yekaterinburg, like all large cities of megacities of Russia, is entered by national and federal networks with their own branched infrastructural logistics supply chains . In this situation, the phenomenon of "distributor" as such begins to slowly die out as unnecessary. The owner of the Uniland Company tries to constantly look several steps ahead and open up new lines of business that will keep the company afloat and continue to grow in the future. This direction is the online store, which at the moment is an excellent alternative for the distributor's business, which is at the stage of maturity and withering. Considering **the level of inflation and the stability of the currency** at this stage, we can talk about a steady increase in the dollar and the euro, an increase in inflation in the country and a fall in GDP. Since we trade mostly imported goods, their prices will invariably rise, which will undoubtedly affect consumer demand and behavior. As for the **banking system**, Uniland is currently well funded by the largest banks, as it is considered a reliable financial payer and shows positive financial statements. **The level of prices** for the consumer is the best in the city, as we receive direct contractual price conditions from manufacturing plants. In this regard, we have a great advantage over competitors. **State of the sales market:** the baby food offer, which we focus on on the website, is highly competitive in offline stores, since all retail chains are now competing for each customer in this category. Online, the level of competition in baby food is still low. This is what we are going to use. Investments in my project are made from the owner's funds for 90% and 10% are the budgets provided by suppliers for the development of online sales at a major Uniland distributor in Yekaterinburg.

- **Social** - the social environment in the country is generally favorable for the development of projects of this kind. Here the socio-cultural factor is of great importance, the growth of culture in caring for a child, the increase in social consciousness, and the government's support for the institution of family and marriage. Also, much attention in society is paid to the development of a culture of childbirth, the health of the child from birth is an important factor in taking

care of healthy nutrition for both the baby and parents. All these factors will have a beneficial effect on the results of the project if our product and methods of its promotion meet the expectations of modern society.

- **Competitive environment of the project.** Since we have a weakly expressed competitive environment online, the main competitors in the sale of baby food for us are large chain federal and local stores, such as: Megamart, Detsky Mir, Auchan, Kirovsky, pharmaceutical channel (pharmacies).

Uniland's advantages: no need to go to the store with a small child and spend time buying the right product; delivery to the apartment (no need to carry weights); direct communication with the operator all day long, on weekends and holidays; the ability to receive information online about ongoing promotions and immediately take part in them; the ability to issue goods "under the order" for some rare milk medicinal mixtures and quickly receive them; our assortment significantly exceeds the truncated assortment matrix of any offline store.

Uniland's shortcomings: Moms like to make product choices by tactile and visual touch, which in our case is impossible and leads to the purchase of a mostly familiar product; the assortment of retail chains in other categories is much wider and allows customers to make complex purchases, which is more convenient, while we offer a highly specialized assortment and sometimes collect a basket for mommy for 1,500 rubles. (this is the minimum order amount) is difficult. The budgets for promotion and advertising of the chains are much larger than ours, so the trust and recognition of their brands is higher.

Moscow online stores are not considered to be competitors, since their margin is much higher and delivery is expensive. Delivery time is long. There is no order for baby food in Moscow for a consumer from Yekaterinburg.

The factors of **the near environment** for the project will be:

- **Management of the enterprise**, which includes the owner of the company and the commercial director. These two people make the final strategic decisions. There are often disagreements in their opinions, which is a factor in the immediate environment that must be taken into account.

- **Sphere of finance.** The budgetary framework of the project is determined by the top management of the Uniland Company, budget items are agreed immediately for the year and then changes are made for each month.

Investments from suppliers are not pledged for a year and they have to be discussed separately with each manufacturer for a quarter, which is very inefficient for the project. This does not allow long-term planning for a year. The marketing manager has a task for 2022 to introduce a policy of long-term planning of investments and investments from supplier manufacturers and increase these investments. The goal is to increase the share of producers' funds from 10% to 20% within a year.

- **Sales area.** The online store completely independently provides itself with a sales market. The client is a natural or legal person. The task is to convey information to the client in time that the best choice for him to make a purchase is exactly the one offered by the Uniland online store. Today, our share in the online baby food sales market in Yekaterinburg is about 42%. By the number of clients, we cover 50% of the audience online. The plan for growth in market share for 2023 is as follows: 15% for sales and 25% for customers.

As part of the task of increasing the client base, it was set as an ambitious, complex and expensive task for my company to promote among mothers the use of online shopping services for ordering baby food and bring completely new customers from offline, without endlessly pulling the same audience on the Internet. In addition, all participants in the online baby food market are Uniland distributor customers. Therefore, their sales are transparent to us and fall into one piggy bank. But to pick up a client from offline store chains seems to be a more correct task in our case and more profitable, but also more expensive in terms of the cost of attracting one client.

- **Sphere of material support.** The distributor purchases products for the project, which is a negative factor for the Project Manager in my inner circle. Since the distributor often has completely opposite goals in making alternative decisions for the purchase of a particular product. The goal for 2022 is to make the purchase of goods for the online store independent of the distributor, but not completely contrary to the interests of the Uniland Company. It needs to find a middle ground that will allow everyone to earn.

4.4.1 Project management style

I am leading the project. I can characterize my leadership style as follows: I combine democratic management features in making especially creative

decisions and solving creative problems. But I also use a directive management style to make complex financial and strategic decisions. Such solutions then require great flexibility in incorporating them into the work of the team without rejection by employees. I hold constant meetings of the creative team of the online store, where the main ideas for the development of the online store are generated in the direction of promoting and increasing the interest of users. I also conduct regular planning meetings and training for the operational staff of the online store - operators, couriers, order pickers, loaders. And at these planning meetings, democracy is already required much less, since their functions include a clear and competent execution of the technical process, but with a certain degree of flexibility that allows satisfying the interests of different users.

4.4.2 Project participants

Due to the fact that the project is a unique marketing set of tasks to create an attractive brand in our city, it will have a variety of stakeholders around it. The task of the project manager is to constantly monitor the status and attitude to the project of each interested party and participant in order to be able to intervene in time and correct the position of a particular participant in the project in a more loyal direction to the project.

Here is the list the project participants:

1. **The CEO** and he is also the **Investor** of the project - the owner of the Uniland company and the online store Bubnov Valery Sergeevich.
2. **The main curator** of the project is the commercial director of Uniland Nazarkin Alexander Viktorovich
3. **Project Manager** and Performer - Pomazkina Alena Sergeevna
4. **Project team** (described in detail in the next paragraph). A specially formed community of interested employees of the company, who, after the completion of the project, will continue their work on the current activities of the company.
5. **Client or Consumer** of the project service - residents of Yekaterinburg and nearby areas, individuals and legal entities interested in purchasing our product and acquiring our service.
6. **Suppliers** of goods - all partner companies that will provide the following services during the project: advertising services in different channels; printing

services for printing products; services for renting venues for celebrations and promotional events; services for the sale and supply of gifts and prizes for contests and sweepstakes; a service for tailoring branded uniforms for employees of the online store; pasting and branding services for the fleet of the online store and the Uniland company.

7. **The Internet community** of Yekaterinburg is a large mass of people whose attitude towards our brand we will try to influence by the end of the project and whose opinion the project manager will need to constantly monitor, find out the “degree” of brand attractiveness and services in the Internet community.

8. **Project competitors** - a list of competitors and a strategy for tracking their behavior within the project are defined: market leaders - the manager's task is to know all the latest trends in their pricing and marketing policies, as well as promotion policies in order to take similar measures in their store or follow the general trend in the market ; outsiders (small online stores like ours) - it is even possible to use military tactics here, if we know that a competitor claims our market share in a segment, or we ourselves want to take away part of the market share in a certain segment from him market.

The project team is formed from the staff of InterYoun LLC, as well as from employees working remotely under an employment contract:

1. Project manager
2. Marketing manager
3. Content Manager
4. Marketing Assistant
5. Programmer (2 people)
6. IT team leader
7. HTML Maker
8. Designer (2 people)
9. Web Marketer
10. SMM manager
11. Copywriter

The project management team includes a project manager, a marketing manager and an IT team leader.

4.5 Project success criteria

The project assumes the following success criteria, which will be measured in dynamics and at the end, that is, at the end of the year:

1. Increase Net Profit from 5% to 10%. In physical terms, our goal is Net Profit in the amount of 1,000,000 rubles. per month, so our monthly revenue should be 10,000,000 rubles. (currently 7,000,000) Or, if it is not possible to raise the rate of profit to 10% of turnover, then it is necessary to increase revenue to 20,000,000 rubles.
2. The number of visits to the site per day should increase to 3,000 people per day (currently 1,000 people per day).
3. Increased brand awareness, which will be expressed in the positive dynamics of regular customers 1,000 per month (now 500), these are customers who have placed an order every month for the past four months. And we will also measure recognition by polling mothers on the streets in the places most visited by them. At the same time, 8 out of 10 must say that they know the Uniland online store; 2 out of 10 must confirm that they placed an order on the site.
4. Formation of a positive image of the Company. Increasing the number of positive reviews on sites such as: Yandex.Market; In contact with; Flamp; Yumama; E1 and other popular online platforms in Yekaterinburg.
5. Project effectiveness for the project manager: getting practical experience in a real project. Increasing personal competencies. High level of satisfaction of the project manager.

4.6 Communication management in the project

The communication scheme in the company is built on the principle of a star, when all communications are closed to the Project Manager. This is possible with a small workgroup, but as the staff grows, it leads to severe information overload for the Project Manager and many inefficient decisions on his part due to misdirected information flows. It is necessary to create cross information links between departments to solve operational and current problems. With the Head, it was proposed to solve more strategic tasks, requiring the adoption of long-term important decisions for the company and the need to coordinate the work of different departments with each other. And also the Manager must

make decisions on the timing of the tasks and appoint those responsible for their implementation.

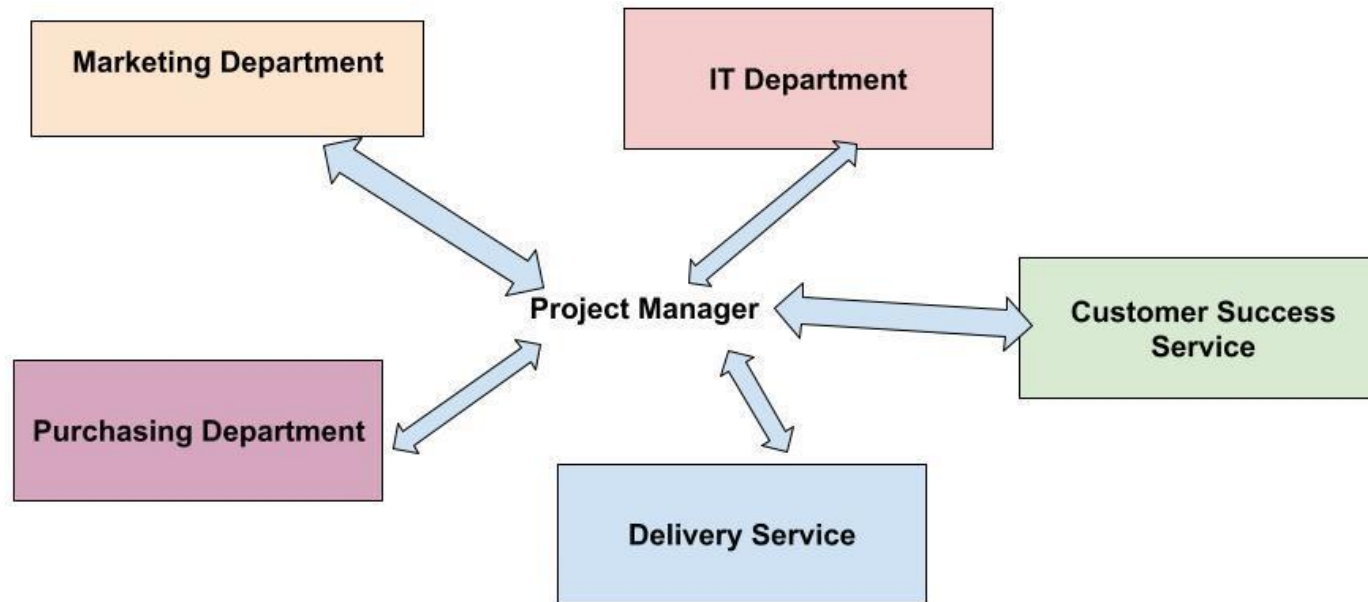


FIGURE 19. Communication in the project.

Communication channels used in the project: phone, mail, VKontakte group, WhatsApp group, Telegram group, Skype group. Communication has been established with each working group in the channel that is most convenient and available throughout the day for members of the group. There are serious communication issues with the outsourced design team that will need to be addressed soon. (Figure 18).

Information and technical support is carried out by a group of IT specialists, both in-house and externally involved in the project.

4.7 Project scheduling

In the next part of the thesis, the phases of the project life cycle were defined in accordance with the international standards of Project Management. Then, for each phase of the life of the project, a list of works was determined and the content of each work was described in detail.

4.7.1 Work Breakdown Structure

Planning and description of all types of work required for the successful completion of the project is given in Appendix 5.

The main focus of the Marketing area of work will be aimed at increasing Uniland Brand Awareness in Yekaterinburg in 2023.

The final work plan to increase Uniland Brand Awareness is presented in part 4 of the Thesis and in Appendixes 5 to 8.

4.7.2 Project Gantt chart

The project Gantt chart is given in Appendix 6.

Conclusions on the Gantt chart:

1. The duration of the project will be 11 months from January 2023 to November 2023.
2. After analyzing the activities that lie on the critical path of the project, the project leader or project manager should concentrate on these activities as much as possible and designate clear deadlines for the completion of these activities. In my case, at the beginning of the critical path, it is clear that the

selection of a marketer is a critical task, and the correct selection of this specialist will drastically affect the results of the entire project, since the project is largely marketing-oriented. Due to the importance of this task, I, as a project manager, must be clearly aware of the risks associated with the possible failure to complete the task or its completion on time. It is necessary to hold a meeting with the head of the HR department, as well as with the participation of a recruitment specialist, in order to explain in detail the importance of the timely and high-quality completion of this task, as well as the selection of all project team members indicated in the Gantt chart as separate works.

3. I consider the rest of the tasks on the critical path to be completely feasible without any serious possible obstacles, both external and internal. Here everything will depend on the uninterrupted financing of the project by the Main Investor, which will be discussed in the next section of the Thesis.

4.8 Resource planning and project budgeting

This section presents the project budget, which will be implemented from January 2023 to December 2023. The budget is presented in the form of a schedule of costs for the project, distributed by months during the year. The following tables show the distribution of costs by type: labor costs and advertising and promotion costs.

First, a table was generated describing the labor costs for the project.

4.8.1 Project labor costs

TABLE 4. Project labor costs.

Employee's position	Number of hours	Total salary (excluding taxes)
Marketer	710	184 500 rub.

Marketing Assistant	330	53 000 rub.
Project Manager	133	50 000 rub.
Purchasing manager	200	35 000 rub.
HR manager	88	15 000 rub.
IT group coordinator	100	30 000 rub.
Programmer	78	55 000 rub.
Sales Manager	166	20 000 rub.
SEO	75	15 000 rub.
TOTAL COST		457 500 rub.

The salary costs for the project team shown in this table take into account the payment of only working hours when employees are directly involved in the implementation of the project. Their current activities in the enterprise are not included in this table. (Table 4).

4.8.2 Project advertising costs

TABLE 5. Project advertising costs.

Type of advertising	Number of events/pieces	The cost of everything
Printing products: flyers, business cards, coupons	100 000 items	119 000 rub.
Internet advertising	200 000 clicks	60 000 rub.
Offline advertising	20 publications	95 000 rub.

Participation in holidays	7 events	35 000 rub.
TOTAL COST		309 000 rub.

This table lists the advertising costs of the project. A large number of printed advertising will make it possible to carry out events for the distribution of POS materials that provide important information about the online store. This will allow more contact with the target end consumer. (Table 5).

4.8.3 Project Cost Schedule

Given in appendix 6

Conclusions of the project manager after the formation of the calendar plan-schedule of project costs.

1. Having formed the project budget, distributing all costs by periods, we can conclude that the costs are distributed correctly. Since the cost amounts gradually increase in the Concept and Development phases and rise sharply in the Implementation phase, which is fully consistent with the budgeting recommendations in Project Management. (Figure 19).

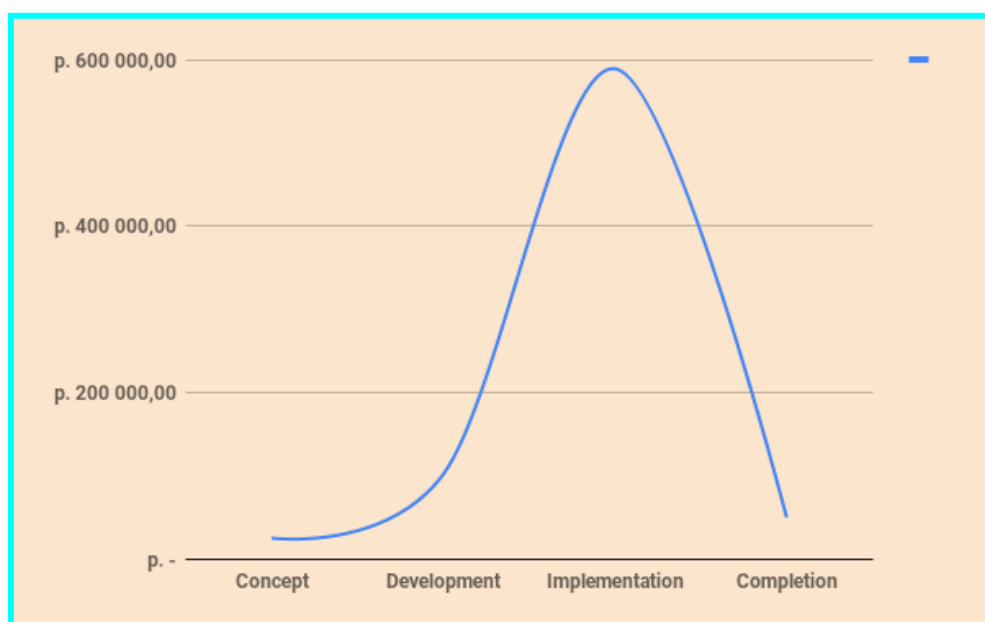


FIGURE 20. Project cost curve.

2. When approving the project budget with the Customer, it is necessary to fix that the maximum project funding falls on the Implementation phase and will be 4 months from July to October. Funding for the project at this time should be continuous. This is important, as the Customer is the sole investor and makes sole decisions on financing the project.

3. The maximum part of the costs falls on labor resources and is distributed by the Project Manager evenly over the phases of the project life. The peak workload of employees will be the Implementation phase. It should also be noted that all members of the project team are involved in the current activities of the enterprise.

4. Drawing conclusions on the cost item Advertising, I would like to note that I propose to review the budget for advertising immediately after the completion of the first month of work on the Project Implementation, that is, at the end of September. This will depend on the performance indicators of advertising and the chosen promotion channels. In case of revealing high indicators compared to the planned ones, it is proposed to increase the advertising budget for the next three months of implementation. In the case of low performance, I suggest urgently reviewing the approved promotion channels and selected materials for promotion (texts, layouts, video and audio materials).

4.9 Risk analysis in the Uniland online store project

This report analyzes the risks grouped by the phases of the project life cycle, by the nature of accounting and by the degree of impact on the financial position of the company.

According to Marcelino-Sadabaa's article: SMEs are companies with limited resources due to their size; therefore they must overcome great difficulties to cope with new projects. Besides, the need to open foreign markets, market evolution, legislation changes, management modernization, etc. make it necessary for many small organizations to undertake projects. Projects are the main tool for change in these companies, and are often undertaken

beyond their usual activities. They also *tend to* be internal and managed by unskilled staff. Small businesses do not generally use the most recognised standards in project management (i.e., PMBoK, PRINCE2R, ICB); in some cases due to ignorance, and in others due to their relative complexity compared to the normally reduced size of SME's projects.

A detailed description of all possible risks, their impact on the project and measures to prevent the occurrence of these risks is given in Appendix 8.

Conclusion: The project manager should pay great attention to working with risks throughout the entire project cycle, constantly analyzing their possible sources, causes and forming a list of measures to avoid and reduce them. Priority is given to work with catastrophic risks for the project and with critical ones. The most difficult situation for the Manager is in the area of internal risks, so he needs to devote a lot of time to working with internal partners and the project team. Most of the risks described in this section can be avoided or mitigated by applying these recommendations.

4.10 Evaluation of the effectiveness of the project

To evaluate the effectiveness of the project, I will calculate the NPV for three possible scenarios over the next three years.

I define the discount rate for calculating NPV as 14%. **E = 14%**

I will calculate the discount factor for each subsequent year:

$$Kd^1 = 1/(1+0,14)^1 = 0,88 \quad \text{First year}$$

$$Kd^2 = 1/(1+0,14)^2 = 0,77 \quad \text{Second year}$$

$$Kd^3 = 1/(1+0,14)^3 = 0,67 \quad \text{Third year}$$

According to the optimistic First Scenario, the online store will bring in **7,200,000** rubles of Net Profit per year.

$$\text{Cash Flow } d^1 = 7\,200\,000 * 0,88 = 6\,336\,000 \text{ rub}$$

$$\text{Cash Flow } d^2 = 7\,200\,000 * 0,77 = 5\,544\,000 \text{ rub}$$

Cash Flow $d^3 = 7\,200\,000 * 0,67 = 4\,824\,000$ rub

TOTAL total Income Discounted Flow under the optimistic scenario =
16,704,000 rubles.

According to the average expected Second Scenario, an online store will bring in **3,600,000** rubles of Net Profit per year.

Cash Flow $d^1 = 3\,600\,000 * 0,88 = 3\,168\,000$ rub

Cash Flow $d^2 = 3\,600\,000 * 0,77 = 2\,772\,000$ rub

Cash Flow $d^3 = 3\,600\,000 * 0,67 = 2\,412\,000$ rub

TOTAL total Income Discounted Flow under the average expected scenario =
8,352,000 rubles.

According to the pessimistic Third Scenario, the online store will bring in a year - **2,400,000** rubles of Net Profit.

Cash Flow $d^1 = -2\,400\,000 * 0,88 = -2\,112\,000$ rub

Cash Flow $d^2 = -2\,400\,000 * 0,77 = -1\,848\,000$ rub

Cash Flow $d^3 = -2\,400\,000 * 0,67 = -1\,608\,000$ rub

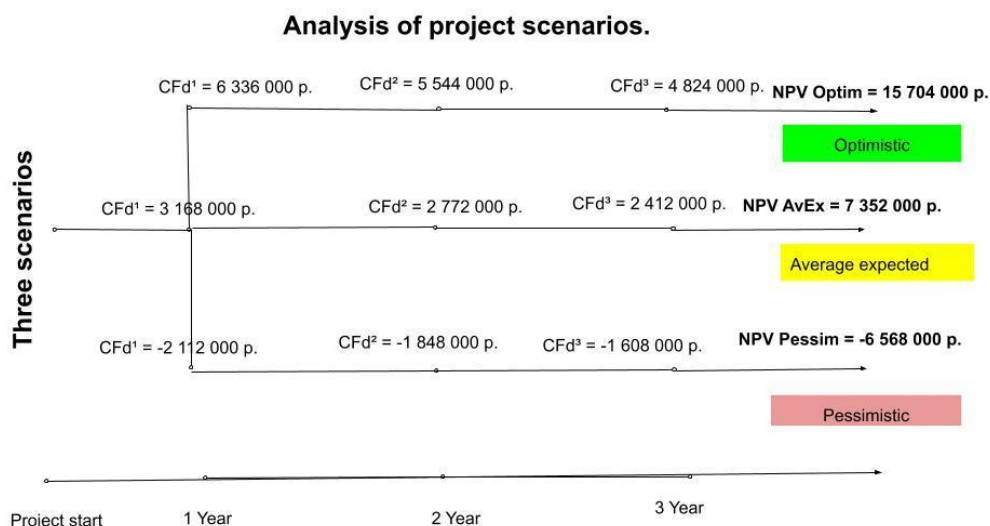
TOTAL total Income Discounted Flow under the pessimistic scenario =
-5,568,000 rubles.

Next, we calculate the NPV for each scenario, given that the project budget was 1,000,000 rubles:

Optimistic NPV = $16\,704\,000 - 1\,000\,000 = 15\,704\,000$

Average expected NPV = $8\,352\,000 - 1\,000\,000 = 7\,352\,000$

Pessimistic NPV = $-5\,568\,000 - 1\,000\,000 = -6\,568\,000$



$$\text{Integral NPV for the project} = (15\,704\,000 \cdot 0,3) + (7\,352\,000 \cdot 0,5) + (-6\,568\,000 \cdot 0,2) = 4\,710\,200 + 3\,676\,000 - 1\,313\,600 = 7\,072\,600 \text{ rub.}$$

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FIGURE 21. Analysis of project scenarios.

Using the method of expert assessments, the probabilities for the occurrence of all three scenarios for the project were determined (Figure 20):

The probability under the optimistic scenario will be 0.3

The probability under the average expected scenario will be 0.5

The probability under the pessimistic scenario will be 0.2

$$\text{Integral NPV for the project} = (15\,704\,000 \cdot 0,3) + (7\,352\,000 \cdot 0,5) + (-6\,568\,000 \cdot 0,2) = 4\,710\,200 + 3\,676\,000 - 1\,313\,600 = 7\,072\,600 \text{ rub}$$

Conclusion: evaluation of the project's effectiveness and analysis of three possible scenarios for the development of sales volume after the completion of the project, when the Uniland brand is introduced to the market and a positive image of the company is formed, showed that the project is effective and will bring positive economic results for the company after its implementation. In this regard, I consider the need for its implementation proven.

4.11 Key takeaways from the project for key participants

For Uniland: improving and strengthening its position in the E-commerce market in Yekaterinburg;

gaining vast experience in working with the end user; obtaining additional profit from sales in the new E-commerce market; strengthening its position in the baby food and diaper sales market; an increase in the number of loyal suppliers of goods that provide increased deferred payment and additional discounts that allow you to earn more; availability of a competent, professional E-commerce team in the company's staff.

For clients: the ability to receive delivery of goods on the day of order; receiving comprehensive information about promotions and discounts by e-mail; the ability to constantly receive gifts and discount coupons from the online store; meeting the needs for emotionally positive support for your purchase, thanks to the efforts of the staff of the online store; obtaining a great opportunity to use the services of home delivery of a large assortment of children's goods directly from the distributor's warehouse.

For company employees: the possibility of career growth within the company, as well as increasing the level of professionalism in their fields of activity; improvement of the social package from the company, support for families with small children; receiving an additional "employee" discount when ordering in an online store; the opportunity to earn additional bonuses with the support of the project.

For the project team: acquisition of invaluable experience and knowledge in various areas of Internet marketing; a guaranteed higher competitive position in the labor market after exiting the project; excellent recommendations from the company's management if you want to change jobs; work in a friendly, well-coordinated team, emotional satisfaction from the results of the project; the ability of each team member to directly influence the effectiveness of the project and make their own proposals, the most effective of which are also financially encouraged.

For project manager: gaining practical experience in a real project; improving personal competencies; receiving a high assessment of the project results from the management, which means earning a positive reputation in

the market; the opportunity to study at conferences and seminars on E-commerce at the expense of the company.

5 THE SUMMARY OF THE THESIS

In conclusion, I would like to note that the goal of the final qualifying work has been achieved.

In the Literature Review part, key books and sources of information were selected that reveal the fundamental concepts of Brand, Brand Equity, Digital Marketing and Success Metrics related to communication channels.

In the third and fourth parts of the Thesis, a project was developed to create an attractive brand for the Uniland online store in Yekaterinburg, having gone through all the stages of pre-investment research, which are listed below:

To fulfil the main task, pre-investment market research was carried out in detail, using the main methods of market marketing analysis. First, a presentation of the company on the basis of which the project is being implemented. This is the company Uniland - Yekaterinburg.

The results of the conducted studies and conclusions to substantiate the feasibility of the proposed project are also given in this section. An assessment was made of the possible capacity of the online baby food and diaper market in Yekaterinburg. The conclusions that were made indicate a rather small market capacity in Yekaterinburg today. Further in the work, the researcher turned to the analysis of the competitive environment in Yekaterinburg in the market for the sale of baby food and diapers. Here, an attempt was made to determine the competitive advantages and weaknesses of competitors in order to develop a marketing strategy for the project. As a result of the analysis, marketing tools were identified, which were subsequently successfully applied in the project. In the same block of analysis, a Company Competitiveness Assessment Sheet was compiled and conclusions were drawn on this Sheet. Then, the segmentation of the proposed sales market for the products was carried out, as well as an analysis of the individual market segments obtained. As a result, a selection was obtained from the most promising market segments for the development of sales, which in this case include mothers and fathers with an average (20,000 rubles income per family member per month) and above (30,000 rubles or more per family member per month). Accordingly, it is for these market segments that the marketing tools used in the project will be selected.

Further, the SWOT analysis methodology was used to identify the main risk areas of the project and maximise the use of the company's strengths to offset the negative effects on the project. The results obtained in the end turned out to be satisfactory, as they give a complete understanding of which of our strengths and in which case it will be necessary to apply.

In the fourth part of the Thesis, the author approached the creation of the project itself. To begin with, the problem was analyzed, the solution of which will form the basis of the project. This was helped by the creation of a tree of Problems and a tree of Project Goals, which clearly shows that the solution to problems in the project lies in the area of expanding the range and significantly increasing the amount of funding for promoting the online store brand in various channels.

The next section describes the Mission, Goal and Product of the project. At the same time, the mission of the project turned out to be global: to create in as many people as possible the need for a lifestyle when purchases are made online. This is a very large-scale and global cultural and social task that the largest online retailers in Russia are now setting themselves. The Product of the project is also described in detail here, as this will be the basis for the success of the project. The product must meet the needs of the target audience as much as possible, and since the project will last about a year, which is a long period of time, periodic market research is planned to compare the proposed Product and user requests at this point in time.

Next, the environmental factors of the project were considered in detail. Far environment, near environment, factors of the internal environment. Eight main participants of the project are registered. In the same part, the composition of the project team, the composition of the project management team were detailed, and the methods of communication in the project were listed. Criteria for the success of the project were identified. This was done in the digitized success rates for maximum transparency in evaluating project performance after completion.

Also in part 4, the management of communications in the project was considered. It is built on the principle of a "star", which the author of the work considers not quite effective for such a large-scale project. Moreover, ways are outlined for the development of this section of the management of the functional areas of the project.

The scheduling of the project work was carried out and all the work and their duration throughout the year were registered. Based on this list of works, a Gantt chart was built using the Microsoft Project 2021 software product. At the end, conclusions were drawn on the Gantt chart, which will undoubtedly help to correctly prioritize in monitoring the timing of the work that lies on the critical path of the project, and which cannot be delayed deadlines so that this does not affect the overall duration of the project.

Then, resource planning of the project was drawn up, by drawing up a schedule of calendar costs for the project and forming a project budget. It also includes two tables with planned costs by type: labor and advertising. The conclusions indicate the peaks of project costs that fall on the implementation phase, which is quite logical, and methods to overcome these resource peaks.

The risks for the project were described in detail. First, a table was created with a description of the main risks and their classification according to the degree of impact on the project and the likelihood of occurrence. The following table is then created listing specific risk mitigation, risk avoidance or risk transfer activities for the project. This fundamental work for the project manager will make it possible to qualitatively and effectively prevent the impact of identified risks on the project and take timely measures to eliminate them.

In the last section of the fourth part of the Thesis, an attempt was made to calculate the economic efficiency of the project and the investment attractiveness of the project for the owner. Three possible scenarios for the development of events in the project were calculated. On their basis, the Integral NPV for the project was calculated, which made it possible to draw conclusions about the economic efficiency of the project.

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APPENDICES

Appendix 1. **Survey among Facebook audience. Questionnaire.**

Questionnaire:

1. How do you usually search the Internet for the right baby products?
What resources do you use?
 - a. Google
 - b. Facebook
 - c. Instagram
2. What do you search for:
 - a. Buy some products?
 - b. Immediately the name of a familiar online store?
3. How do you choose a link among the search results, where will you end up visiting?
 - a. Familiar brand or name?
 - b. An attractive description?
4. You have entered the website of the online store. What are five important criteria for you to stay on it and continue shopping? Rank these criteria in order of priority.
5. Write the three online stores where you most often buy goods for newborns?
6. Have you heard about the Uniland online store? Have you ever used its services?
7. What associations does the name Uniland evoke in you?
8. What are your impressions from using the site? Delivery service work?

Appendix 2. **Determination of the strengths and weaknesses of Uniland competitors in Yekaterinburg.**

Competitor	Strengths	Weaknesses	Competitive advantages (what does it do that no one else in Yekaterinburg does)	Opportunities for Uniland
Megamart	<ol style="list-style-type: none"> Discount card with a fixed discount of 7% There is a parking lot near each hypermarket, convenient check-in and location of shops for families 	<ol style="list-style-type: none"> Price tags with three price levels confuse consumers, not convenient 	Fixed 7% discount on the entire range of the hypermarket with a discount card	Launch a loyalty program, give discounts for the frequency or amount of the order. For example: when placing an order for three months in a row, double bonuses are awarded for the fourth order. Or if the order amount is more than 15,000 rubles. 10% discount applies. Or, if there are 2 or more children in the family, a permanent 5% discount, Three or more children a 7% discount (request birth certificates)
Ashan	<ol style="list-style-type: none"> Baby products, diapers, infant formula, baby food are categorized by "age of the baby", example: all diapers for babies up to 2 months old. Each category is located in one place of the store. Lots of checkouts Free bus to every store from the city center. Convenient parking. 	<ol style="list-style-type: none"> Very high racks, difficult to see the price or get the goods. There are no branches in the suburbs, Auchan cannot cope with the influx of visitors on weekends 	<ol style="list-style-type: none"> Own production of goods of all categories, including children's goods, except for infant formula. Trolley security system, it costs 10 rubles to take a trolley - 10 rubles to get if you put it in its place. 	Keep the price below the market for Brands for which we have exclusive conditions (for example, the price of Japanese Goon diapers will give an advantage over all outlets of the Auchan retail chain)
Children's World	<ol style="list-style-type: none"> Only focused on baby products, products are categorized into: baby food \ diapers \ toys, etc. 	<ol style="list-style-type: none"> Few storage boxes 	They have their own online store. There is an announcement all over the store near the price tags:	we need improvements to the site (for example, the product card development, user convenience in the promotions and discounts section, the site header

	<p>2. Baby food and diapers are placed by manufacturers, it is convenient to navigate.</p> <p>3. Large and bright room, "comfortable" lighting.</p> <p>4. Available in almost every shopping center in Yekaterinburg</p> <p>5. Large selection of goods "by suppliers"</p>		"Even more products on detmir.ru"	development)
Kirovskiy	<p>1. A large network of supermarkets, there are in every yard of multi-storey buildings in the area</p>	<p>1. Narrow aisles between counters</p> <p>2. Small selection of "suppliers" of children's goods</p> <p>3. Savings system Cards 5% from 60,000 rubles, the amount is reset once a year, interest is lost</p>	not found	we are so much better :)
Right	<p>1. At the entrance to the supermarket there is a free promotional magazine about all the promotions that you can familiarize yourself with and then find the goods on the shelves of the store.</p> <p>2. Works around the clock st. Amundsen, 65, st. Sulimova, 26</p>	<p>1. Total 4 branches in Yekaterinburg</p> <p>2. No shopping baskets, only trolleys</p>	In the Yugo-Zapadny microdistrict, the only 24-hour hypermarket with a large selection	flyer printing and distribution to new customers

Nanbaby	1) A large assortment of diapers, monthly promotions, free delivery from 999 rubles.	1) Wholesale price is not for all items	not found	wholesale price is already available for the entire range
Baby96	The assortment includes not only diapers and baby food, but also children's clothing, toys, strollers, swings, etc.	<p>1) In case of refusal of the goods, the buyer is obliged to reimburse the costs of the store for the delivery of goods by courier 200 rubles. Departure of the courier to return a quality product is paid separately - 200 rubles.</p> <p>2) There is no wholesale price for the item.</p> <p>3) Do not work on weekends.</p> <p>4) Отсутствие баннеров, о скидке можно узнать, только если зайдешь в раздел.</p> <p>5) Нет оплаты по б/н.</p>	not found	
Gradmart	<p>1) Discount card (2% discount) for purchases over 5,000 rubles, bonus points, free delivery from 500 rubles</p> <p>2) Payment by card on the site.</p>	The wholesale price is not for all goods, it is rare.	not found	discount system of discounts (see paragraph 1), double bonuses or an increase in their percentage for the amount of purchases for the year

Appendix 3. Analysis of market segments for baby diapers in Yekaterinburg.

Segments	Customer Core Values	Descriptors	Segment's competitors	Strengths of competitors in the segment	Share of segment sales in online store revenue (%)
Low income mom Buys often	<ul style="list-style-type: none"> Budget Savings Use diapers only in extreme cases 	Buys diapers where there is a promotion for small packs. The purchase is random. The brand is not important. The Internet user is very weak. FB user	discounter convenience stores, store less than 300 sq. m., small ones: Coins, Kirovske, Verny, etc.	low prices, proximity, morning specials, discount cards	0,3%
Mom with a low income. Buys rarely	<ul style="list-style-type: none"> Family budget care If he can save on a child, saves 	A typical client of joint purchases. He prefers to buy a lot at once and cheaply with big discounts. Promotions and prices are monitored very carefully. Fights for any gift for the purchase. The brand is not always important. The Internet user is weak +. The packs are just big. (Facebook)	discounter convenience stores and large stores with a large assortment and discounts, chain stores of the C / B category	promotions and discounts, a wide range, the availability of promotional materials (leaflets, banners)	0,8%
Mom with an average income. Buys often.	<ul style="list-style-type: none"> Caring for baby's health Cleanliness in the house 	Trust advertising. Buys established brands. Buying is emotional. It is often random. Can try new shopping channels, new online stores. Internet user average. Active in social networks. (Facebook)	Mass market large chain stores over 300 square meters, a wide range, B+IM stores, such as Auchan, MM, Uniland, Nanbebi, Metro	promotions and discounts, a wide range (the presence of well-known brands is required), advertising on TV or on the Internet, leaflets, banners	36,2%
Mom with an	<ul style="list-style-type: none"> The 	Buys only in trusted stores. Look at all	Mass market large chain stores over	promotions and	20%

<p>average income. Buys rarely.</p>	<p>importance of harmony in the home and in the family</p> <ul style="list-style-type: none"> Adherent to certain habits and TM 	<p>expiration dates. Sends her husband to the other side of the city only to get a discount for pickup. Trusts gossip on social media. Active in social networks. Internet user average + (VKontakte)</p>	<p>300 square meters, a wide range, B+IM stores, such as Auchan, MM, Uniland, Nanbebi, Metro</p>	<p>discounts, product quality, service, advertising, word of mouth</p>	
<p>Mom with a high income. Buys often.</p>	<ul style="list-style-type: none"> comfort release of time many hobbies 	<p>Mom is self-developing. Interested in a lot more than, except for the child. The price is not important, the main thing is the level of service and high-quality, fast service. Uses the mobile version of the site from a tablet or phone. She enjoys participating in promotions and competitions. trying out new things. (Facebook)</p>	<p>Premium Large hypermarkets with an area of more than 1000 sq.m.: Perekrestok, Eliseevskiy, Hyperbola, Detsky Mir, Uniland</p>	<p>high level of service, product quality, speed and convenience when making a purchase, the availability of modern technologies, a wide range (presence of own brands)</p>	<p>21,1%</p>
<p>Mom with a high income. Buys rarely.</p>	<ul style="list-style-type: none"> confidence in a partner high level of self-esteem 	<p>If you don't disappoint such a mother, your client is forever. Will not look for a better alternative, there is no time. He is engaged in business, family, travels a lot. Active on the Internet. The brand is chosen according to the opinions of authorities.</p>	<p>Premium Large hypermarkets with an area of more than 1000 sq.m.: Perekrestok, Eliseevskiy, Hyperbola, Detsky Mir, Uniland</p>	<p>high level of service, product quality, speed and convenience when making a purchase, availability of modern technologies</p>	<p>8,1%</p>
<p>Low income dad Buys often</p>		<p>The segment has no business value</p>	<p>discounter (convenience stores, store less than 100 square meters)</p>		<p>0%</p>
<p>Dad on a low income. Buys rarely</p>		<p>The segment has no business value</p>	<p>discounter (convenience stores, store less than 100</p>		<p>0,1%</p>

			square meters)		
Dad with an average income. Buys often.	<ul style="list-style-type: none"> • budget savings • wife's peace of mind 	Will do whatever the wife says. Watching stocks. The brand is not very important. You can make him a regular customer by giving a discount card and a gift for his wife. Internet user average. Observer in social networks (reads without commenting)	Mass market		4,2%
Dad with an average income. Buys rarely.	<ul style="list-style-type: none"> • meticulous approach to everything • time saving 	Monitors prices on Yandex.Market. makes decisions himself. TM chooses carefully based on reviews on Flump. Rulitsya for every penny. The character is difficult, but if you agree with him, he will work. In the event of a puncture, will create a bunch of negative reviews on the Internet. (VKontakte)	Mass market		2,9%
Dad with a high income. Buys often.	<ul style="list-style-type: none"> • active position in society • appreciates the time spent on hobbies and hobbies 	Wealthy, no matter the price. Ready to pay for the service. He appreciates it very much if the wife is satisfied with the services. Participates in promotions, loves gifts. An expert, ready to give feedback, appreciates if he is listened to. Advanced Internet User. If the site satisfies him, he will always order. Facebook.	Premium		4,4%
Dad with a high income. Buys rarely.	<ul style="list-style-type: none"> • values partnerships • faithful to habits 	Never swears. if something does not suit, calmly finds out, or leaves forever, but also calmly. If he is taken to his new home off-road, he is yours. He highly values his expert opinion. makes decisions himself. The partner is very important, especially his status. The brand is secondary. Successful target. Facebook.	Premium		1,9%

Appendix 4. SWOT Analysis.

How can weaknesses be leveled using opportunities?

Points		4	2	3	1
		Favorable social environment for childbearing	Opportunities to learn and implement technology	Lagging competitors	New geographic markets
3	Low top management support	<i>Develop and implement a marketing strategy, attracting cross-marketing partners, for the purpose of free exchange of advertising and customer base.</i> 6 points	<i>Create and implement a plan for ongoing team learning. Both independent and paid at the expense of the Company.</i> 5 points		<i>Use the many years of experience of the tops in opening branches to develop and open new geographical directions.</i> 4 points
2	Lack of advertising funding		<i>Use the latest technical capabilities on the Internet to reduce the cost of maintaining and setting up advertising campaigns</i> 4 points	<i>Proper planning of the work of the IT team will allow you to quickly implement functionality on the site that will allow you to quickly break away from competitors and confirm your leadership.</i> 5 points	<i>Learn how to set up geotargeting advertising campaigns that do not require large expenses, but provide a large audience coverage.</i> 3 points
1	Low profit margin	<i>Carry out the maximum number of promotions in maternity hospitals at the expense of manufacturers</i> 5 points	<i>Optimize the cost of processing incoming information and reduce the cost of paying employees who are forced to do it manually.</i> 3 points	<i>Create a mobile version of the site and become number one in Yekaterinburg on mobile devices.</i> 4 points	<i>Focus primarily on the Khanty-Mansiysk Autonomous Okrug region, which will increase the margin by 20% (solvent population)</i> 2 points
4	Long way of task coordination	<i>Cross-marketing does not require approval, as it is free. Therefore, we put this promotion strategy as a priority.</i> 8 points	<i>To achieve the owner's ability to make decisions about the implementation of innovations within the team.</i> 6 points	<i>Make purchases centrally from one supplier and thereby demand maximum discounts for yourself</i> 7 points	<i>Involve former employees of the distributor in different cities to work in the project, thereby obtaining loyal team members.</i> 5 points

How to reduce the impact of Threats using your Strengths?

Points		2	4	3	1
		Online Leadership	Distributor Strengths	Cooperation with manufacturers	Professional team
4	The fall in the solvency of the population	<p>Constantly confirm your leadership by personalizing your work with consumers as much as possible.</p> <p>6 points</p>		<p>Develop a system of interaction with manufacturers in order to obtain maximum discounts in order to be attractive against the backdrop of a recession in the economy.</p> <p>7 points</p>	
3	Offline competition	<p>Reach out to all possible geographic regions where online leadership is possible.</p> <p>5 points</p>	<p>Ensure uninterrupted inventory availability for maximum appeal without being competitive on price.</p> <p>7 points</p>		<p>To provide the maximum level of usability appeal, thereby avoiding price competition with offline. To be closer and at hand to the client.</p> <p>4 points</p>
2	High level of state control	<p>Use the help of the distributor, especially its accounting and legal services, in order to ease the pressure of state control on the business of the enterprise.</p> <p>6 points</p>		<p>Receive the maximum amount of unrecorded free materials from manufacturers that do not require filling out reports to government agencies.</p> <p>5 points</p>	<p>Free the team from bureaucratic procedures within the company by outsourcing all such work.</p> <p>3 points</p>
1	Shortage of IT specialists	<p>To create such comfortable working conditions in order to select the best specialists in IT technologies for your project.</p> <p>3 points</p>	<p>Use specialized programs created by the distributor to work with databases.</p> <p>5 points</p>	<p>Use the work of IT teams of companies manufacturing goods in Moscow to reduce the cost of paying for your own work on the site.</p> <p>4 points</p>	<p>Ensure effective workforce planning to "smooth out" resource peaks</p> <p>2 points</p>

Appendix 5. **Work Breakdown Structure.**

Phase	Works	Detailed description of works	Amount of days
Conceptual	Formulation of the problem	We analyze the market, determine our target market niche, identify competitors, both explicit and from related types of business. Here we define the company's mission, development strategy, portrait of the client or client groups on which we will direct our efforts, and also determine the characteristics of the product that we will promote on the market.	1
	We carry out marketing assortment research	To form a new assortment matrix of IM, which will satisfy the new target audience, we conduct a marketing research. We use it as secondary data for it (matrices of already existing similar stores, Uniland distributor sales statistics, Nielsen research data, where we will learn the position of brands in the market and their demand, analyze the existing advertising stream, by which you can understand which products will be in trend) , and primary (we conduct audience surveys on selected parameters by phone, in the VKontakte group, insert	20

		the survey into the mailing list).	
	We analyze methods promotion	We analyze promotion methods that are most effective and affordable to achieve our strategic goals. We turn to our previous promotion experience. We identify our strengths and activities in which we have already succeeded. We identify our unsuccessful activities and the reasons why we failed to achieve the desired results.	20
	Analyzing methods promotion from competitors	We analyze the promotion methods of competitors. We are primarily interested in the experience of similar IMs in Moscow and St. Petersburg. Because e-commerce business in E-burg is still not as well developed as in the capitals. We determine the sites on the Internet where competitors are moving most successfully and determine the cost of such promotion, correlate this cost with our promotion budgets.	20
	Analyzing the experience of competitors in offline	We analyze the experience of competitors offline. We take Yekaterinburg Trade Networks as a basis and see how they are moving forward. We list the most successful ad placements and the frequency of ad appearances. We describe the promotions and promotional events that are	20

		carried out by Trading Networks.	
	We define the place that we would like to occupy in our niche	After analyzing the market and identifying the main competitors, we determine the place that we would like to occupy in our market niche by the end of 2023. We set ambitious targets for the number of customers and revenue.	1
	We define marketing policy for 2023	After defining our goals, we determine the marketing policy for 2023 and the activities that will contribute to the achievement of our goals.	2
Phase development	We draw up a business plan for the project		5
	We coordinate the business plan of the project with the owner		2
	We describe functional responsibilities of a marketer	To hire a marketer, we describe his functional duties and a portrait of the candidate, since this will be the most important	1

		person after the project manager responsible for promoting IM. It will determine the face of IM in six months on the market.	
	We are hiring a manager Marketing		60
	We prepare a matrix of goods	Based on the data obtained, after researching the assortment, we bring together the proposed matrix of goods, which will allow us to be as attractive as possible to the audience that we identified in the first block of work.	7
	We coordinate the received new matrix with owner	We coordinate the received new matrix with the owner, commercial director, head of the purchasing department of Uniland distributor. We determine the timing of the appearance of goods in the warehouse of the distributor (the goods will appear on the site on the same day).	3
	We are looking for suppliers	We determine the circle of companies that could be of interest to us in the supply of those goods that we identified in the works above.	7

	We request commercial terms		3
	We prescribe functional duties of an assistant marketer	It is expected that the assistant will relieve the marketer of all the burden of technical issues of performing tasks and free up the marketer time to determine strategic goals and ways to achieve them. The levels of negotiation will also be differentiated. the marketer will negotiate with the first persons, and the assistant with the personnel of the companies, already solving technical issues.	1
	We are hiring an assistant marketer		14
	We are negotiating	Among the sent commercial conditions, we determine the most acceptable for us. We are negotiating to finally discuss the proposed working conditions and, if possible, improve them as much as possible for our business in terms of: prices,	10

		deferred payment, discounts, marketing budgets for joint promotion, etc.	
	We conclude supply contracts goods	We conclude contracts for the supply of goods and bring products to the warehouse. After that, it goes on sale.	14
	Making a promotion plan	Based on the data received, we draw up a promotion plan tailored to our strategy, goals, client and product. We determine the approximate budget required for promotion, its scope. The task is immediately set for the marketer to receive 50% of this budget for promotion from the distributor's partner manufacturers and MI.	5
	We carry out price analysis competitors		5
	Determine pricing policy IS positioning	We define the policy of price positioning of IM in our niche. Based on the pricing policy, we determine an acceptable markup level for ourselves, as well as goods markers for which the markup will be lower, since customers constantly	2

		monitor the prices of these goods and it is necessary to offer a deliberately interesting price tag.	
	Determine the level of "wholesale" discounts		1
	We write the rules of conduct declining stocks	We determine the number of such promotions with a price reduction, the groups of goods to which they will apply and the frequency of such offers.	2
	Assign responsible IT manager		1
	Define a list of tasks six months		7
	We determine the deadlines	We must surprise customers with site updates at least twice a	

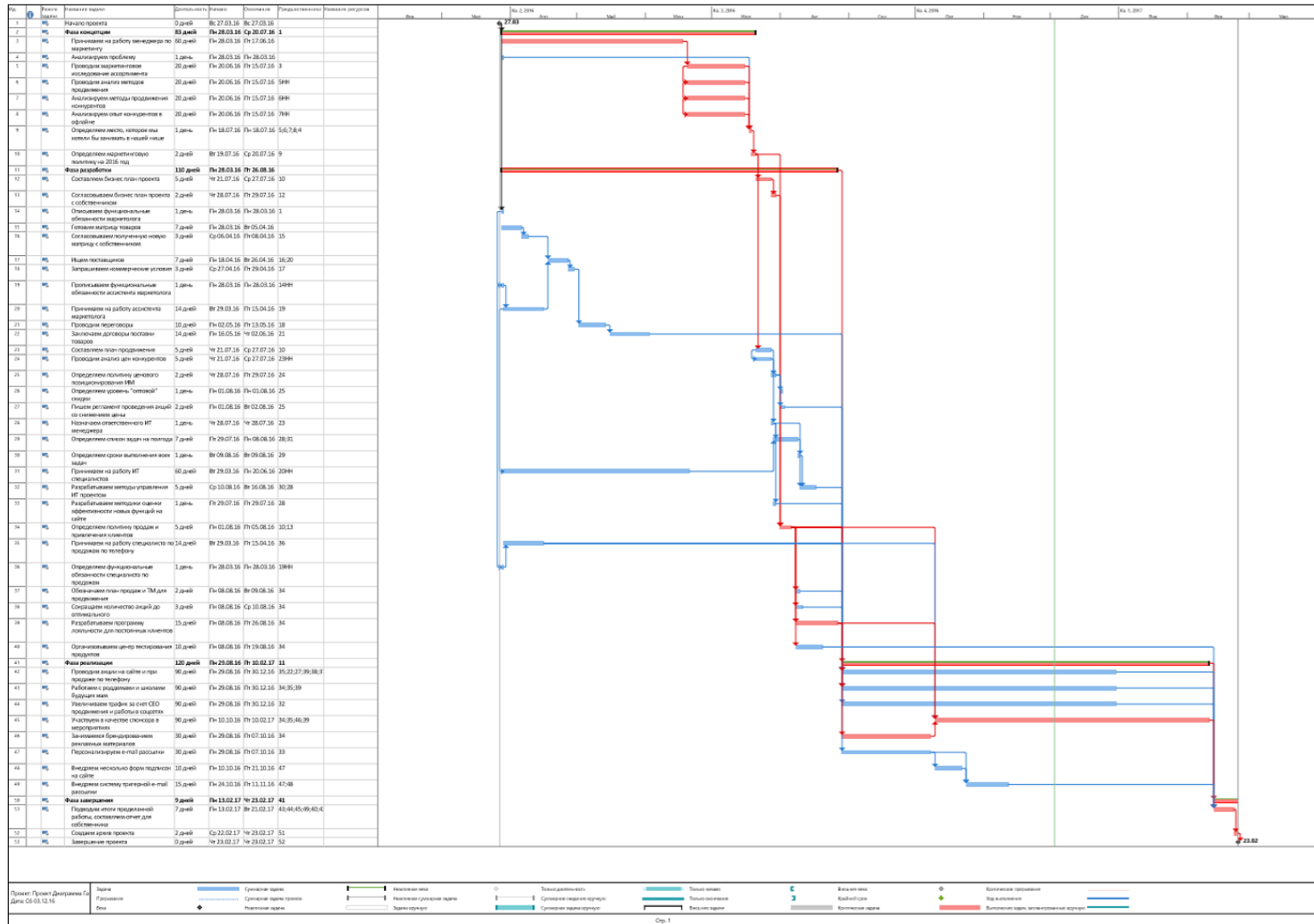
	all tasks	month to keep them interested in the site.	1
	We are hiring IT professionals	We determine the number of employees that we need: 2 programmers; Web Designer; web designer; web marketer. We are hiring freelancers for all web project participants. We are looking for people on the Internet on freelance.ru sites; freelance.ru; on thematic forums. In this case, we are not tied to the region and can consider remote employees.	60
	We develop methods IT project management		5
	We develop evaluation methods the effectiveness of new features on the site		1
	We define the sales policy and customer acquisition		5
	We are hiring		14

	telephone sales specialist		
	We define functional duties of a specialist sales		1
	We designate the sales plan and TM for advancement	We designate a sales plan and trademarks for which sales by phone will be carried out (working out 3 scripts weekly). Polls, collection of opinions, alerts and other events will also be carried out by phone.	2
	We reduce the number of shares to optimal		3
	We develop a program loyalty for permanent clients	Increasing the average check of customers	15
	We organize the center product testing	It can be novelties or goods interesting to suppliers, we get loyal customers and reviews for the site, you can gather groups and organize it yourself or do it remotely	10

Implementation phase	We work with maternity hospitals and schools future mothers		90
	Increasing traffic with SEO promotion and work in social networks	We develop social groups networks (interactive, attracting a psychologist and a pediatrician, we take on outsourcing) For this task, we take on freelance: group administrator in VK, copywriter, content manager.	90
	Participate as a sponsor in events	We are interested in thematic conferences, social events, events organized by suppliers, we organize holidays ourselves (once a quarter)	90
	We are engaged in branding advertising materials	we add a logo and a website wherever possible, for example, invoices and documents for clients, think over our slogan	30
	Personalize email newsletters	We form several types of mailing lists and different forms of offers	30
	We introduce several forms of subscriptions on the site		10

	We create information sales letter	We are implementing a targeted mailing system for various occasions.	15
Completion phase	Summing up the results of the work done, compiling a report for the owner		7
	Creating a project archive		2

Appendix 6. **Gantt chart.**



Appendix 8. Risk Analysis

Phase	External risks	Impact	Internal risks	Impact
C O N C E P T U A L P H A S E	<ul style="list-style-type: none"> The instability of the current economic situation. Decreased purchasing power of customers. The transition of parents to “natural” baby food instead of ready-made. 	A c c e p t a b l e	<ul style="list-style-type: none"> Uncertainty of goals, interests and behavior of the project stakeholders. 	M o s t P r o b a b l e
	<ul style="list-style-type: none"> External economic risks. The possibility of imposing restrictions on the trade and supply of baby food and diapers from some countries. 	M o s t P r o b a b l e	<ul style="list-style-type: none"> Insufficient initial investment, which can directly affect the quality of the professionalism of the hired team. 	S i g n i f i c a n t
	<ul style="list-style-type: none"> Wrong assessment of competitors, prices and demand of the products. Underestimation of the huge influence of offline players. 	C a t a s t	<ul style="list-style-type: none"> Incompleteness or inaccuracy of information about the financial position and business reputation of partner enterprises, as well as supplier of goods. 	M o s t P

		r o p h i c		r o b a b l e
P L A N N I N G P H A S E	•		<ul style="list-style-type: none"> Incorrect selection of the project team. Especially IT and marketing specialists. Unsatisfactory work of the HR department. 	S i g n i f i c a n t
	<ul style="list-style-type: none"> Inability to find reliable suppliers of important bulk goods, such as Japanese diapers, due to the division of territory between dealers at the federal level. 	M o s t P r o b a b l e	<ul style="list-style-type: none"> Cutting by the owner of the company of the marketing budget in the project, proposed in the business plan. 	S i g n i f i c a n t
	<ul style="list-style-type: none"> Stricter requirements for SEO and placement of product offers on trade aggregators Yandex and Google. 	M P	<ul style="list-style-type: none"> Identifying the wrong promotional and advertising channels 	M P
	<ul style="list-style-type: none"> There are not enough highly qualified web developers in the freelance labor market. 	C a t	<ul style="list-style-type: none"> Determining the wrong pricing strategy in relation to competitors 	S i g

		a s t r o p h i c		n i f i c a n t
I M P L E M E N T	<ul style="list-style-type: none"> Fast copying of all new marketing approaches by competitors. 	M P	<ul style="list-style-type: none"> Failure by the teams to meet the deadlines 	M P
		M P	<ul style="list-style-type: none"> Disagreements related to the adoption of fundamentally different management decisions on the part of Top Management. 	S i g n i f i c a n t
	<ul style="list-style-type: none"> Changes in marketing policy by the management of Shopping Centers and children's clinics. A significant increase in tariffs for holding promotional events there. . 	M P	<ul style="list-style-type: none"> Inability for the Project Manager to make their own decisions in the right time frame. 	C a t a s t r o p h i c

A T T I O N P H A S E				
	<ul style="list-style-type: none"> Changes in social media marketing policy (VKontakte; Facebook) in the field of advertising and promotion. Increase in the cost of advertising. 	M P	<ul style="list-style-type: none"> Immaturity of a large company, within which the project is located, in the area of Project Management. In this regard, poor support for the project from related departments. Long term of approval of decisions in the project. 	S i g n i f i c a n t
	<ul style="list-style-type: none"> High level of bureaucracy and corruption on the part of the state. 	M P		
C L O S I N G P H A S E			<ul style="list-style-type: none"> Failure to fire team members after project completion (see Labor Code of the Russian Federation) 	M P
			<ul style="list-style-type: none"> Unsatisfactory financial and marketing results on the project. The goals were not achieved. 	C a t a s t r o p h i c
			<ul style="list-style-type: none"> Failure to provide the final reporting on the project on time. 	M P

Actions to reduce, neglect and avoid risks in the project.

	Risk	Actions to prevent
C A T A S T R O P H I C	<ul style="list-style-type: none"> Wrong assessment of competitors, prices and demand of the products. Underestimation of the huge influence of offline players. <p align="center"><i><u>Marketing risk</u></i></p>	<ol style="list-style-type: none"> To accomplish this task, the most important thing is to select a professional Marketing Manager who will be responsible for the assessment and for the implications of this assessment on the project results. Therefore, the Project Manager, together with the CCO and the HR Manager, very carefully selected this team member while still in the conceptual phase. To perform this task correctly, it is necessary to conduct a marketing research of the market, competitors, positioning of Trademarks in the market, as well as the audience's demand for specific TMs and buying habits in a particular distribution channel.
	<ul style="list-style-type: none"> There are not enough highly qualified web developers in the freelance labor market. <p align="center"><i><u>Qualification risk</u></i></p>	<p>Knowing this huge risk, we should:</p> <ol style="list-style-type: none"> Make effective use of the work of the current full-time programmer. Do not distract him by creating unnecessary functionality that does not directly affect sales from the site. For a recruiter: constantly study on the Internet modern methods of recruiting such complex specialists, sites and platforms for recruiting. Search for such specialists through highly paid SEO specialists, whose consultations we buy and who have a large team of programmers from Belarus, Ukraine, Moldova, where the standard of living is very low.
	<ul style="list-style-type: none"> Inability for the Project Manager to make their own decisions in the right time frame. <p align="center"><i><u>Organizational risk</u></i></p>	<ol style="list-style-type: none"> Knowing the long period of coordination of decisions and actions of the Project Manager, propose solutions for consideration in advance with a large time lag. Get the board to make decisions about the size of a particular financial franchise. Provide the most convincing and complete justification for an early

		approval.
	<ul style="list-style-type: none"> Unsatisfactory financial and marketing results on the project. The goals were not achieved. <p style="text-align: center;"><u>Financial risk</u></p>	<p>When dealing with this risk, the Project Manager should:</p> <ol style="list-style-type: none"> Correctly plan the deadlines and the amount of funding at all stages of the project. Conduct control, analysis and development of measures to influence the unsatisfactory results of the project at intermediate points of control. Promptly and honestly inform the board of unsatisfactory results at control points for joint decision-making.
S I G N I F I	<ul style="list-style-type: none"> Insufficient initial investment, which can directly affect the quality of the professionalism of the hired team. <p style="text-align: center;"><u>Qualification risk</u></p>	<p>To avoid this situation, we must:</p> <ol style="list-style-type: none"> Provide the board, which is the main and only investor of the project, with the calculation of different project scenarios with different amounts of funding. Justify the amount of required funding using the method of expert analysis and the method of analogies.
	<ul style="list-style-type: none"> Incorrect selection of the project team. Especially IT and marketing specialists. Unsatisfactory work of the HR department. <p style="text-align: center;"><u>Qualification risk</u></p>	<ol style="list-style-type: none"> Conduct a thorough analysis of the labor market in order to establish the correct salary level for the selection of an effective team. Carefully write down all the profiles of the candidates for a more accurate hit on the target. Create the most comfortable working conditions. Hire people who share the core values of the company and love their job as a team.
	<ul style="list-style-type: none"> Cutting by the owner of the company of the marketing budget in the project, proposed in the business plan. <p style="text-align: center;"><u>Marketing risk</u></p>	<ol style="list-style-type: none"> Provide the board, which is the main and only investor of the project, with the calculation of different project scenarios with different amounts of funding. Justify the amount of required funding using the method of expert analysis and the method of analogies. Make an emphasis on organizing cross-marketing promotion, since it is free.
	<ul style="list-style-type: none"> Determining the wrong pricing strategy 	<ol style="list-style-type: none"> Conduct a marketing analysis of the price positioning of competitors

C A N T	in relation to competitors. <i><u>Marketing risk</u></i>	online and offline in dynamics. 2. Determine the policy of setting prices for marker goods among the main players.
	<ul style="list-style-type: none"> • Disagreements related to the adoption of fundamentally different management decisions on the part of Top Management. <i><u>Organizational risk</u></i>	<ol style="list-style-type: none"> 1. Do not hold separate meetings with one of them. 2. All agreements should be recorded in writing with a copy of all participants. 3. Return to previously recorded agreements during the discussion of the project results.
	<ul style="list-style-type: none"> • Immaturity of a large company, within which the project is located, in the area of Project Management. In this regard, poor support for the project from related departments. Long term of approval of decisions in the project. <i><u>Organizational risk</u></i>	<ol style="list-style-type: none"> 1. Convince the board to conduct project management training for both project managers and top managers of the Company. 2. Convince the board at every meeting to prioritize the interests of the project. 3. To establish the most fruitful professional relationships with the heads of related departments.