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**Developing a Digital Marketing Plan for the
Kajaani University of Applied Sciences Master
School**

Master's Degree in GBM

Spring 2023



**KAMK • University
of Applied Sciences**

Abstract

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Title of the Publication: Developing a Digital Marketing Plan for Kajaani University of Applied Sciences Master School

Degree Title: Master's Degree in Global Business Management

Keywords: digital marketing, social media, marketing "Ps", RACE model

Digital marketing plays a vital role in ensuring the success of educational institutions in today's competitive marketplace. This thesis, commissioned by the Master School of Kajaani University of Applied Sciences, aims to develop a comprehensive and actionable marketing plan that focuses on enhancing the digital presence of the institution.

The theoretical part of the thesis explores various aspects of digital marketing, including its components, tools, planning process, and the utilization of the RACE model framework. The deductive approach was chosen to guide the research process. Primary data was collected through Webropol surveys, distributed to 162 international students at the Master School. The response rate was 21.60%, resulting in 35 responses. Additionally, secondary data was obtained from the marketing team of the Master School.

Mixed methods were employed for data analysis, involving quantitative methods for analyzing survey data, and qualitative methods for the secondary data. To develop a comprehensive marketing plan that addresses the key findings from the data analysis, the RACE model framework was utilized. The model has four stages: Reach, Act, Covert, and Engage, and each stage focuses on a different phase of the consumer journey.

By implementing the marketing plan derived from this research, the Master School of Kajaani University of Applied Sciences aims to strengthen its digital presence, enhance engagement with its target audience, and ultimately achieve its marketing objectives. This thesis provides valuable insights and practical recommendations for educational institutions seeking to enhance their digital marketing efforts and navigate the competitive landscape successfully.

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1 Introduction

Digital marketing has become increasingly vital for higher education institutions, particularly since the COVID-19 pandemic. Because of the outbreak, institutions have been forced to shift to online platforms, making digital marketing ever more crucial for reaching and engaging potential and present students (Vicente-Ramos & Cano-Torres, 2022). By leveraging digital marketing strategies, universities can better understand their target audience, meet their needs and preferences, and successfully achieve their recruitment and branding goals.

In today's ever-evolving business landscape, the realm of traditional marketing has undergone a profound shift, largely fueled by technological advancements and widespread Internet usage. As a result, digital marketing has emerged as a vital component of successful marketing strategies for diverse businesses. As a modern and innovative institution, Kajaani University of Applied Sciences must adopt digital marketing to effectively engage its target audience. Thus, the primary objective of this thesis is to develop an effective digital marketing strategy for the Master School at KAMK.

This thesis emphasizes the importance of digital marketing within the context of the Master School at Kajaani University of Applied Sciences (KAMK). Its primary objective is to create a comprehensive and actionable marketing plan that enhances the institution's digital presence, strengthens engagement with the target audience, and ultimately achieves its marketing objectives.

Located in Kajaani, Finland, Kajaani University of Applied Sciences (KAMK) is a renowned multidisciplinary institution. Since its establishment in 1992, KAMK has been committed to delivering a wide range of bachelor's and master's degree programs across diverse fields such as business, engineering, information technology, sports, and hospitality. With a strong emphasis on applied research and learning, KAMK aspires to be a global leader in its domain.

KAMK's Master School is an integral part of the university that offers master's degree programs in business, engineering, and sports. The Master School aims to provide students with top-tier education that combines theoretical knowledge with hands-on practical skills. The programs are

thoughtfully designed to meet the needs of modern businesses and industries equipping graduates with the essential skills and expertise to excel as professionals in their respective fields.

This thesis will answer 3 research questions:

The main question is: What kind of marketing plan is suitable for KAMK Master School? And the sub-questions are: 1) What is digital marketing and marketing mix? 2) How to define the planning process for a digital marketing plan?

The objectives of the thesis are as follows:

- Find how applicants are reached and what makes them apply for the degree at KAMK.
- Research and analyze digital marketing through a marketing mix.
- Explore and describe the planning process for marketing.
- Create a marketing strategy for the Master School after conducting marketing research to determine the preferences of the target audience.

This thesis employs a case study research strategy, which aligns with the research questions and enables a comprehensive analysis of the marketing plan's implementation within a real-life context. By using an inductive approach, data will be collected on the preferences and behaviors of the target audience, allowing for the identification of emerging patterns and trends.

To gather primary data, a survey questionnaire was distributed to both current and former students of KAMK Master School. The survey aimed to achieve a 20% response rate, with a total of 162 informants participating. Additionally, secondary data on the current marketing practices was collected from KAMK's marketing department. The data analysis employed a mixed methods approach.

Based on the findings, a tailored marketing plan will be developed for the commissioning entity. This plan will be guided by the theoretical framework of the RACE model, which incorporates strategies for Reach, Act, Convert, and Engage (Chaffey, 2019). The implementation of this research-derived marketing plan holds the potential for KAMK's Master School to strengthen its digital presence, amplify engagement with the target audience, and ultimately accomplish its marketing goals.

2 About the commissioner

This thesis is commissioned by Master School of Kajaani University of Applied Sciences (KAMK), a progressive institution with a global outlook situated in the heart of Finland. KAMK aims to be a modest yet impactful higher education institute. With a student body of over 3,300 and a dedicated team of 300 instructors and employees, KAMK offers a diverse range of Bachelor of Science and Postgraduate degree programs. The active engagement of KAMK contributes to the growth and development of businesses and organizations in the regions of Kainuu, Koillismaa, and North-western Ostrobothnia.

The university has made significant progress in terms of the result-leading indicators established by the Cultural and Educational Ministry. Furthermore, the school has been renowned for many years for having the highest-quality educators and counsellors. The Finnish Education Evaluation Centre (FINEEC) has awarded KAMK a quality mark, which will be valid until the autumn of 2027.

KAMK's Master School is a part of the university that offers master's degree programs in business, engineering, and sports. Master School aims to provide students with a high-quality education that combines theoretical knowledge with practical skills. The programs are designed to meet the needs of modern businesses and industries and prepare graduates to become professionals in their respective fields.

All the master's degree programs at the Master School are taught in English, and the duration of the programs varies from 1.5 to 2 years. The programs consist of both theoretical courses and practical projects, and students are encouraged to participate in research projects and internships to gain practical experience. The master's degree programs at KAMK are designed to be flexible and tailored to meet the needs of individual students. The programs are structured to allow students to continue working while pursuing their degrees and provide opportunities for international exchange and networking. For the purpose of this study, we will look into master's degrees in international business management and Global Business Management because both are mostly preferred by international students and are suitable for the majority of them.

Master's degree Program in International Business Management: This 1.5-year program focuses on developing students' knowledge and skills in global business. It provides a comprehensive

understanding of the challenges and opportunities in the global business environment. The curriculum covers various subjects like international trade, strategic management, marketing, and global economics. By blending theory and practical skills, the program prepares students for real-world applications in the dynamic global business landscape.

The program is conducted in English and incorporates a blend of classroom-based learning and hands-on projects. Graduates of the program will possess the necessary qualifications to pursue diverse career paths in the field of international business. This includes opportunities in multinational corporations, international trade organizations, and government agencies. Equipped with a deep understanding of the global business landscape, graduates will have the ability to navigate its complexities and seize opportunities across various regions worldwide.

This course is an excellent choice for students who want to develop their skills and knowledge in the field of international business and pursue exciting and rewarding careers in this dynamic and challenging field.

Master's Degree Program in Global Business Management: This program is designed for students who want to succeed in global business management. Its main goal is to help students have a thorough understanding of international markets and business practices. The fundamental objective is to provide students with the knowledge and abilities they need to thrive in the competitive, global business environment.

The Global Business Management master's degree program is a two-year program that is conducted exclusively in English. It combines theoretical coursework and practical projects to provide students with real-world application opportunities. The program covers essential subjects such as global strategy and leadership, international marketing, cross-cultural management, and global supply chain management, ensuring a comprehensive understanding of key aspects in the field. Through this program, students gain the necessary knowledge and skills to navigate the complexities of the global business landscape and excel in their future careers.

Graduates of the program are well-prepared for leadership positions in global firms, multinational corporations, and organizations with a global presence. They have a thorough understanding of the complexities of global marketplaces and corporate operations, as well as the necessary skills and knowledge to successfully navigate these problems.

KAMK's Master School is committed to providing high-quality education that prepares students for successful careers in their chosen fields. Master School also works closely with industry partners to ensure that the programs remain relevant and up to date with the latest trends and developments in the respective fields.

KAMK has a strong focus on applied research and development, and the university has established several research centers and institutes to promote research in different fields. For example, the KAMK R&D Institute focuses on research in information technology, while the KAMK Game Lab focuses on game development research. These research centers provide students with opportunities to participate in research projects and gain practical experience in their respective fields.

Overall, KAMK and its Master School offer high-quality education and practical experience to students who want to pursue a career in business, engineering, or sports. The university's focus on applied research and development ensures that students are well-prepared to meet the challenges of modern businesses and industries.

3 Digital Marketing and Elements of the digital marketing mix

3.1 Digital Marketing

In the realm of marketing, digital marketing, also known as online marketing, plays a vital role by utilizing diverse digital platforms such as websites, social media, email, and mobile applications to effectively showcase and promote products, services, or brands (Kotler et al., 2013). As society embraces the digital age and individuals devote more of their time online, the establishment of a robust online presence has become an essential ingredient for business success. (Brown, 2017).

Digital marketers can leverage technological tools to deliver and assess the impact of advertising messages across the client lifecycle. Digital marketing refers to a broad range of online advertising methods, including search engine optimization (SEO), social media marketing, email marketing, content marketing, and mobile marketing, among others. An integral aspect of digital marketing involves analyzing and evaluating the effectiveness of these strategies through the use of diverse analytics tools and metrics. This allows marketers to gain valuable insights and make data-driven decisions to enhance their marketing efforts.

Online advertising is frequently compared to traditional forms of advertising, such as print publications, outdoor advertising, and direct mail. However, when people typically think of advertising, they tend to associate it with conventional methods that include television. The practice of using the internet and other electronic means to connect with potential customers is referred to as digital advertising or e-marketing. In addition to email, social media platforms, and online advertisements, there are also emerging channels like text messaging and instant messaging apps that businesses can leverage to disseminate their content and engage with their target audience.

To effectively connect with existing clients and potential customers, it is essential to develop a comprehensive online marketing plan that utilizes various digital platforms. These platforms encompass social media networks, pay-per-click advertising, search engine optimization, and content marketing. By optimizing these channels, businesses can establish credibility, engage their current client base, and attract new customers. The primary goal of online advertising is to increase conversions from customers. When promoting a product or service online, a company can leverage multiple channels or focus on a specific one, depending on its strategy and objectives.

According to Mehralian and Khazaei (2022), companies have the option to focus exclusively on social media and digital marketing campaigns, excluding other forms of online advertising. The emergence of digital advertising techniques has provided businesses with diverse channels to engage with their target audience, including social media platforms and SMS messaging. The affordability of online marketing makes it an appealing choice for organizations of all sizes. In the current digital era, businesses employ a wide range of strategies and tools to connect with customers and establish their unique brand identities. With the advent of the internet, advertising has undergone a significant transformation, enabling businesses to differentiate themselves and leave a lasting impression as distinctive and memorable brands.

The growing significance of the online business landscape presents a crucial opportunity for individuals seeking to leverage the expansive market (Giantari et al., 2022). Consequently, digital advertising has gained prominence. In online marketing, it is essential to effectively deliver targeted messages to the right people at the right time. Therefore, businesses must ensure that their e-commerce platforms are user-friendly and easy to navigate to attract more customers.

3.2 Key Components and Tools of Digital Marketing

This chapter will describe the key components of digital marketing and the tools utilized in various aspects. Each component plays a vital role in enhancing the online visibility of businesses, building customer relationships, and encouraging conversations. By understanding these components and utilizing the right tools, businesses can take advantage of the full potential of digital marketing to create brand awareness, generate leads, and foster customer loyalty.

Digital marketing encompasses various essential components, such as Search Engine Optimization (SEO), Email Marketing, Social Media Marketing, Content Marketing, and more. Among these, **Search Engine Optimization (SEO)** plays a pivotal role in enhancing a company's visibility in Google's search results, ultimately driving qualified leads and customers to their website (Rahardja, 2022). SEO professionals conduct thorough keyword analysis and strategically incorporate relevant keywords into promotional materials to align with users' search intent.

The primary objective of SEO is to rank high on the first page of search engine results for keywords relevant to the business, thereby improving organic search engine performance. As highlighted

by Pallathadka and Pallathadka (2022), SEO is a sub-field of digital advertising focused on enhancing a business website's visibility in organic search results on platforms like Google. Implementing a well-planned SEO strategy is crucial for improving a company's performance in search engine results pages (SERPs) for relevant search terms and phrases.

By utilizing SEO techniques, businesses can increase their online presence and popularity. Universities, for example, can leverage SEO to promote their academic courses and attract a larger audience that matches their ideal customer profile.

Email marketing is a strategic approach that utilizes electronic mail to engage a business's target audience, driving promotion, lead generation, sales conversion, online visibility, and customer loyalty. These emails serve as a valuable channel for sharing time-sensitive offers, showcasing new website features, announcing upcoming discounts, and delivering company updates.

Email marketing serves as a prominent digital marketing technique that enables businesses to communicate directly with consumers through email messages. Its objective is to distribute commercial or educational content, ultimately enhancing brand recognition and online visibility. Beyond transactional interactions, email marketing fosters customer relationships, allowing businesses to engage prospects on a more personal level by accessing their inboxes. It encompasses more than mere communication of sales and specials, encompassing a comprehensive strategy to keep customers interested (Leow et al., 2022).

Employing email marketing campaigns allows businesses to reconnect with their target audience, reinforcing brand presence in their minds. However, solely focusing on revenue generation through email communications may have a negative effect on the brand's reputation. To enhance customer perception, brands include informative content within their advertising emails. By crafting captivating message bodies and compelling offers, businesses can encourage customers to click through relevant web pages, reviving inactive sites and directing traffic to essential channels. Additionally, regular customers appreciate updates on new offerings and discounts, establishing email marketing as a powerful tool for maintaining consistent client engagement (Habib et al., 2022).

According to Rahardja (2022), incorporating social media platforms in a company's marketing strategy can yield significant benefits in terms of reaching and engaging the target audience. This marketing approach, commonly referred to as **social media marketing**, involves leveraging

platforms like Facebook, Twitter, Instagram, and LinkedIn to promote products/services, enhance brand recognition, and interact with customers. These platforms offer a wide range of tools and features to create and share content, monitor engagement, and analyze metrics such as reach and conversion rates. By strategically employing social media, businesses can strengthen their online presence, attract new customers, and foster enduring connections with their existing client base.

In the present digital era, leveraging social media for promotional activities has become essential for businesses. Implementing effective social media marketing (SMM) strategies not only empowers companies to gain valuable customer insights but also facilitates impactful market research. With the widespread usage of platforms such as Facebook, Instagram, and Snapchat, the dynamics of communication have undergone a significant shift, providing organizations with the ability to influence consumer behavior. From promoting interactive content to capturing demographic and confidential data, businesses can establish meaningful connections with their subscribers, leading to enhanced marketing outcomes (Kingsnorth, 2022).

According to Harbi, A.M., and Ali (2022), content marketers utilize storytelling and the distribution of informative content to promote products and encourage user actions that move them closer to becoming potential buyers. These actions can include seeking additional information, subscribing to a newsletter, or completing a transaction. While blog entries, e-books, videos, and podcasts are common examples of "content," its range encompasses various other forms of media when it comes to enhancing the digital presence of Master School.

The term "content marketing" refers to the practice of creating and sharing online material that serves as an invitation for the target audience to explore a specific business's website rather than a traditional advertisement. By leveraging storytelling and knowledge dissemination, content marketing enhances a company's visibility and reputation, making it a potent tool for expanding its reach. Websites that offer valuable information tend to attract frequent visitors and foster a loyal audience (Harbi, A.M., & Ali, 2022).

According to Miranda et al. (2022), the presence of relevant content is crucial for driving website traffic. Employing content recycling can be an effective strategy to build a following on social media, encourage the sharing of relevant material, and provide valuable links and quotes that people will be inclined to spread. By incorporating engaging visuals and thought-provoking

quotes, the content becomes more appealing and encourages readers to share it on platforms like Twitter and Instagram. Content marketing plays a vital role in increasing brand recognition, attracting new prospects, and boosting sales. In the digital era, content has emerged as an integral component of successful marketing plans, offering long-term benefits compared to short-term tactics. Implementing an effective content marketing strategy becomes imperative to enhance and sustain the current digital presence.

The phrase "Digital marketing tools" refers to a variety of programs, platforms, and other resources that give marketers the ability to create, carry out, and analyze their online marketing campaigns. According to Chaffey & Smith, 2021 and Ryan & Jones, 2019, by utilizing these tools, digital marketers can manage social media accounts, create email marketing campaigns, optimize websites for search engines, and monitor website traffic. This section will explore some of the most popular digital marketing tools in this area, along with what they do.

Below is the table summarizing the tools used in each component of the digital marketing:

Component	Tool	Description	Reference
Search Engine Optimization (SEO)	SEMrush	Comprehensive SEO toolkit for keyword research, competitor analysis, site audits, backlink analysis, and rank tracking.	SEMrush website - https://www.semrush.com/
	Ahrefs	All-in-one SEO toolset for keyword research, competitor analysis, backlink analysis, rank tracking, and content research.	Ahrefs website - https://ahrefs.com/
	Google Analytics	Powerful web analytics tool for tracking website traffic, user behavior, conversions, and SEO performance.	Google Analytics website - https://analytics.google.com/
Email Marketing	Mailchimp	Popular email marketing platform for creating, automating, and analyzing email campaigns.	Mailchimp website - https://mailchimp.com/

	HubSpot	Comprehensive marketing automation platform with email marketing tools, lead generation, CRM, and analytics.	HubSpot website - https://www.hubspot.com/
Social Media Marketing	Hootsuite	Social media management platform for scheduling, managing posts, monitoring mentions, and analyzing performance.	Hootsuite website - https://hootsuite.com/
	Buffer	Social media management tool for scheduling and publishing posts, tracking engagement, and analyzing performance.	Buffer website - https://buffer.com/
	Sprout Social	Social media management and engagement tool for post scheduling, monitoring, analytics, and reporting.	Sprout Social website - https://sproutsocial.com/
Content Marketing	BuzzSumo	Tool for analyzing content performance, identifying popular topics, and discovering influential content creators.	BuzzSumo website - https://buzzsumo.com/
	Google Trends	Platform showing search term popularity over time to understand trends and discover new keywords for content.	Google Trends website - https://trends.google.com/
	Canva	Graphic design tool with pre-made templates for creating engaging visuals for social media and content marketing.	Canva website - https://www.canva.com/

Table 1. Digital Marketing Tools

3.3 Marketing Mix

The marketing mix is a fundamental concept in marketing that encompasses a set of manageable tools or strategies used by businesses to efficiently promote and sell their products and services

to their target customers. Initially introduced by McCarthy in 1960, the concept of 4Ps (product, price, place, and promotion) has evolved over time to include additional Ps such as people, process, and physical evidence, as recognized by Ivy (2008).

Demirbag-Kaplan and Cavusoglu (2022) assert that the marketing mix serves as a framework for addressing the various factors associated with establishing brand awareness and promoting products to consumers. This comprehensive approach offers valuable recommendations on product distribution, optimal timing, and cost-effectiveness. While the original four Ps of marketing remain crucial, businesses must also factor in additional elements such as people, processes, and physical evidence. By strategically leveraging the marketing mix, businesses can formulate a successful marketing strategy that effectively caters to the demands and preferences of their target customers (Kotler et al., 2022).

By prioritizing the 4Ps, marketers can effectively focus their efforts on what truly matters while expanding their reach. The ultimate objective of any marketing strategy is to drive sales and revenue for a business. Through essential marketing approaches, it aims to enhance product or service awareness, strengthen customer relationships, and drive profitability. The 4 Ps serve as a reliable framework to ensure all necessary aspects are addressed when introducing a new product to the target market (Lim, 2023). They can also be utilized to enhance the existing offerings in the academic sector or universities. When skillfully integrated, these elements contribute to establishing a sustained demand for goods and services.



Figure 1. 4 Ps of Marketing Mix

According to Katsikeas et al. (2020), the term "product" refers to the desired item or service that satisfies customer needs and desires. This component involves creating an ideal product, whether tangible goods or intangible services, to meet customer expectations. KAMK Master School provides unique educational programs as a valuable product or service to its customers. It is crucial for the school's marketing strategy to identify the product's unique selling proposition (USP) (Katsikeas et al., 2020). To remain relevant and address changing customer needs, the product should be consistently evaluated and updated. By focusing on the product component of the marketing mix, Master School can deliver value to its clients and establish a strong reputation in the education sector.

Price is a vital element of the marketing mix that directly impacts a company's profitability. It refers to the amount customers are willing to pay for a product or service (Katsikeas et al., 2020). For KAMK Master School, developing an optimal pricing strategy that satisfies customers while ensuring profitability can be challenging. As highlighted by Othman et al. (2021), if a product is perceived as overpriced, customers may seek alternatives, while excessively low prices can lead to revenue loss. Therefore, finding the right balance in pricing is essential for the success of the

To develop a successful pricing strategy, Master School requires a deep understanding of the values and preferences of the target market. With the advent of digital marketplaces, it is crucial to consider various pricing techniques and frameworks, such as virtual rebates, flexible payment plans, and student discounts, to create competitive pricing strategies (Othman et al., 2021). Demirbag-Kaplan and Cavusoglu (2022) emphasize the importance of aligning the pricing plan with the needs and priorities of the target market to maximize effectiveness. By implementing the right pricing strategy, the school can not only attract but also retain clients, ensuring long-term profitability.

According to Othman et al. (2021), the "**place**" element of the marketing mix focuses on providing customers with access to goods or services through various locations. The rise of digital marketing has opened up new possibilities for personalized targeting strategies. Traditionally, "place" referred to physical storefronts and publications. However, with the advent of internet platforms, the concept of "place" in marketing has become more complex. Businesses now need to consider how to effectively engage and reach customers through digital channels. As consumers have more options for personalizing their purchases, strategically positioning goods or services has become more challenging.

The evolution of communication and computing has expanded consumers' reach to a global market. The advent of digital channels has significantly impacted the relational aspects of the corporate landscape, emphasizing the importance for organizations to effectively manage their online presence. In the modern era, establishing a strong internet presence and ensuring easy discoverability by the target demographic has become imperative factors for success.

In the realm of online marketing, the promotional aspect garners significant attention from businesses, as highlighted by Katsikeas et al. (2020). However, it is important to understand that effective marketing goes beyond mere **promotion**. To expand its market share, KAMK Master School must incorporate all four elements of the marketing mix into its advertising strategy. With technological advancements, the school now has various options to communicate its messages and engage with its target audience. By segmenting the target market based on factors such as digital channels, internet browsers, and operating systems used by audience, the institution can establish direct and personalized communication channels with prospective and current students, addressing their unique needs. In summary, leveraging online advertising platforms enables customized marketing and plays a crucial role in creating awareness of the school's programs and services among potential customers.

It is essential to remember that simply raising awareness of a product or service is insufficient. Effective promotion must be part of a comprehensive marketing strategy that considers the elements of product, price, place, and promotion (Katsikeas et al., 2020).

3.4 Consumer Behavior

Consumer behavior entails the exploration of how individuals and organizations fulfill their needs and desires through the search, evaluation, purchase, usage, and disposal of ideas, goods, and services (Alwan & Alshurideh, 2022). Within this context, social networking sites play a vital role in shaping consumer behavior, particularly through the persuasive impact of positive customer reviews (Savitri et al., 2022). The impact of social media platforms and online reviews on shopping habits is significant, as approximately half of consumers rely on customer feedback before making a purchase decision. Positive reviews cultivate brand loyalty, establish trust, and boost consumer confidence. Conversely, negative reviews can deter potential buyers.

Social media platforms have completely changed how individuals connect with each other and engage with organizations on a global scale. In today's digital era, people turn to social media to seek solutions, gather information, and seek advice when confronted with challenges or problems. For businesses, harnessing the potential of social media as a marketing tool offers a remarkable opportunity to boost brand recognition. By utilizing social media effectively, companies can establish meaningful connections with a vast audience, significantly enhancing brand visibility and engagement.

In the digital landscape, marketers must understand how customers explore and evaluate alternatives prior to making a purchase. Establishing a strong online presence and reputation through social media is vital for driving brand recognition and cultivating customer loyalty. Additionally, delivering a positive customer experience is essential for driving repeat business and fostering a sense of personal commitment to the brand.

The AisdalsLOVE model, an adaptation of the AIDA model, provides a framework for understanding the different stages consumers go through when making a purchase decision and how digital marketing strategies can influence each stage. Building upon the Attention, Interest, Desire, and Action stages of the AIDA model, the AisdalsLOVE model incorporates additional stages and elements to provide a comprehensive understanding of the consumer journey in the digital age.

According to the AisdalsLOVE model (Wijaya, 2012), the consumer buying process consists of interconnected stages that are influenced by digital marketing strategies. This model recognizes the significance of the digital age in shaping consumer behavior and highlights the stages through which consumers go when making purchase decisions. These stages include awareness, information search, evaluation of alternatives, purchase decision, and post-purchase evaluation. Digital marketing strategies play a critical role in each stage by capturing the consumer's attention, providing relevant information, creating desire, and facilitating the final purchase decision. By understanding and effectively utilizing digital marketing strategies, businesses can optimize their interactions with consumers, guiding them towards making informed and satisfying purchase decisions (Wijaya, 2012).

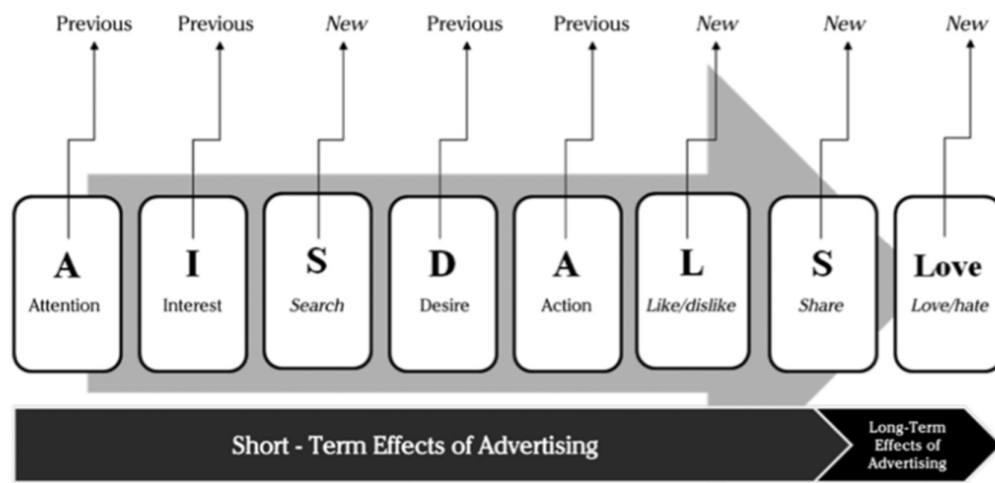


Figure 2. AISDALSLove Model (Wijaya, 2012)

The first stage is **Attention**, where digital marketing efforts aim to capture the attention of potential customers. This can be achieved through targeted advertisements, engaging content, and captivating visuals. For instance, social media ads can be designed to grab users' attention and pique their interest.

Moving on to the second stage, **Interest**, the primary objective is to captivate and nurture consumers' curiosity in the product or service. This is achieved through the implementation of various effective tactics, including the creation of informative blog posts, the development of engaging social media content, and the implementation of personalized email marketing campaigns. By delivering valuable information, addressing consumer needs, and catering to their demands, companies can successfully keep their audience engaged and establish a strong connection with their target market.

In the third stage, **Search**, users rely on online resources and search engines to gather information and conduct research. Digital marketing plays a vital role in providing relevant content, product descriptions, reviews, and comparisons. Businesses can ensure that their offerings are easily discoverable and stand out from competitors by optimizing their webpages for search engines and implementing search engine marketing strategies.

The fourth stage is **Desire**, where digital marketing techniques stimulate consumers' desire and aspiration for the product or service. Persuasive messaging, customer testimonials, and

influencer collaborations can play a significant role in creating a strong desire to possess or experience what the brand offers. By showcasing the unique features and benefits, companies can evoke emotional connections and create a sense of longing among consumers.

Finally, the fifth stage is **Action**, where digital marketing strategies aim to convert consumer interest and desire into a purchase. Clear call-to-action buttons, simplified checkout processes, and personalized offers can facilitate the decision-making process and prompt consumers to take action. By optimizing the user experience and providing a seamless purchasing journey, companies can increase conversion rates.

Following the purchase, digital marketing efforts can continue to engage customers and build brand loyalty. Through personalized post-purchase communications, social media interactions, and customer support, companies can create positive experiences and nurture customer satisfaction, ultimately fostering a sense of liking and attachment to the brand.

Digital marketing leverages social sharing and user-generated content to amplify brand reach. Encouraging customers to share their experiences, leave reviews, and engage with the brand on social media can generate positive word-of-mouth and advocacy. This, in turn, strengthens brand love and loyalty among consumers.

Applying the AisdalsLOVE model to the study of consumer behavior and digital marketing provides valuable insights into how each stage of the buyer process is influenced and shaped by digital marketing strategies. This understanding enables marketers to develop more effective digital marketing campaigns that align with consumer needs, preferences, and purchasing behaviors. By strategically implementing digital marketing tactics at each stage of the buyer process, businesses can effectively engage and influence consumers, leading to increased brand awareness, customer engagement, and ultimately, higher conversion rates.

3.5 Emerging Trends in Digital Marketing

The ever-evolving nature of digital marketing necessitates staying updated with emerging trends to maintain a competitive advantage. New technologies have revolutionized how businesses

engage with their customers. This chapter will explore key emerging trends in digital marketing, focusing on the utilization of artificial intelligence (AI), video marketing, and tailored marketing.

Artificial intelligence's Role in Digital Marketing

Digital marketing is currently experiencing a rapid transformation fueled by artificial intelligence (AI). Businesses are leveraging AI technology to analyze client data, observe consumer trends, and develop impactful advertising campaigns (Dumitriu & Popescu, 2020). Various consumer and brand management tasks, such as content creation, ad tracking, and product advertising, are now being executed using machine learning and other AI applications.

One significant application of AI in digital marketing is the customization of marketing communications, specifically targeting specific demographics and ensuring each customer receives a personalized experience. By collecting and analyzing customer data, companies can effectively identify and connect with their potential customers (Kotane et al., 2019). Personalized marketing goes beyond simply incorporating a customer's identity into broad marketing communications; it involves tailoring ideas and messages to the right people at the right time.

In summary, AI's integration into digital marketing is driving significant advancements in consumer and brand management. Businesses can harness AI technology to optimize their marketing strategies, deliver personalized experiences, and effectively engage with their target audiences.

Video Marketing

In the modern digital landscape, video marketing has emerged as a dynamic and highly impactful strategy. Businesses are leveraging the power of videos to actively engage with their target audience and effectively showcase their products and services. Videos have proven to be exceptionally captivating and engaging, surpassing the effectiveness of traditional text-based content. Recognizing this trend, prominent platforms like Twitter, Google, and Facebook have integrated short-form video content into their algorithms, facilitating businesses in reaching broader and more diverse audiences (Kotane et al., 2019). This shift towards video marketing underscores its immense potential for businesses to convey their brand message and connect with consumers in a more compelling and interactive manner.

By utilizing videos, businesses can showcase their offerings, highlight their unique value propositions, and provide potential customers with a more comprehensive understanding of their products. Moreover, creating engaging and informative video content enables businesses to leverage the viral nature of social media platforms, encouraging viewers to share and distribute the content. This not only enhances brand recognition but also fosters meaningful connections with prospective customers.

To sum up, video marketing has become a powerful tool for businesses to effectively convey their messages, engage their target audience, and enhance brand visibility. By leveraging the potential of videos in their digital marketing strategies, businesses can create compelling and unique content that captivates viewers and drives meaningful interactions with their brand.

Personalized Marketing

In the ever-evolving field of digital marketing, businesses are embracing new technologies to drive transformations in their strategies. Artificial intelligence (AI) has become instrumental in analyzing customer data, tracking consumer trends, and optimizing advertising methods. Concurrently, video marketing has emerged as a powerful tool for businesses to effectively engage their target audience and promote their products and services.

Personalized marketing takes a step further by utilizing data to establish meaningful connections with specific audiences and loyal customers. Rather than simply incorporating customer identification into generic marketing materials, personalized marketing aims to deliver tailored experiences to each individual. This involves understanding customer preferences, behaviors, and needs to create relevant and timely marketing messages.

By leveraging personalized marketing, businesses can focus on their ideal clients and maintain ongoing communication throughout the various stages of the customer journey. This targeted approach ensures that customers receive the best possible experience, leading to increased satisfaction and loyalty.

For businesses looking to maintain their competitive advantage in the dynamic digital marketplace, keeping up with new trends like AI-driven strategies and video marketing is essential as digital marketing keeps evolving. Implementing personalized marketing techniques enables

businesses to forge stronger connections with customers, enhance brand loyalty, and drive long-term success.

4 Digital Marketing Planning

4.1 Digital Marketing Strategy

According to Tabuena et al., (2022), the emergence of digital channels forced companies to shift their focus from traditional marketing to online advertising and form an effective strategy. Companies must use digital advertising for a variety of reasons, including adapting to the ever-changing market dynamics, attracting their target demographic through a variety of innovative digital platforms, and saving money. One must consider overall digital marketing objectives and the available channels that will serve those objectives to form an effective digital marketing strategy.

In the case of developing a digital strategy for KAMK Master School, several key steps need to be followed. First, clear goals must be established, outlining the desired outcomes and objectives of the digital marketing efforts. Next, it is crucial to connect with the target student population, understanding their needs, preferences, and communication channels to effectively engage with them. Developing a compelling messaging approach is essential to convey the value proposition and benefits of the school's programs. Lastly, defining key performance indicators (KPIs) is necessary to track and evaluate the effectiveness of the digital marketing strategy, allowing for continuous optimization and improvement.

By following these steps, KAMK Master School can create a comprehensive and well-aligned digital marketing strategy that enhances its visibility, attracts prospective students, and drives the desired outcomes.

4.1.1 Elements of Digital Marketing Strategy

This section will explore the key elements of a digital marketing strategy and their significance in achieving marketing objectives. By understanding and incorporating these elements, organizations can align their digital efforts with their goals, effectively communicate their messages, and measure the success of their marketing initiatives.

Goals: Goals are a fundamental component of a digital marketing strategy, providing a clear direction and purpose for organizations. As highlighted by Erpurini (2022), it is essential for authorities to determine their objectives before embarking on the planning process. However, setting effective goals goes beyond a simple declaration; it requires a comprehensive and precise plan of action.

The SMART framework, widely utilized and proven effective, offers a structured approach to goal-setting. According to Locke and Latham (2002), goals should be Specific, Measurable, Achievable, Relevant, and Time-bound. Specificity ensures clarity and avoids ambiguity, while measurability allows for tracking progress and evaluating success. Achievability considers the constraints and resources available to the organization, ensuring realistic targets. Relevance ensures that goals align with the broader objectives of the organization, while time-boundness provides a sense of urgency and clear completion deadlines. By setting SMART goals, institutions can establish a focused and measurable framework for their digital marketing strategies, enabling them to track progress, allocate resources effectively, and drive success in achieving their desired outcomes.

Target audience: Identifying and targeting a specific audience is a critical element of a successful digital marketing strategy. By selecting a certain group of people, organizations increase the likelihood that their marketing messages will resonate with them and ultimately lead to sales of their brand's goods or services. Moreover, targeting a specific audience helps streamline the process of guiding prospective clients further down the sales funnel by minimizing the risk of wasting advertising resources on disinterested viewers.

Kotler and Keller (2016) emphasize the importance of focusing marketing efforts on individuals belonging to a particular demographic. By understanding the characteristics, preferences, and behaviors of the target audience, organizations can tailor their marketing strategies to effectively engage and connect with them. This targeted approach allows businesses to deliver more relevant and personalized messages, increasing the chances of capturing the attention and interest of the desired audience.

By clearly defining a target audience, organizations can optimize their marketing efforts, allocate resources efficiently, and maximize the impact of their digital marketing campaigns. Understanding the specific demographic that the brand aims to reach enables organizations to develop

targeted messaging, choose appropriate marketing channels, and create compelling content that resonates with their intended audience.

Communication plan: A well-developed communication plan is a crucial component of an effective company promotion strategy, as highlighted by Apasrawirote et al. (2022). It encompasses all aspects of an organization's written materials, ranging from storefront displays and promotional materials to online content and email responses to users. The positioning and messaging strategies of the company shape every piece of communication, playing a significant role in establishing brand identity and resonating with the target audience.

In the digital age, a well-thought-out digital messaging plan holds immense importance in increasing brand recognition and educating potential consumers about the company and its values. Through strategic digital messaging, organizations can effectively convey their unique selling points, value proposition, and overall brand story to their target audience. This allows them to differentiate themselves from competitors, build trust and credibility, and establish meaningful connections with customers.

A comprehensive digital messaging plan takes into account various factors such as the target audience's preferences and communication channels, the organization's brand voice and tone, and the desired messaging objectives. It involves crafting effective and engaging content that aligns with the brand's values and resonates with the target audience. By consistently delivering impactful and consistent messaging across digital platforms, organizations can effectively communicate their brand message, enhance brand awareness, and foster meaningful customer relationships.

Key Performance Indicators: Key Performance Indicators (KPIs) serve as essential metrics for evaluating the effectiveness of various strategies in the realm of Internet Advertising, as emphasized by Chaffey and Ellis-Chadwick (2019). These quantitative measurements help organizations determine how close their achieved results are to their desired targets or goals.

By employing KPIs, businesses can derive valuable insights into the performance and success of their digital marketing endeavors. These indicators act as benchmarks, enabling the measurement and monitoring of progress, identification of areas for improvement, and informed decision-making regarding resource allocation. KPIs provide a clear assessment of the effectiveness of

specific methods or campaigns and facilitate the evaluation of the return on investment (ROI) for marketing activities.

In the context of KAMK Master School, the utilization of KPIs not only leads to cost savings but also aids in prioritizing initiatives that can yield the most impactful outcomes. By focusing on relevant KPIs such as conversion rates, website traffic, engagement metrics, or customer acquisition costs, the school can observe which strategies are delivering the desired results and fine-tune their digital marketing efforts accordingly. This data-driven approach allows for the optimization of marketing resources, enhancement of campaign effectiveness, and ultimately contributes to the attainment of the school's marketing objectives.

Within Internet Advertising, Key Performance Indicators (KPIs) are quantitative measurements used to evaluate the efficiency of various strategies as per Chaffey and Ellis-Chadwick (2019). The purpose of these indicators is to demonstrate how near or distant certain methods were from their targets. Measuring success using KPIs not only helps KAMK Master School save money but also prioritizes the initiatives that will have the most impact.

Overall, the integration of KPIs in Internet Advertising equips organizations with a systematic and objective means of assessing performance, making informed decisions based on data, and continuously improving their digital marketing strategies to achieve optimal outcomes.

Metrics and Analytics: Metrics and analytics are vital components in evaluating the impact of advertising campaigns and gaining valuable insights for decision-making. These quantitative measurements serve as a compass for advertisers, offering a clear understanding of campaign effectiveness and guiding them in identifying areas for enhancement and maximizing return on investment. Through the analysis of marketing data, including customer demographics, purchasing patterns, website traffic, and social media engagement, advertisers can uncover valuable trends, make informed decisions about targeting, and refine their messaging and channel strategies.

The utilization of metrics and analytics provides advertisers with a deeper understanding of their current position, enabling them to make data-driven choices when shaping future marketing strategies and campaigns. By leveraging customer insights and behavioral data, businesses can align their marketing efforts with the preferences and needs of their target audience, ensuring a more personalized and impactful approach. Furthermore, these metrics enable the measurement

of campaign effectiveness, allowing businesses to optimize their past initiatives, identify areas for improvement, and shape future marketing endeavors.

Ultimately, metrics and analytics empower advertisers to achieve higher levels of success by informing their decision-making processes. By understanding the details of customer behavior and market trends, businesses can adapt their strategies, enhance their targeting, and optimize their messaging to drive better results. These insights not only support the effective allocation of resources but also foster continuous growth and profitability in the ever-evolving digital landscape.

4.2 Digital Marketing Planning

Digital marketing planning refers to a firm's strategies for effectively reaching its target audience and promoting its products or services through digital channels. Unlike traditional methods, digital marketing enables two-way communication with both existing and potential customers, fostering engagement and interaction (Lies, 2019). Planning plays a vital role in helping advertising teams define their target audience and determine the most effective methods for reaching them based on research and overall objectives. A digital marketing plan includes essential elements such as timelines, schedules, and budgets for launching and managing online advertising initiatives. Additionally, companies outline the metrics they intend to use to assess effectiveness, track progress, and make necessary adjustments.

According to Miklošík et al. (2019), businesses develop advertising strategies to guide their systematic approach in achieving their goals. Creating a written explanation of these procedures helps advertising teams understand the plan and how their contributions can impact overall company performance. By establishing a digital marketing plan, organizations foster advertising cohesion, leading to more significant business outcomes. When marketing materials are repurposed and atomized effectively, businesses can accomplish more with less time and fewer resources. Regardless of whether a company is an established online business or a traditional retail company, having a well-crafted digital marketing plan can yield substantial advantages. Therefore, investing time, effort, and thought into its development is worthwhile.

The digital marketing process typically involves five primary steps: research, create, promote, analyze, and optimize (Chaffey, 2019). In the research phase, the organization gathers essential

information to inform subsequent strategic planning. This includes conducting investigations into online marketing possibilities. The company examines four types of data: company information, target customers, products, and online competitors. Additionally, the company determines its primary online identity, such as a website, blog, or application, and establishes online marketing goals, strategies, and timelines.

During the promotional stage, businesses leverage various online mediums, such as search results, advertisements, social networking sites, email, online chat, and promotional tools, to raise awareness of their primary digital identities (Chaffey and Smith, 2017). In the analysis phase, the company evaluates key metrics and compares them to desired goals. This includes analyzing user data from the company's app, corporate blog, and online presence. By doing so, they gain a comprehensive understanding of areas that require improvement in order to bridge the gap between desired and achieved outcomes.

In the final step, optimization, the company fine-tunes its operations based on initial research and findings. This may involve modifications to their online presentation or adjustments in how they utilize the internet for advertising purposes. Changes may be made to the content, design, and messaging of the company's corporate identity.

Overall, a well-designed digital marketing plan can deliver significant benefits for a business, including increased revenue, enhanced brand recognition, and improved customer engagement. Therefore, dedicating time, effort, and thought to the planning, execution, and optimization of digital marketing initiatives is crucial for businesses aiming to thrive in the digital era.

4.3 Race Model Framework

The RACE model serves as an effective framework for effective digital marketing planning and execution. With its four essential phases—Reach, Act, Convert, and Engage—this widely adopted model enables businesses to implement strategies that align with various stages of the buyer journey, all aimed at converting prospects into loyal customers. While each phase operates independently, they collectively contribute to the overarching objective of customer conversion and loyalty.

The RACE model highlights the significance of establishing clear goals and identifying key performance indicators to drive successful promotional campaigns. By harnessing this framework, businesses can effortlessly establish impactful digital advertising and multidimensional messaging strategies, captivating and engaging new customers while driving revenue growth, regardless of the sales channel—be it online or in physical stores.



Figure 3. RACE Planning Framework (Chaffey, 2022)

Prior to delving into the stages of the RACE model, it is crucial to note the preliminary phase known as planning. This foundational stage involves the development of a comprehensive digital marketing plan, encompassing the overall strategy, objectives, target audience, and key tactics. Once the planning stage is complete, businesses can proceed to implement the RACE model to execute their digital marketing campaigns effectively.

The first stage of the RACE model, Reach, is essential in increasing brand awareness and attracting potential customers. According to Chaffey (2019), this stage involves identifying and targeting the right audience through various channels such as social media, email marketing, and search engine optimization. Increased traffic to a company's online properties including its website, social media accounts, and other digital platforms, is the main objective of the Reach stage.

The second stage, Act, plays a crucial role in engaging potential customers through the delivery of valuable and relevant content. This stage encompasses a variety of channels, including blogs, social media posts, webinars, and other content formats. The primary objective of the Act stage is twofold: to position the brand as a thought leader within the industry and to foster trust with prospective customers. By creating and sharing compelling content, businesses can establish themselves as authoritative sources of information, building credibility and confidence among their target audience. The term "Act" signifies the importance of interaction, encouraging visitors to take logical next steps on the company's website or social media platforms. This interaction can involve signing up for a newsletter, downloading a resource, or engaging in a conversation. Ultimately, the Act stage aims to drive increased sales and revenue for the company, particularly in the context of B2B businesses.

The third stage of the RACE model, Convert, aims to turn potential customers into actual customers by encouraging them to take specific actions that result in monetary gain for the business. This stage involves using personalized emails, retargeted ads, and special offers to persuade potential customers to take the desired next action, such as making a purchase or signing up for a course. The ultimate goal of the Convert stage is to drive revenue for the business, whether through online shopping transactions or physical methods (Luenendonk, 2019).

The fourth and final stage of the RACE model is Engage, which focuses on building long-term relationships with customers and turning them into loyal brand advocates. To achieve this, businesses can implement various strategies such as loyalty programs, referral schemes, and social media engagement. Long-term customer engagement can be increased through regular contact with first-time customers via different channels such as business websites, social media, SMS, and personal interactions. The success of the Engage stage can be measured by subsequent purchases and social media sharing. In addition to tracking site visitors or email sign-ups, businesses must prioritize customer satisfaction and ensure they are willing to recommend the brand. By fostering strong relationships with customers and creating brand advocates, businesses can generate more revenue in the long run.

In conclusion, the RACE model framework provides a practical, systematic approach for developing and implementing an effective digital marketing plan. The four primary phases of the framework are Reach, Attract, Convert, and Engage, each with its own set of objectives and tactics. By using this process, businesses can identify and target their ideal audience, create compelling

content that converts leads into paying customers, and build long-lasting relationships with them. One may evaluate the success of these activities by using a variety of measures, such as website traffic, conversion rates, and consumer contact.

5 Research and Data Collection Methods

The primary goal of this thesis is to develop a digital marketing plan that effectively addresses the key insights derived from data analysis. This study is guided by three research questions, namely: "What type of marketing plan is most suitable for KAMK Master School?" supported by two sub-questions: "What constitutes digital marketing and marketing mix?" and "How can the planning process for a digital marketing plan be defined?"

The objectives of this thesis are diverse. Firstly, it seeks to understand how applicants are reached and what motivates them to apply for the degree programs at KAMK. Secondly, it aims to research and analyze digital marketing through a marketing mix perspective. Additionally, it aims to explore and describe the planning process for marketing, focusing on the development of a comprehensive marketing strategy for the Master School based on insights gathered from the target audience.

To achieve these objectives, a case study research strategy was employed. An inductive research approach was used which includes collecting data to understand the target audience's behaviours and preferences to understand emerging trends and patterns (Bryman, 2016), and develop a marketing plan based on that. This study uses mixed methods as it compromises primary and secondary data.

For data collection, a survey was conducted using the Webropol survey software, reaching out to approximately 162 students who are current and former students of KAMK Master School. Additionally, secondary data obtained from the marketing team of the Master School was utilized to supplement the survey data. The survey data was analyzed using quantitative methods and statistical software to identify trends and preferences, while the secondary data was analyzed using qualitative methods.

Overall, this research aims to provide valuable insights and recommendations for the development of an effective digital marketing plan for KAMK Master School, based on a thorough analysis of the target audience and industry best practices.

5.1 Research Strategy

The research strategy chosen for this thesis is a case study, which allows for an in-depth, detailed analysis of a specific phenomenon (Yin, 2014). This aligns with the research questions of the study, which focus on the development of a marketing plan that can be applied in a real-life context. In the case of this thesis, the marketing plan for KAMK Master School serves as the phenomenon of interest, while the real-life context includes the target audience, the competition, and the external environment.

Case study research is particularly useful for gaining an understanding of complex phenomena, such as the development of a marketing plan, and for analyzing the relationships between different components and variables (Yin, 2014). Additionally, this kind of research can offer useful insights and suggestions for upcoming marketing plans based on a deeper understanding of the variables that affect a marketing plan's success and the identification of prospective modifications or alterations that can increase its efficacy (Yin, 2014).

Overall, the case study research strategy is well-suited to the research questions and objectives of this study and is expected to provide a comprehensive and detailed understanding of the marketing plan and its implementation within its real-life context.

5.2 Research Approach

This study uses an inductive approach where data will be collected on the target audience's preferences and behaviours and then analysed to identify emerging patterns and trends (Bryman, 2016). These patterns or themes can then be used to generate hypotheses about the target audience and their preferences, which can help in the development of the marketing plan. This approach is flexible, and it ensures that the marketing plan is grounded in real-life situations.

An inductive approach is suitable for this study because it allows for the exploration and identification of new trends that may emerge from the data collected (Creswell, 2014). It enables the researcher to develop a better understanding of the preferences and behaviors of the target audience.

To sum up, the inductive approach provides a way of developing a plan that is rooted in the data collected, ensuring that the plan meets the needs of the target audience and is effective in achieving its objectives.

5.3 Data Collection and Samplings

To collect the data for this study, an online survey was distributed to both former and current KAMK Master School students with an aim of a 20% response rate. The selection of participants for the survey was based on availability and willingness to participate. The survey asked a variety of questions related to the target audience's preferences, behaviors, and what made them choose Master School. The questions were intended to gather data about the factors that influence the target audience's decision-making process and their perception of the KAMK Master School.

The survey was conducted using Webropol survey software, which ensures data privacy and anonymity. The survey was sent out to 162 participants, the response rate was 21.60%, which accounts for 35 responses. The survey was live for 2 weeks, after closing the survey, the responses were exported to PSPP software to analyze and later it was transferred to Excel to draw representative graphs for the variables. Quantitative methods were used to analyze the data obtained from the survey to identify patterns and trends in the responses.

To supplement the survey results, secondary data from the KAMK Master School's marketing department was obtained. This additional information improved the validity of the survey results and gave a more complete picture of the marketing environment of the Master School. The survey data was analyzed using statistical software such as PSPP or Excel, while content analysis was used to analyze the secondary data.

In terms of sampling, the study used a non-probability sampling method as the selection of participants was based on availability and willingness to participate (Sarstedt et al., 2017), rather than random selection. The survey targeted past and present students of KAMK Master School, which may limit the generalizability of the study's findings to other populations. However, the sample size of 162 participants may still provide a representative sample of the target audience, as it can be considered as a medium sample size.

5.4 Data Analysis

The study employed mixed methods, combining both quantitative analysis and qualitative analysis, to gain a comprehensive understanding of students' behaviors towards digital marketing channels and the effectiveness of digital marketing in promoting KAMK Master School on an international level. The use of mixed methods in research allows for a more nuanced exploration of the research questions by integrating quantitative and qualitative data (Creswell & Plano Clark, 2017).

The quantitative analysis of the survey data involved descriptive statistics, which enabled the examination of frequencies, distributions, and patterns within the respondents' perceptions of digital marketing channels (Bryman, 2016). This analysis provided valuable insights into how students perceive various aspects of digital marketing, including sources of information, exposure to advertisements, digital marketing channels used, website visits, and website usability.

Furthermore, content analysis was utilized to analyze the secondary data received from the marketing team of KAMK Master School. Content analysis is a qualitative research method used to systematically analyze and interpret textual data, such as website content and social media marketing, in order to identify key themes and patterns (Elo & Kyngäs, 2008). By applying content analysis, the study aims to uncover important factors influencing students' decision to apply for the degree at KAMK Master School and evaluate the effectiveness of KAMK's marketing efforts.

By employing mixed methods and integrating quantitative analysis and content analysis, this study seeks to provide a comprehensive understanding of the behaviors and preferences of students towards digital marketing, as well as assess the effectiveness of KAMK's marketing strategies in attracting prospective students.

5.5 Development Methods

The outcome of this thesis is RACE model-based marketing plan. With the use of the RACE model and the insights gained from the data analysis, this thesis aims to create a comprehensive and effective marketing plan that will help KAMK Master School achieve its marketing goals. The model has four stages: Reach, Act, Covert, and Engage, and each stage focuses on a different

phase of the consumer journey. The four stages of the RACE model are designed to help businesses tailor their marketing strategies to different stages of the buyer journey, with the aim of converting prospects into loyal customers. The objectives of this plan are to attract and retain more students, raise awareness of KAMK's programs, and improve the university's overall reputation. The marketing plan will outline specific tactics that KAMK can use to effectively reach the target audience.

5.6 Reliability of the Research

To ensure the reliability of the research, several measures were taken during the data collection and analysis process. These measures aimed to enhance the validity and trustworthiness of the findings.

Firstly, a combination of primary and secondary data sources was utilized. Primary data was collected through a survey conducted among international students at KAMK Master School, ensuring direct input from the target population. The survey questionnaire was carefully designed, incorporating established scales and measurement techniques to capture relevant information (Kotler, 2021). By utilizing recognized sources, the research ensured the reliability of the data collected.

The survey questionnaire was distributed via email, and efforts were made to maximize the response rate. Reminders and follow-up messages were sent to participants, emphasizing the importance of their input, and encouraging their active involvement. However, it is important to note that despite these efforts, the response rate for the survey was relatively low, which can introduce potential limitations to the generalizability of the findings (Holtom et al., 2022).

In addition to primary data, secondary data was collected from the KAMK Marketing team, ensuring the credibility of the information obtained (Olabode & Bakare, 2020). This secondary data helped to provide a broader context and triangulate the findings with existing marketing strategies and practices.

Furthermore, the research methodology was guided by established theories and frameworks in the field of marketing (Creswell, 2014). Existing theories, such as the marketing mix and consumer

behavior models, were employed to inform the research design and data analysis process. By grounding the research in established theories, the reliability of the findings was strengthened.

Overall, while efforts were made to enhance the reliability of the research, it is important to acknowledge the limitations associated with the low survey response rate. Despite this limitation, the analysis of the data offers valuable insights into the effectiveness of KAMK's marketing strategy and can serve as a foundation for future endeavors to attract and retain students.

6 Results

This section will provide insights from the primary and secondary data. The data gathered for this thesis is not the core of the work; rather, it is the ancillary material. It was done to support the plan's tactical aspect. This analysis is intended to provide a comprehensive overview of the target segment's preferences, behaviors, and study variables.

6.1 Survey Analysis

A total of 162 participants were invited to participate in the survey, and 35 individuals provided their responses, resulting in a response rate of 21.60%. The collected data was subjected to analysis using descriptive statistics, which enables a comprehensive examination of the data and facilitates the identification of emerging trends.

The survey commenced by gathering demographic information, including age, gender, country of origin, and level of education. Among the respondents, the largest portion, consisting of 17 individuals, fell within the age group of 31-40. Additionally, 12 respondents belonged to the age group below 30. The age group of 41-50 was represented by 5 participants, while only one respondent, aged 53, fell into the category of above 50 years (Figure 4).

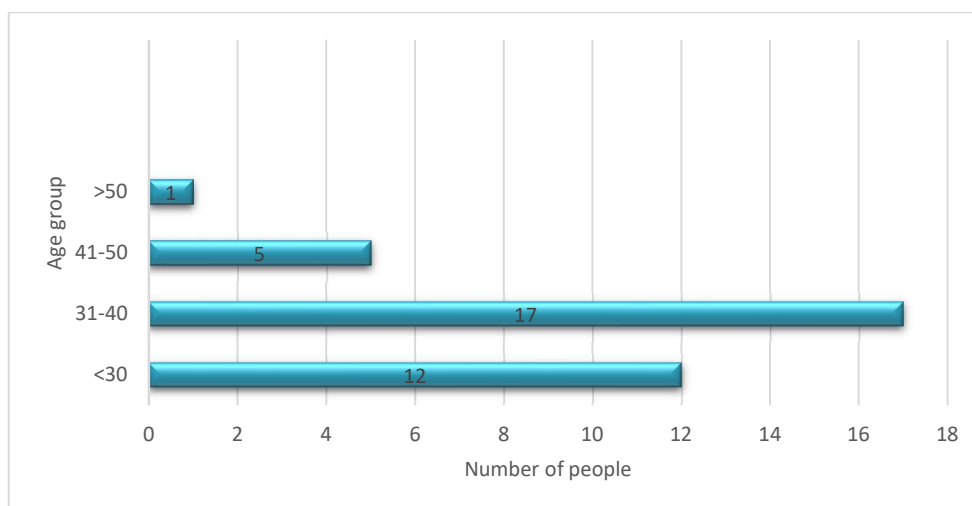


Figure 4. Age (n=35)

This study primarily focuses on investigating the preferences and behaviors of students regarding digital marketing practices. Due to the relatively small sample size, conducting a gender-based analysis was not feasible, and therefore, the gender variable was not taken into account. Nonetheless, despite this limitation, the findings of this study are still considered valuable and informative in gaining insights into the choices and habits of the participants. The study provides valuable information that contributes to the understanding of student preferences and behaviors in the context of digital marketing practices.

As per the survey data, majority of the respondents were from India, comprising 34.3% (12) of the sample population. Bangladesh 14.3% (5) and Finland 11.4% (4) were the next most prominent countries. Other countries represented in the sample include Portugal 5.7% (2), Brazil 2.9% (1), Germany 2.9% (1), Ghana 2.9% (1), Greece 2.9% (1), Lithuania 2.9% (1), Philippines 2.9% (1), Russia 2.9% (1), Sri Lanka 2.9% (1), and UAE 2.9% (1). This data could be useful in developing a digital marketing strategy for KAMK Master School because it highlights the potential geographic diversity of the target audience and suggests that marketing efforts should be directed toward countries with a higher representation in the survey, such as India. The table representing country of origin is presented in Appendix 2.

Based on the data, out of 35 participants, 68.6% (24) respondents hold a master's degree and 31.4% (11) hold a bachelor's degree (Figure 5). This highlights that most of the respondents were master's degree students and the rest of them were prospective master's degree students.

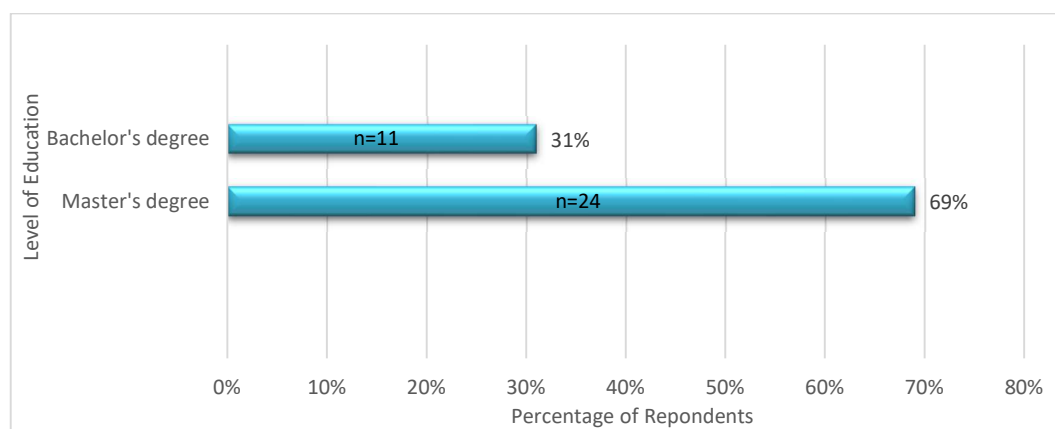


Figure 5. Level of education (n=35)

The data shows that the most common way that respondents first heard about Master School of KAMK was through the website, which accounted for 34.3% (12) of the responses. This was

followed by social media at 17.2% (6) and a friend or family member at 25.7% (9). Only a small percentage of respondents heard about the school through their school counselor or advisor at 5.7% (2). Additionally, 17.1% (6) of respondents indicated that they learnt about the school in some other way, mentioning Google, studyinfo.fi, and studentum.fi as their sources (Figure 6).

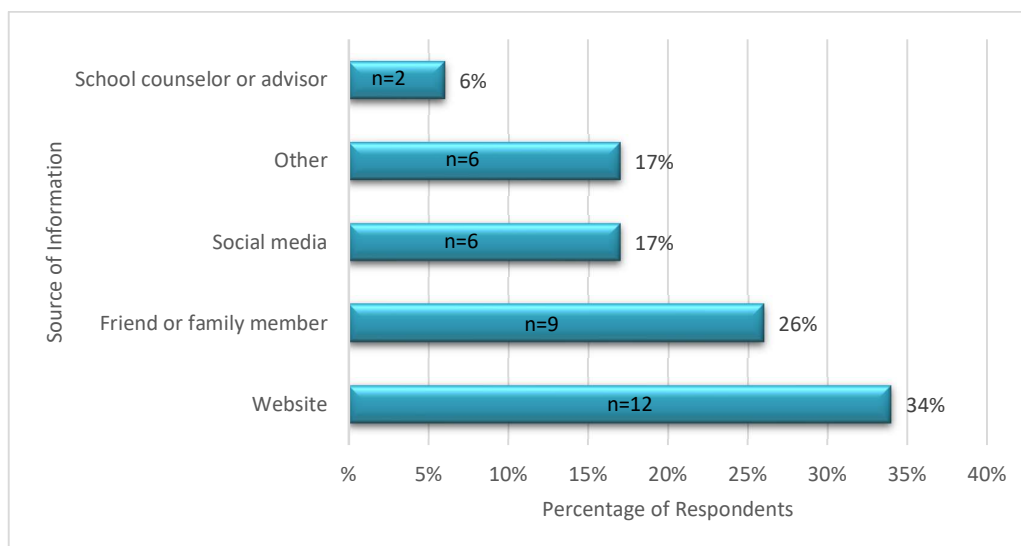


Figure 6. Source of information (n=35)

As shown in Figure 7, the majority of the respondents, 77.1% (27), were interested in applying for a degree at the Master School because of the program offerings. 31.4% (11) were interested due to the reputation of the school, while only 8.6% (3) mentioned location as a factor. Additionally, 25.7% (9) respondents chose "Other" and provided their own reasons for being interested in applying. The respondents who selected "Other" mentioned reasons such as online education for master's degree, affordable tuition fees, and no English test requirement.

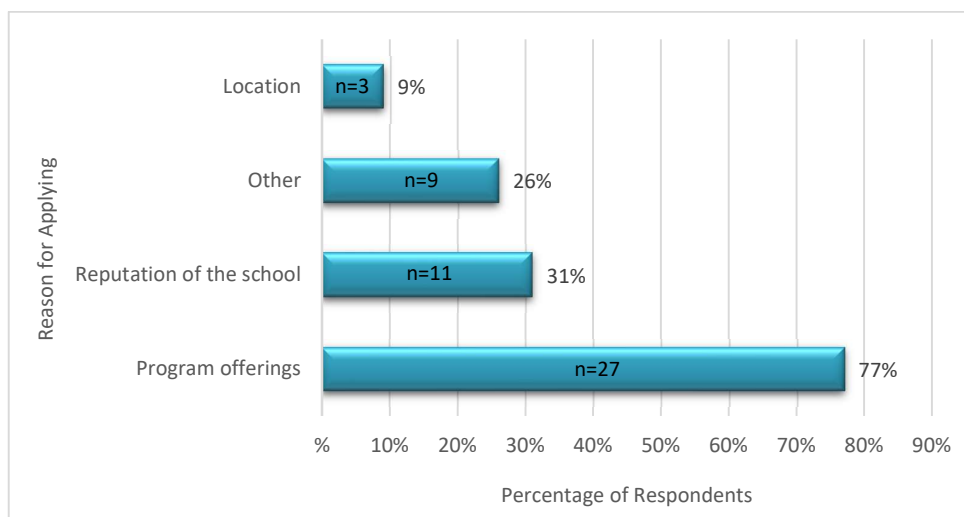


Figure 7. Reason for applying (n=35)

The data suggests that 77.29% (26) of the respondents have seen advertisements for the Master School of KAMK, while 22.71% (9) have not (Figure 8).

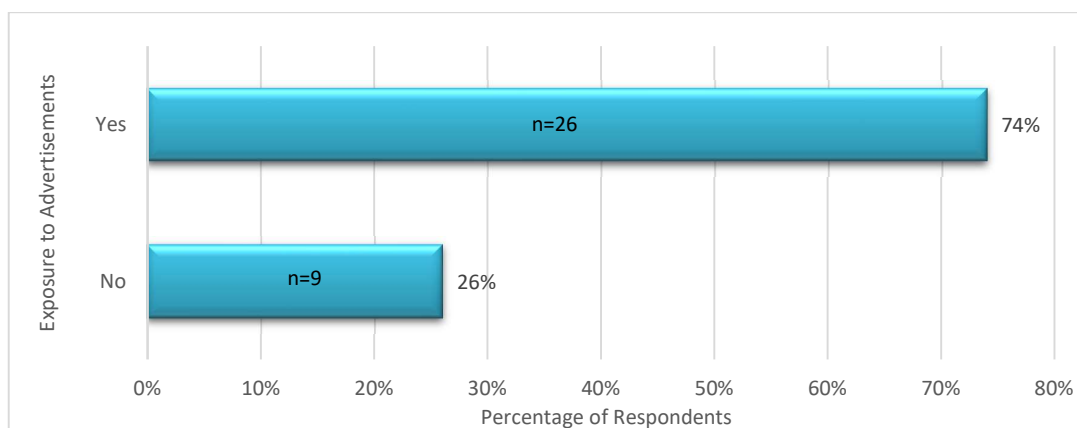


Figure 8. Exposure to advertisements (n=35)

Among those who have seen the advertisements, the majority which accounts for 65.4% (17), saw them on university websites, while 26.9% (7) saw them on social media and 7.7% (2) saw them on search engines (Figure 9). The total number of respondents for this question was 26 because only those who answered "Yes" to the first question were asked about the digital marketing channels they saw the advertisements on.

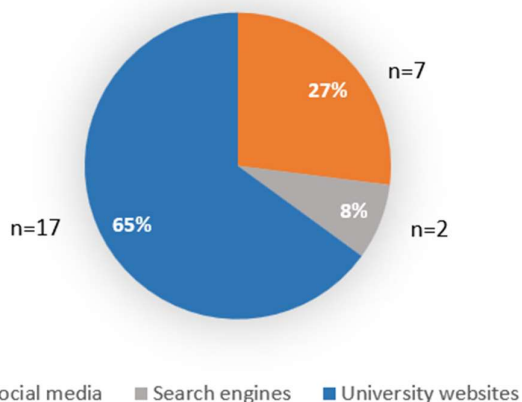


Figure 9. Digital marketing channels (n=26)

Figure 10 shows the responses of 35 participants when asked about the effectiveness of the advertisements in making them interested in applying for a degree at the Master School. Out of the 35 respondents, 40% (14) found the advertisements somewhat effective, while 14.3% (5) found them very effective. 25.7% (9) were neutral, while 17.1% (6) found them somewhat ineffective. Only 2.9% (1) of participants reported that the advertisements were not effective at all in making them interested in applying.

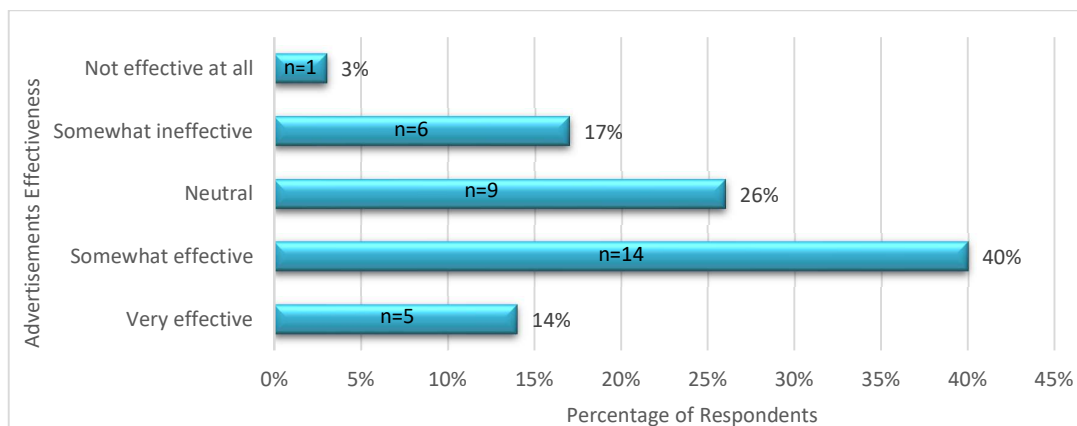


Figure 10. Advertisements effectiveness (n=35)

Figure 11 shows the responses of 35 participants whether they have visited the KAMK website before, 57.1% (20) of the respondents answered yes, while 42.9% (15) answered no. This suggests that many of the participants have previously visited the website, potentially indicating some prior familiarity.

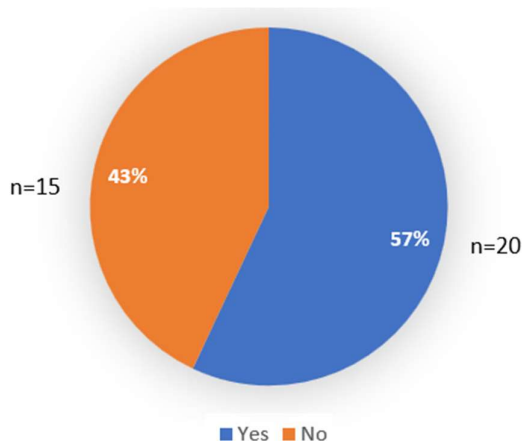


Figure 11. Website visits (n=35)

As per the data, out of the 35 participants, 31.4% (11) used search engines to search for information about the Master School. 48.6% (17) of the participants used university websites for the same purpose. Only 11.4% (4) of the participants used social media, while 8.6% (3) mentioned using other digital marketing channels for their search, with two mentioning Studyinfo and one mentioning studentum.fi.

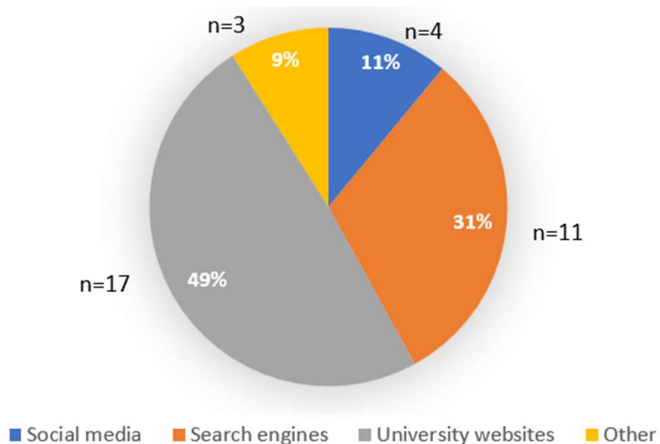


Figure 12. Online search channels (n=35)

The findings indicate that the majority of respondents, 45.7% (16), began their search during the months of July to September. Meanwhile, 22.8% (8) and 22.9% (8) of the participants initiated their information search during January to March and October to December, respectively. The smallest proportion of respondents, 8.6% (3), started seeking information during April to June

(Figure 13). These results offer insight into the timing of information seeking behavior among individuals interested in pursuing a degree at the Master School, which could inform marketing strategies and resource allocation in the institution.

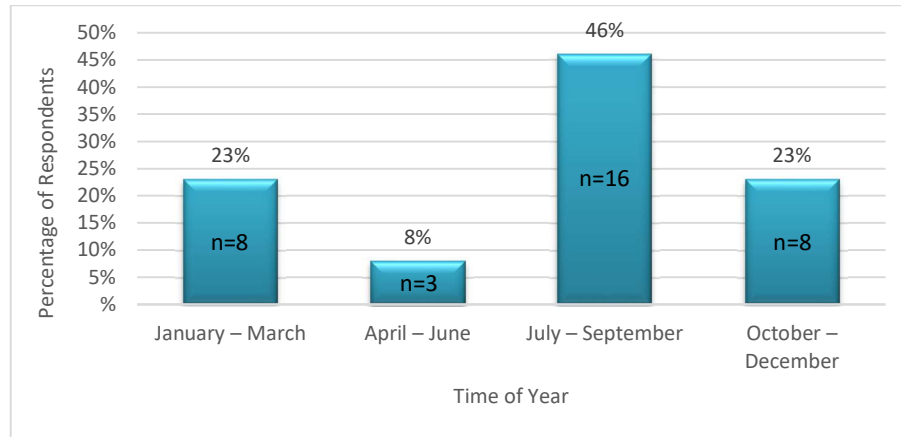


Figure 13. Information seeking time (n=35)

When asked about the frequency of visits to the KAMK website during the information-seeking time among participants, the data revealed that out of 35 participants, 45.7% (16) reported visiting the KAMK website on a weekly basis, while 28.6% (10) visited the website few times a year, 17.1% (6) visited the website on a monthly basis, and 8.6% (3) visited the website on a daily basis (Figure 14). These findings suggest that the KAMK website is frequently visited by prospective students during the information-seeking process, highlighting the importance of maintaining an up-to-date and user-friendly website to attract and retain potential applicants.

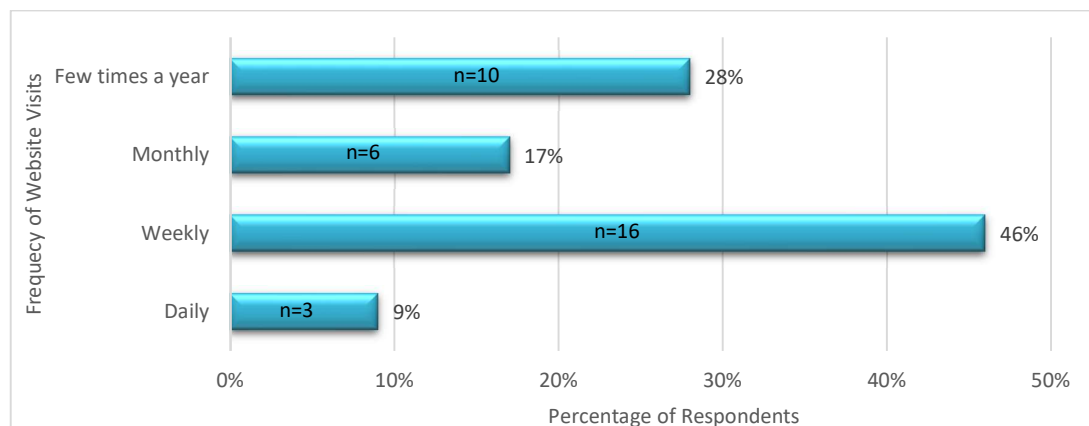


Figure 14. Website visit frequency (n=35)

The next question asked about the types of information that students found most helpful on the KAMK website while seeking information about the university, and respondents were allowed to select multiple options. Based on the responses of 35 participants, many of them (88.6%, 31 participants) found program offerings and requirements to be the most helpful information on the website. This was followed by information on the admission process (62.9%, 22 participants), tuition and fees (60.0%, 21 participants), and campus culture and environment (28.6%, 10 participants). A smaller proportion of participants (14.3%, 5 participants) found information on financial aid and scholarships to be helpful. Additionally, 5.7% (2) participants mentioned other helpful information in the open-ended question, which included online studies and admission requirements. These findings suggest that students prioritize program offerings and requirements, as well as admission-related information, when seeking information about KAMK on the website. Given that participants were allowed to choose multiple options, it is possible that some respondents found multiple information categories helpful.

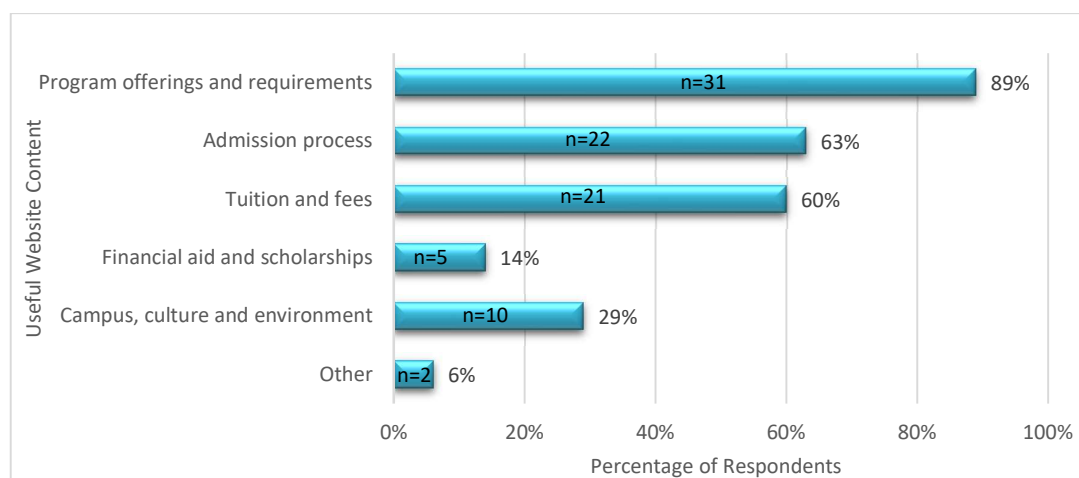


Figure 15. Useful website content (n=35)

The next question asked the participants about their preferred social media platforms, with the option to choose multiple responses. Out of the 35 respondents, the majority (60.0%, 21 participants) reported using Facebook the most frequently, followed by LinkedIn (57.1%, 20 participants) and Instagram (54.3%, 19 participants). Only a small number of respondents said they used Twitter the most frequently (5.7%, 2 participants). Additionally, 8.6% (3) of the respondents selected "Other" and mentioned using WhatsApp (Figure 16). It is important to note that since multiple responses were allowed, the total percentage is greater than 100%. This

information can be valuable for marketing efforts targeting potential students, as it provides insight into which social media platforms are the most popular among this group.

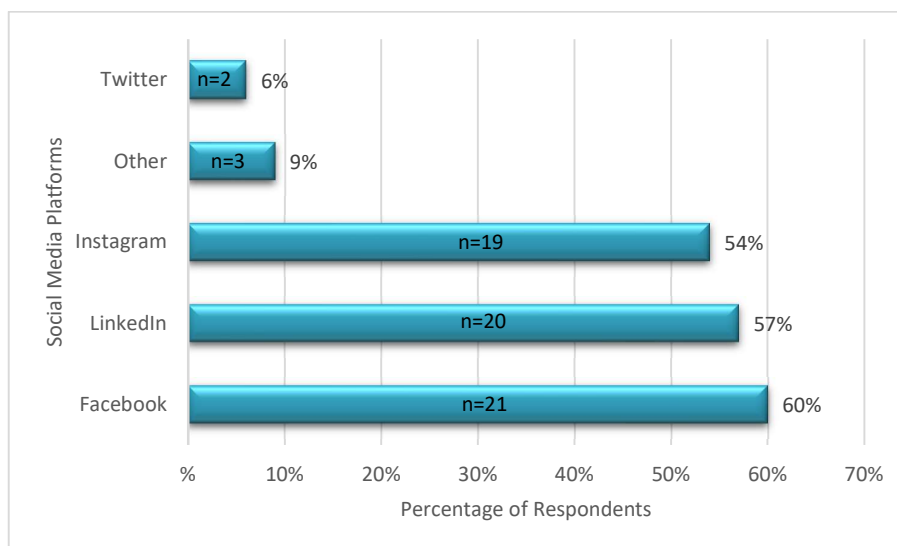


Figure 16. Primarily used social networks (n=35)

The next question aimed to explore the importance of digital marketing channels in the decision-making process of individuals who applied for a degree at the Master School of KAMK. Respondents were asked to choose an option ranging from "not important at all" to "very important." Out of the 35 participants, the majority (34.3%, 12 participants) reported a neutral opinion towards the importance of digital marketing channels. 25.7% (9) of participants said that digital marketing channels were somewhat important, whereas 20% (7) thought they were very important. Meanwhile, only 11.4% (4) of respondents claimed that digital marketing channels were not important at all (Figure 17). The results suggest that digital marketing channels can play a role in the decision-making process of prospective students, although their impact might vary depending on individual factors.

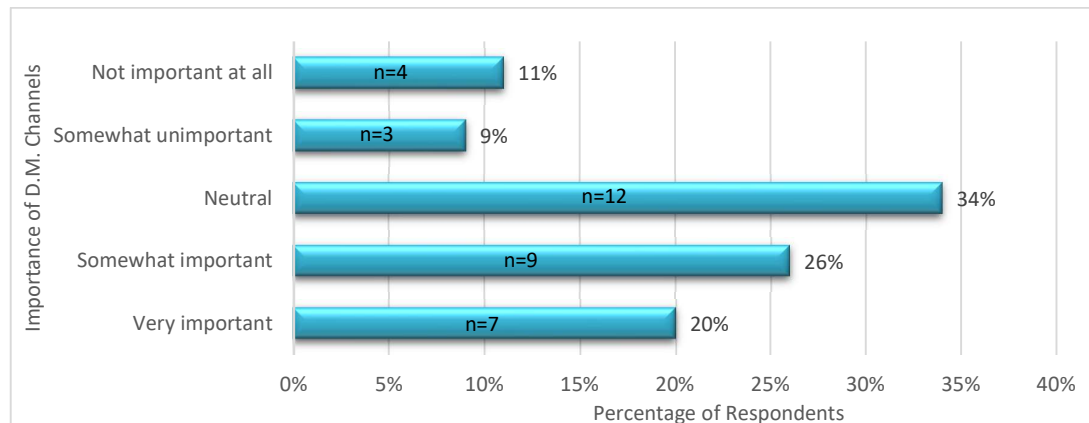


Figure 17. Importance of Digital Marketing channels (n=35)

The following question asked participants to choose the aspects that they felt were most crucial when deciding to apply for a degree at the KAMK Master school. The participants were allowed to choose multiple options. As presented in Figure 18, with 62.9% (22) of participants choosing this option, program cost was the most important factor. 57.1% (20) of participants thought that the program's pricing was important. Other factors that were chosen by a substantial number of respondents included faculty credentials (28.6%, 10 participants) and student reviews (22.9%, 8 participants). 14.3% (5) participants also selected the "other" option, and mentioned factors like fully online studies, online studies, the program itself, remote studies, and online master's programs. The results suggest that program reputation and cost are crucial factors for individuals when considering applying for a degree at the KAMK Master School, while other factors such as faculty credentials and student reviews are also thought to be important by some participants.

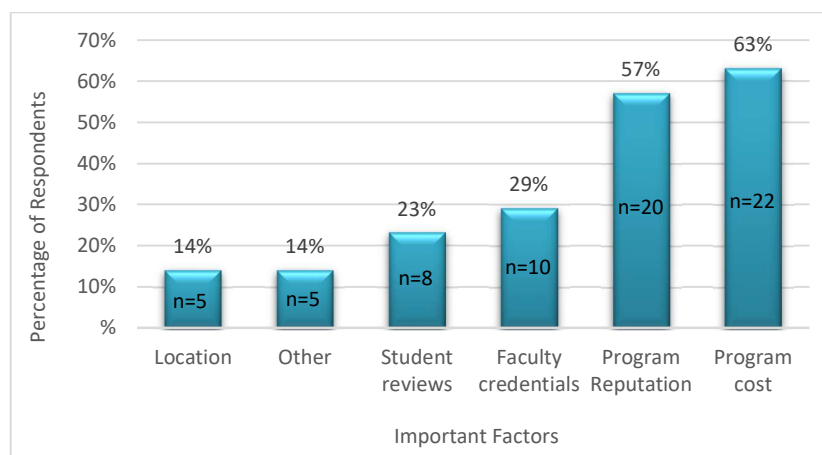


Figure 18. Important Factors in choosing KAMK Master School (n=35)

In the next question, participants were asked whether they had applied to any other universities for a degree program. Of the 35 respondents, 42.9% (15) said they had applied to other universities, while 57.1% (20) said they had not. This suggests that a majority of the participants in the survey had solely considered KAMK as their preferred university for pursuing a degree program.

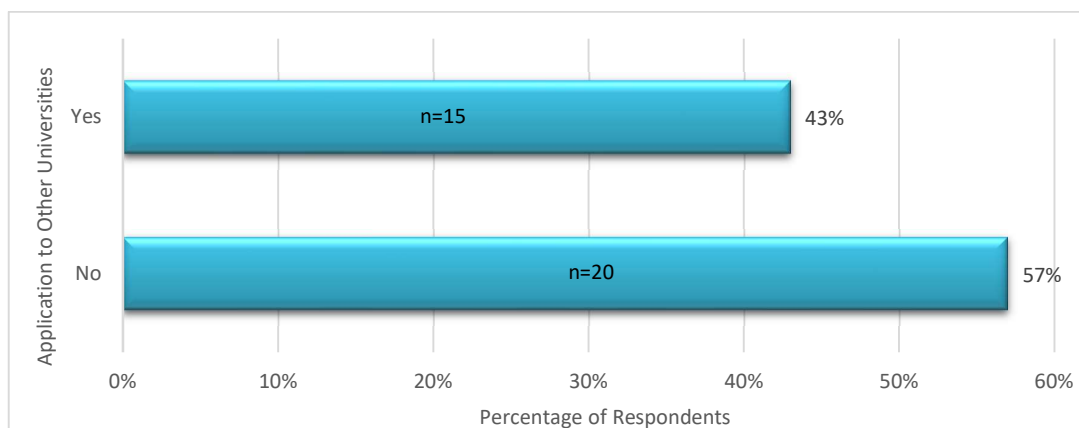


Figure 19. Application to other universities (n=35)

Based on the responses of those who applied to other universities, the factors that made them ultimately choose KAMK over other universities were diverse. Some respondents mentioned the program and university reputation, program curriculum, and assessment scores as reasons for their choice. Others mentioned the flexibility of the program, the opportunity to study remotely and fully online, and the cost and affordability of tuition fees. Some respondents also mentioned the location and integration offer where students get to know a Finnish family as factors that influenced their decision. Overall, the responses suggest that different factors may have played a role in the decision-making process for choosing KAMK over other universities.

The final question of the survey asked participants for their suggestions on how KAMK Master School could improve its digital marketing efforts to better reach and engage with international students. The majority of respondents provided valuable suggestions on it. Many suggested that KAMK should establish and maintain active social media profiles on various platforms such as Facebook, Instagram, Twitter, and LinkedIn to post engaging content regularly, such as photos, videos, and testimonials from current and former students.

Respondents also suggested that KAMK should partner with education agents, optimize its website for international students, and use a content marketing strategy to increase engagement.

Some also recommended enhancing the network on digital marketing channels such as Instagram and Facebook by engaging current and past students to share their experiences. Moreover, it was suggested that KAMK Master School can work on enhancing its marketing plan by arranging marketing events in various countries to reach prospective students and make dates clearer with a call to action. Additionally, some respondents suggested that KAMK Master School should post more in English on LinkedIn to target international students more effectively.

6.1.1 Key Findings from Survey Analysis

This section presents the key findings of the study on the factors influencing international students to apply to the KAMK Master School and their suggestions for improving the school's digital marketing to better reach and engage with international students.

Firstly, the data suggests that program cost was the most important factor for international students when choosing to apply for a degree at KAMK Master School, with 62.9% of the respondents selecting this choice. The second most important factor was program reputation, which was selected by 57.1% of respondents. Other factors that were important for international students included faculty credentials, student reviews, program curriculum, course duration, location, and the flexibility of the study schedule.

Secondly, it was found that 42.9% of the respondents had applied to other universities for a degree program before ultimately choosing KAMK Master School. The reasons for choosing KAMK Master School over other universities varied, with factors such as program and university reputation, program content, cost, time flexibility, location, and the option for fully online studies being cited as reasons for selecting KAMK Master School.

Finally, based on the survey data, it was found that the most preferred digital marketing channels for international students were social media platforms such as Facebook and Instagram. The students suggested that KAMK Master School should establish and maintain active social media profiles on these platforms and post engaging content on a regular basis to highlight the benefits of studying at KAMK Master School. In addition, the students suggested collaborating with students who have YouTube and social media presence to promote KAMK and encouraging current and

past students to share their experiences on social media in order to expand Master School's network on these platforms.

Overall, it is clear that international students value a strong digital presence from universities, and KAMK Master School can improve its digital marketing efforts by adopting a comprehensive strategy that includes social media, content marketing, and partnerships with education agents.

6.2 Analysis of KAMK's Current Marketing Strategy

This section presents an analysis of Kajaani University of Applied Sciences' (KAMK) existing marketing strategy. The data was sourced from KAMK's marketing team and encompasses their goals, target audience, marketing channels, and timing. The main aim of KAMK's strategy is to enhance the visibility and appeal of their degree programs, particularly targeting motivated applicants and students from diverse backgrounds. Additionally, KAMK seeks to strengthen their online presence by leveraging digital marketing channels, including social media and other marketing platforms.

KAMK's marketing strategy for 2022-2023 aims to increase the visibility and attractiveness of their degrees to a diverse target audience. To achieve this goal, KAMK plans to run campaigns between October and January primarily, using different marketing channels such as marketing portals, and social media. The marketing team has identified different portals and agents to work with, including Finnips, Keystone, Study Portals, Edunation, Study Advisor China, and Edulinks Vietnam.

To globally promote its degree programs through social media platforms such as Google, Facebook, and Instagram, KAMK collaborates with Lumeton, an advertising agency. Game Business Management (business & engineering) specifically targets nations including Poland, Romania, Bulgaria, Latvia, Netherlands, Hungary, Czech Republic, Estonia, and Albania. Similarly, International Business Management focuses on Germany, Bulgaria, Italy, Greece, Portugal, Armenia, Austria, and Denmark as its target nations. Furthermore, KAMK aims to reach individuals aged 26 to 43 who possess relevant interests, foundational skills, and job experience in the respective fields.

In Finland, KAMK targets people aged 26 to 43 who are interested in training and subjects such as Game Business Management (business & engineering) and International Business Management. KAMK reaches its target audience using SEM, Display GDN, and Meta (Facebook and

Instagram). The marketing campaigns ran from November 2022 to January 2023, and in addition to newspaper advertisements, KAMK also posted on social media channels and provided information on the kamk.fi website and other portals to improve visibility.

Overall, KAMK's current marketing strategy focuses on increasing the visibility and attractiveness of their degrees and attracting motivated applicants and students from diverse backgrounds. According to the data, KAMK has established its target audience, goals, and marketing channels in order to meet its objectives. However, the efficiency of the strategy must be assessed based on the results of the marketing activities.

7 Development of Plan

This section presents a comprehensive marketing plan to address the needs of KAMK Master School, utilizing the findings from the data analysis. The plan aims to enhance the effectiveness of KAMK's marketing efforts and focuses on key digital marketing channels such as social media, email marketing, and search engine marketing. Specific recommendations are provided for each channel. The marketing plan is developed with a strong emphasis on the target audience, key objectives, and the marketing mix elements. Its ultimate goal is to attract and retain more students, increase program awareness, and enhance the university's overall reputation.

In order to develop a comprehensive marketing plan that addresses the key findings from the data analysis, the RACE model framework will be utilized. The RACE model, which stands for Reach, Act, Convert, and Engage, is a proven methodology for developing a successful digital marketing plan. The framework will be adapted to suit the specific needs and objectives of KAMK's marketing strategy. This framework will help us to address the different stages of a customer journey and plan our marketing activities accordingly.

The following section will detail the specific strategies and tactics that will be employed under each stage of the RACE model to enhance the reach of KAMK's marketing efforts, drive engagement, increase conversions, and ultimately attract more students.

7.1 KAMK Master School

Situated in Kajaani, Finland, Kajaani University of Applied Sciences (KAMK) stands as a prominent higher education institution. Renowned for its high-quality education and research initiatives, KAMK is dedicated to providing students with an immersive and forward-thinking learning atmosphere. Within KAMK, the Master School stands as a distinguished division, offering a diverse range of business and technical degree programs. With a firm commitment to innovation, entrepreneurship, and sustainable development, the Master School empowers students with the skills and knowledge necessary to thrive in a rapidly evolving world.

The mission of KAMK is to offer students a top-notch education that equips them for fulfilling jobs in their chosen disciplines. Master School aims to achieve this goal by providing a curriculum that integrates academic knowledge with practical skills and real-world experience. Since the programs are adjustable and flexible, students can tailor their education to fit their unique interests and career objectives.

The KAMK Master School takes pride in offering a dynamic and welcoming learning atmosphere where students are encouraged to advance their skills and knowledge through practical application. At the KAMK Master School, students have access to a wide range of resources including modern classrooms, cutting-edge technology labs, and a well-stocked library. Students will obtain the most recent and pertinent knowledge and skills thanks to the faculty at KAMK with considerable industry experience.

The multicultural composition of students at KAMK Master School contributes to a vibrant and dynamic learning atmosphere. Embracing diversity and inclusivity, the school creates a welcoming and supportive environment for every student. With a strong commitment to student success, the KAMK Master School provides comprehensive services and support systems designed to assist students in reaching their academic and professional goals. Through these initiatives, the school strives to create an inclusive and nurturing community that empowers students to thrive and excel in their educational journey.

Master School offers several master's degree programs, including Master's degree in Game Business Management, Master's degree in International Business Management, Master of Engineering degree in Game Business Management, and Master's degree in Global Business Management. Each program has a unique curriculum that focuses on the specific needs and demands of the industry, which ensures that graduates are well-prepared to succeed in their chosen fields.

The programs at the Master School are designed to be adaptable so that students can juggle their education with other commitments like employment and family. The courses allow international students the chance to study and gain practical experience in Finland as they are taught in English.

In addition to providing high-quality education, Kajaani University of Applied Sciences (KAMK) places a strong emphasis on its marketing strategy to attract and retain students. KAMK's marketing team has identified its goals, target audience, marketing channels, and timing to

increase the visibility and attractiveness of their degrees. Their primary objective is to attract motivated applicants and students from diverse backgrounds, and they have established partnerships with various marketing portals and social media channels such as Google, Facebook, and Instagram to achieve this goal. KAMK Master School is a great option for students who are seeking to learn about business and technology as well as to develop their practical abilities and experience in the workplace.

KAMK also maintains a strong presence on various social media platforms, including Instagram, Facebook, and LinkedIn, with 3372, 2645, and 6149 followers, respectively. By leveraging various marketing channels and targeting the right audience, KAMK can successfully increase the visibility and attractiveness of their degree programs.

As the marketing and technology sector continues to grow rapidly, KAMK must evaluate and update its marketing strategy timely to ensure its continued efficiency. A well-planned marketing strategy and well-defined timeline will help KAMK Master School to attract international students and achieve their overall goals.

7.2 RACE Model: As an Applied Development Method

The author will be using the RACE planning model, to develop a comprehensive plan for KAMK Master School. The model has four stages: Reach, Act, Covert, Engage, and each stage focuses on different phase of the consumer journey. This section focuses on making the RACE model more clear and explaining its benefits for the case company when applying this model.

There is one more vital stage called **Planning** in the RACE model, which is called the zero stage. It is very necessary to have a well-planned strategy before applying this model. In the planning phase, KAMK first needs to define the current situation with the effectiveness and limitations of the current marketing strategy. After that, the goal and objective need to be defined. A defined strategy needs to be developed along with pre-determined KPIs to measure its effectiveness.

The secondary data obtained from the marketing team, helped to define the current situation and effectiveness. Also, the researcher has analysed the commissioner's social media usage and found that KAMK is utilizing Facebook, Instagram, LinkedIn, Twitter and YouTube. It is important

to note that all these social media accounts are of Kajaani University of Applied Sciences and Master School being part of KAMK, is being advertised on these channels.

Master School offers master's degree programs in Finnish and English. The target customers are international students who are interested to learn about business and technology and, develop their practical abilities and experience in their desired field. Master School aims to attract students from diverse locations including countries from Europe, Africa and Asia. As per survey results, we can see that majority of the respondents were from Asia, so the Master School can focus on this segment and develop their strategy accordingly.

On Facebook, KAMK has approximately 2700 followers and 2644 likes on its page (referring to the likes received on the page itself, not individual post likes). The profile has basic information about the university like address, website, email and phone number. KAMK shares posts about upcoming events, success stories of students, program information, and upcoming application period. The posts receive from 4 to 90 likes on average and from zero to 5 shares.

Instagram is actively used by KAMK and currently, there are 3378 followers. The page has basic information like address, website, email and contact number. On Instagram content is being shared regularly including upcoming events, some news of KAMK, snaps of celebrations and events, success stories and testimonials from students and program information. The posts get from 20 to 250 likes, which proves that Instagram is widely used by the audience. KAMK could work on posting more engaging content to grow the audience from here.

KAMK actively utilizes LinkedIn, where it maintains a strong presence with a following of 6162 individuals. The page provides essential information about KAMK, including its website, contact details, job openings, and alumni network. Regularly shared content includes news about upcoming events, celebrations, and success stories, as well as testimonials from students and information about programs and upcoming application periods. The platform has proven to be effective for KAMK, with posts typically receiving between 3 to 165 likes and 1 to 5 reposts.

Twitter is another platform used by KAMK, with 1420 followers. The page has basic information including location and website. On this platform also content like upcoming events, news of KAMK, program information and upcoming application periods. Posts shared on this platform has 3 to 20 likes approximately.

KAMK has a YouTube channel with 746 subscribers that showcases a variety of video content, including visuals of campus life, program highlights, KAMK events, interviews with faculty and staff members, and student testimonials. The videos have garnered from 22 to 187,000 views. Through analysis of the popularity and engagement levels of different videos, KAMK can identify which type of content is more engaging, and utilize this information to further grow its audience and attract more prospective students.

Overall, KAMK has a significant presence across numerous social media platforms. The university regularly shares information about future events, program details, success stories, and student endorsements. With a high degree of follower engagement, Instagram and LinkedIn have proven to be particularly helpful for KAMK. KAMK can improve its marketing plan and attract more potential students to its programs by examining the popularity and engagement of various forms of content. Another area with significant potential for development and engagement is the usage of YouTube video content, which KAMK can analyse more in order to reach a larger audience. KAMK's current marketing initiatives show a dedication to connecting with its audience and highlighting the special value of its programs and campus community.

In addition to this, KAMK Master School can perform website audits to get insights about website performance, brand reputation, and keyword ranking results with the help of SEO service providers such as Semrush. An audit of the website can offer crucial information regarding the design, content, and functionality of the website in attracting and engaging users, as well as its visibility on search engine result pages (SERPs). This information can then be utilized to identify areas for improvement and inform the development of an effective digital marketing strategy.

As part of the planning phase, KAMK should establish their own set of SMART goals. The SMART approach, which stands for Specific, Measurable, Achievable, Relevant, and Time-bound, ensures that goals are well-defined, measurable, realistic, aligned with the organization's objectives, and time-bound for effective tracking. This framework enables KAMK to establish goals that are both practical and measurable, with clear criteria for assessing progress.

Additionally, conducting a SWOT analysis specifically for digital and social media marketing can provide valuable insights. The SWOT analysis identifies the internal strengths and weaknesses of the organization, which are controllable factors influenced by the internal environment and strategy. It also highlights external opportunities and threats that are beyond the control of the

organization, stemming from the external environment. By leveraging both the SMART goal framework and conducting a comprehensive SWOT analysis, KAMK can enhance their strategic planning and decision-making processes.

7.2.1 Reach Phase of The Digital Marketing Plan

The Reach phase of the Digital Marketing Plan is a pivotal stage that focuses on boosting the visibility and awareness of KAMK Master School among its specific target audience across a range of digital marketing channels. This phase holds significant importance as it sets the groundwork for the subsequent stages of the RACE model: Act, Convert, and Engage.

To ensure an effective reach, it is essential to identify and understand the preferences and behaviors of the target audience. Through comprehensive market research and analysis, valuable insights have been obtained regarding the audience's interests and online activities. These insights will serve as a foundation for devising targeted strategies to effectively engage the audience and achieve optimal results.

The recent success of KAMK's Instagram post (Figure 20) announcing the Spark program reinforces the importance of utilizing social media platforms as part of the Reach phase in the digital marketing plan. It has garnered significant attention, receiving 3249 likes. This indicates that such content showcasing intensive courses taught by masterminds holds a strong appeal to the audience. The post highlights the diverse range of courses, including 2D Game Art Fundamentals, 2D Environment Design, 2D Character & Prop Design, and 3D Game Art Workflow, offered during the four-week Spark program at KAMK. The emphasis on professional growth, creative development, and the opportunity to become a professional through Spark resonates with individuals interested in enhancing their artistic skills. The post's engaging visuals and clear call-to-action to register by May 22nd further contribute to its attractiveness and potential for driving enrollment. Overall, this post exemplifies the effectiveness of sharing compelling content related to unique educational offerings to capture the interest and engagement of the target audience on social media platforms.

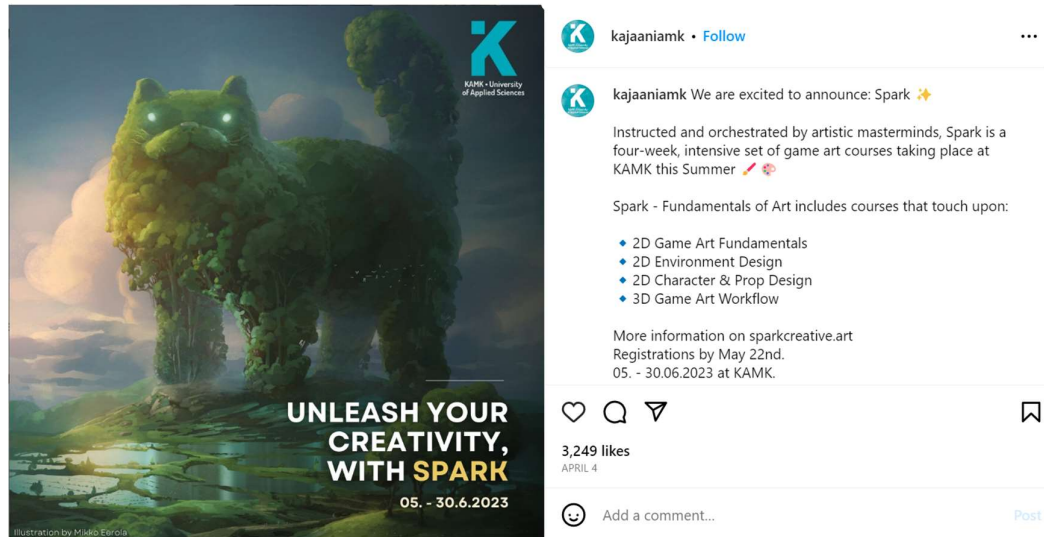


Figure 20. Instagram post by KAMK announcing the Spark program

As per survey results, only 17% of participants found information about KAMK through social media. This emphasizes the importance of the Master School enhancing its presence on social media platforms such as Facebook, LinkedIn, and Instagram. While the Master School has a considerable number of followers on these platforms, there is an opportunity to further optimize engagement by consistently posting compelling content and attracting a broader audience of prospective students worldwide.

To make the content more engaging on a global level, the Master School can consider various approaches. Firstly, sharing success stories and testimonials from international students who have benefited from their programs can provide real-life examples and inspire prospective students. Additionally, highlighting the unique features and advantages of the Master School's programs, such as international collaborations, study abroad opportunities, or specialized industry partnerships, can help differentiate it from other institutions.

Furthermore, incorporating visually appealing and interactive content, such as videos, infographics, or live sessions, can capture the attention of a diverse audience and facilitate a better understanding of the offerings. Engaging with the audience through polls, quizzes, or contests can also create an interactive and participatory environment.

Lastly, actively participating in relevant discussions and communities related to higher education, career development, and specific academic disciplines can help establish the Master School as a thought leader and attract the attention of prospective students who are seeking valuable insights and guidance.

By focusing on these strategies and consistently delivering high-quality and targeted content, the Master School can enhance its social media presence and effectively engage a global audience of prospective students.

Furthermore, 57% of participants saw ads, with 63% of them seeing ads on the university website. This indicates that KAMK's Master School should step up its social media marketing and search engine optimization (SEO) activities.

Additionally, 57% of participants have visited the website, and the majority of them found it easy to navigate. This indicates that KAMK's Master School should encourage more visitors to the website by putting interesting and informative content on it to increase visibility. According to the survey, 49% of informants used websites to search for information, and 31% of them used search engines. This emphasizes the significance of optimizing Master School's website for search engines in order to boost visibility.

The survey results indicate that a significant portion of students, accounting for approximately 46%, begin their search for master's programs specifically between July and September. This finding highlights a promising timeframe for the Master School to strategically launch digital marketing campaigns and effectively engage prospective students during this crucial information-gathering phase. By capitalizing on this unique window of opportunity, the Master School can successfully capture the attention and interest of potential candidates.

The survey findings reveal that a significant proportion of students, approximately 46%, initiate their information search for master's programs during the period from July to September. This indicates a favorable window of opportunity for the Master School to launch digital marketing campaigns and capture the attention of prospective students.

Moreover, the survey highlights that among the target segment, Facebook, LinkedIn, and Instagram emerge as the most popular social networking platforms. To effectively connect with the target audience, it is important for the Master School to enhance its visibility and engagement

on these networks. By actively establishing a stronger presence and leveraging the unique features and dynamics of these platforms, Master School can maximize its reach and resonate with the audience.

In conclusion, the Reach phase of the Digital Marketing Plan plays a critical role in establishing KAMK's digital presence and reaching its target audience. By utilizing various digital marketing channels and tracking the results with relevant metrics and KPIs, KAMK can effectively increase its visibility and engagement among its target audience.

7.2.2 Act Phase of The Digital Marketing Plan

The Act phase of the digital marketing plan involves developing strategies and tactics to engage and interact with the target audience. The strategies aim to convert the audience into customers and retain them in the long run. KAMK Master School can employ the following strategies in the Act phase:

1. **Content Marketing:** To effectively attract and retain the target audience, KAMK Master School should prioritize the development of high-quality, relevant, and captivating content. By incorporating a dedicated blog section on their website, the school can showcase informative articles encompassing program details, student achievements, upcoming events, and noteworthy news. This content-driven approach will not only provide valuable insights but also establish Master School as a credible source of information and expertise.
2. **Social Media Marketing:** : As per the insights from the survey, Facebook, LinkedIn, and Instagram are the most used social networks by KAMK's target audience. To leverage these platforms effectively, Master School should proactively engage in social media marketing efforts. This entails sharing engaging content tailored to each platform, running targeted advertising campaigns to reach the desired audience segments, and actively interacting with followers through comments, messages, and discussions. By utilizing these social media channels strategically, Master School can enhance brand visibility, foster community engagement, and drive interest and enrollment among prospective students.

3. Search Engine Optimization(SEO): The survey findings highlight that a significant portion of participants utilized search engines as their primary source of information about the university. To capitalize on this trend, it is crucial for KAMK Master School to prioritize optimizing its website for search engines. This includes incorporating relevant keywords, generating high-quality content, enhancing website speed, and ensuring mobile responsiveness. By implementing these SEO strategies, the school can improve its online visibility and attract a larger audience.
4. Email Marketing: Leveraging the power of email marketing can be a valuable approach to connect and engage with KAMK's target audiences. Through targeted email campaigns, KAMK Master School can disseminate newsletters, extend event invitations, and provide program updates to its subscribers. By personalizing the content and tailoring it to individual interests, the school can significantly enhance engagement and boost conversion rates. Email marketing presents an opportunity to foster ongoing communication and nurture relationships with prospective students, ultimately driving enrollment and fostering long-term connections.
5. Events and Webinars: KAMK Master School can take advantage of events and webinars to actively connect with the target audience. These platforms provide opportunities to showcase the school's programs and services, feature guest lectures from industry experts, facilitate networking among participants, and address any questions or concerns. By hosting engaging and informative events, Master School can foster meaningful interactions, build relationships, and generate interest and inquiries from prospective students. It is crucial to continuously monitor, measure, and optimize these tactics in order to maximize their impact and return on investment (ROI) for the school.

By implementing these strategies and tactics in the Act phase, KAMK's Master School can effectively engage and convert the target audience into leads and customers. These tactics should be constantly monitored, measured, and optimized to ensure maximum impact and ROI.

7.2.3 Convert Phase of The Digital Marketing Plan

The Convert phase is an important phase in the digital marketing plan as it focuses on turning potential customers into actual customers. KAMK Master School can take several measures to increase the conversion rate, such as creating effective landing pages, implementing a clear call-to-action, and optimizing the website for conversion.

1. **Landing Pages:** Effective landing pages can be helpful in increasing conversion rates. Landing pages, as defined by Page, Ash, and Ginty (2012), are specific pages on a website that are strategically designed to convert visitors into leads or customers. These pages serve as targeted entry points for users who have clicked on a specific advertisement, search result, or marketing campaign. It should have a clear and compelling call-to-action that motivates the user to take action.
2. **Call-To-Action (CTA):** Implementing a clear call-to-action (CTA) is also beneficial in increasing the conversion rate. The CTA should be clearly visible on the website and easily accessible. The CTA should also be clear and specific, indicating what action the user is expected to take. For example, a CTA could be "Download our brochure" or "Register for our upcoming webinar". By optimizing CTA, KAMK can increase likelihood of visitors taking action.
3. **Retargeting Ads:** Implementing retargeting ads can be a valuable strategy for converting leads into customers. KAMK's Master School can utilize tracking pixels on their website to display personalized advertisements to visitors who have previously shown interest, reminding them of the school's programs and services. This targeted approach aims to re-engage these visitors and motivate them to take action.

To measure the effectiveness of the Convert phase, KAMK Master School can track the conversion rate, which is the percentage of website visitors who take the desired action. Conversion tracking can be done through various tools such as Google Analytics, which can provide insights into the user behavior and help in making data-driven decisions. By tracking the conversion rate, KAMK Master School can continuously improve and refine its digital marketing strategy.

7.2.4 Engage Phase of The Digital Marketing Plan

The Engage phase focuses on building and nurturing relationships with potential and current customers. This phase helps to build trust and loyalty among customers, as well as increase customer satisfaction and advocacy. KAMK Master School can use various tactics to increase engagement and interaction with the target audience.

1. **Social Media Engagement:** Social media is a powerful tool to engage with customers and build brand loyalty. KAMK can leverage social media to create conversations with customers and respond to their queries and feedback. By regularly posting engaging and relevant content, KAMK can keep its followers interested and informed.
2. **Customer service:** To build strong relationships with customers it is crucial to deliver excellent customer service. KAMK should make sure that all of its customer service representatives are prepared to respond to consumer questions and grievances quickly and effectively. By promptly addressing their concerns, KAMK can show its students and audiences that their thoughts are valued.
3. **Loyalty Programs:** The best way to reward clients for their loyalty is through loyalty programs. KAMK has the ability to design loyalty programs that provide special advantages to its current clients, such as discounted tuition costs, and priority registration for courses. Additionally, KAMK can leverage its existing career services to provide additional value and benefits to students.
4. **Use of CRM tools:** Utilizing Customer Relationship Management (CRM) tools facilitates efficient handling of customer interactions and data throughout the Engage phase. By tracking consumer behavior, preferences, and purchase history, KAMK's Master School can personalize marketing campaigns, improve customer satisfaction, and tailor offerings to individual needs.

Overall, the Engage phase is crucial for nurturing long-term relationships, establishing a strong brand identity, and driving sales and revenue. Through effective social media engagement, exceptional customer service, loyalty programs, and CRM tools, KAMK's Master School can enhance the customer experience, foster loyalty, and strengthen its position in the market.

7.3 Summary of the Digital Marketing Plan

The marketing plan for KAMK Master School was designed using the RACE model, which encompasses four key phases: Reach, Act, Convert, and Engage. The primary objective of the Reach phase is to raise awareness of KAMK and attract new customers by utilizing various channels like social media, search engine optimization, and advertising. This involves creating a robust online presence on platforms such as Facebook, Instagram, and LinkedIn, along with crafting compelling content to engage potential students.

Moving into the Act phase, the focus shifts towards driving traffic to the KAMK Master School website and converting visitors into leads. Strategies employed during this phase include content marketing, email marketing, and retargeting ads. By providing valuable information, KAMK can attract qualified leads and guide them further along the marketing funnel.

The Convert phase places emphasis on converting leads into prospective customers by offering relevant information and prompting them to take action. Tactics such as landing page optimization, retargeting ads, and clear calls-to-action (CTAs) are employed. Through personalized and meaningful content on landing pages and ads, KAMK enhances the likelihood of converting leads into paying customers.

Lastly, the Engage phase revolves around building long-term relationships with customers, increasing satisfaction levels, and fostering loyalty. This phase involves active social media engagement, delivering excellent customer service, implementing loyalty programs, and utilizing customer relationship management (CRM) tools. By nurturing existing customer relationships, KAMK can enhance customer retention and develop brand advocates who can refer new students to the school.

Overall, the digital marketing strategy developed for KAMK Master School focuses on enhancing visibility, acquiring qualified leads, converting them into paying customers and developing lasting customer relationships. By implementing a range of digital marketing methods and tools, KAMK can establish a strong online presence, attract and retain students, and ultimately drive growth in income and profitability.

7.4 Annual Marketing Calendar for KAMK

This section of represents the annual marketing calendar for KAMK Master School. The marketing calendar outlines the planned activities, channels, and target audience for each month of the year. It serves as a comprehensive guide to strategically promote KAMK's master's programs and engage with the target audience effectively.

Month	Activity	Channel	Target Audience
July	Launch a digital marketing campaign highlighting the benefits of KAMK's master's programs	Social Media: Facebook, LinkedIn, Instagram	Prospective students interested in pursuing graduate studies
August	Continue digital marketing campaign on social media platforms	Social Media: Facebook, LinkedIn, Instagram	Prospective students interested in pursuing graduate studies
September	Launch a targeted advertising campaign on social media platforms; host virtual open house	Social Media: Facebook, LinkedIn, Instagram	Prospective students interested in pursuing graduate studies
October	Continue advertising campaign on social media platforms; launch referral program	Social Media: Facebook, LinkedIn, Instagram	Current master's students and their friends and colleagues
November	Plan and create content for upcoming holiday season; host webinar or online workshop	Social Media: Facebook, LinkedIn, Instagram	Prospective students interested in pursuing graduate studies
December	Launch holiday-themed advertising campaign on social media platforms; create year-in-review content	Social Media: Facebook, LinkedIn, Instagram	Prospective students interested in pursuing graduate studies

January	Launch new year, new career advertising campaign on social media platforms; host virtual information session	Social Media: Facebook, LinkedIn, Instagram	Prospective students interested in pursuing graduate studies
February	Launch Valentine's Day-themed advertising campaign on social media platforms	Social Media: Facebook, LinkedIn, Instagram	Prospective students interested in pursuing graduate studies
March	Launch Women's History Month-themed advertising campaign on social media platforms; host virtual panel discussion with alumni	Social Media: Facebook, LinkedIn, Instagram	Prospective students interested in pursuing graduate studies
April	Launch Earth Day-themed advertising campaign on social media platforms	Social Media: Facebook, LinkedIn, Instagram	Prospective students interested in pursuing graduate studies
May	Host virtual graduation ceremony; launch summer-themed advertising campaign on social media platforms	Social Media: Facebook, LinkedIn, Instagram	Graduating master's students; prospective students interested in pursuing graduate studies
June	Analyze effectiveness of previous year's marketing strategies; launch Pride Month-themed advertising campaign on social media platforms	Social Media: Facebook, LinkedIn, Instagram	Prospective students interested in pursuing graduate studies

Table 2. Annual Marketing Calender

7.5 Recommendations for KAMK Master School

Based on previous chapters, the researcher will now provide recommendations for improving and implementing the marketing plan for KAMK Master School. The recommendations are based on the theoretical framework and data obtained during the research process. These

recommendations aim to enhance the effectiveness of the current marketing strategy and drive better results.

1. **Highlight Program Affordability:** As program cost is a crucial factor for international students, it is recommended to emphasize the affordability of KAMK's programs. This can be achieved by creating targeted ad campaigns that showcase the competitive pricing compared to similar programs in the market.
2. **Establish and Maintain Social Media Presence:** Establish dynamic and interactive social media profiles across popular platforms such as Facebook, Instagram, and LinkedIn. Consistently share captivating content showcasing KAMK's programs, vibrant campus life, student accomplishments, and exciting events. Proactively engage with followers by promptly responding to comments and messages, cultivating a sense of community and fostering meaningful connections.
3. **Collaborate with Student Influencers:** Engage with students who have a strong presence on YouTube and social media platforms. By collaborating with student influencers, KAMK can tap into their networks and leverage their followers to increase brand awareness and attract potential students.
4. **Prioritize Content Marketing:** Place a strong emphasis on content marketing to captivate the interest of potential students. Develop compelling blog posts and captivating videos that cater to their specific needs, interests, and challenges. These resources should highlight the distinctive value and advantages offered by KAMK's programs, positioning the school as an authoritative source of valuable insights and guidance in the field.
5. **Showcase Student Stories:** Share inspiring and authentic stories of current students and alumni who have excelled in their academic journeys and beyond. Highlight their achievements, experiences, and career paths to demonstrate the practical outcomes and success stories associated with KAMK's programs.
6. **Utilize Email Marketing:** Implement email marketing campaigns to engage with prospective and current students. Use personalized and targeted emails to provide relevant information, updates on programs, and exclusive opportunities.

7. **Improve Website User Experience:** Enhance the website's user experience by making it more mobile-friendly and intuitive. Ensure clear calls-to-action throughout the website to guide visitors towards desired actions, such as program inquiries or applications.
8. **Optimize SEO and Keywords:** Conduct keyword research to identify relevant terms and phrases commonly used by individuals searching for educational opportunities. Optimize website content, blog posts, and social media profiles to enhance search engine visibility and organic traffic.
9. **Monitor and Analyze Performance:** Regularly monitor the performance of social media campaigns, content marketing efforts, and website analytics. Utilize analytics tools to track key metrics, identify trends, and gain insights into audience behavior. Use these insights to refine strategies, make data-driven decisions, and continuously improve marketing initiatives.

By implementing these recommendations, KAMK Master School can enhance their digital marketing efforts, increase visibility, engagement, and conversion rates. This, in turn, will lead to increased enrollment, improved student satisfaction, and overall success for the school.

8 Conclusion

In the conclusion section, the researcher will provide a comprehensive summary of the key findings derived from the research and their implications for the development of the digital marketing plan for KAMK Master School. The section will explain how the research questions were effectively addressed through meticulous data analysis, and how the resulting plan was thoughtfully crafted based on these findings.

The research problem, which aimed to develop a suitable marketing plan for KAMK Master School, was effectively addressed through the utilization of the RACE model and incorporation of the key findings from the data analysis. The primary research question, "What kind of marketing plan is suitable for KAMK Master School?" was answered through the development of a comprehensive digital marketing plan that encompassed the stages of the customer journey: Reach, Act, Convert, and Engage. The sub-questions, "What is digital marketing and marketing mix?" and "How to define the planning process for a digital marketing plan?" were effectively addressed through the theoretical framework employed in this thesis. The theoretical sections of the thesis provided an understanding of digital marketing and the marketing mix, as well as insights into the planning process of a digital marketing plan.

The objectives of the study were successfully achieved through the implementation of a survey questionnaire and subsequent data analysis. The study aimed to explore how applicants are reached and what motivates them to apply for a degree at KAMK. The findings obtained through the survey questionnaire provided valuable insights into these objectives.

In the development of a comprehensive marketing plan that addresses the key findings, the RACE model (Reach, Act, Convert, Engage) was utilized. This model is a well-established methodology for creating successful digital marketing plans that focus on different stages of the customer journey. The resulting plan includes specific strategies and tactics for each stage, incorporating various digital marketing channels such as social media, email marketing, and search engine marketing.

The primary objective of the marketing plan is to drive student enrollment, increase awareness of KAMK's diverse programs, and enhance the university's overall reputation. By implementing a

comprehensive digital marketing strategy, KAMK can successfully reach its intended audience, actively engage them through meaningful content, and effectively convert their interest into tangible applications and enrollments. In addition to the digital marketing plan, conducting a website audit and performing a SWOT analysis for digital and social media marketing will provide valuable insights for further improvement and optimization of KAMK's marketing efforts.

By implementing the recommendations outlined in the marketing plan and continuously evaluating and adjusting the strategy based on results, KAMK Master School can strengthen its position in attracting international students, enhancing its brand reputation, and achieving its marketing objectives.

This thesis provides various benefits. Firstly, the carefully crafted digital marketing plan holds the potential to significantly increase the visibility and outreach of KAMK Master School, captivating a wider audience and facilitating the attraction of prospective students. This, in turn, can yield notable improvements in enrollment rates, augmenting the institution's overall growth and success. Secondly, prospective students stand to benefit immensely from the comprehensive digital marketing plan, as it equips them with valuable insights into KAMK Master School and its wide-ranging programs. Additionally, a well-executed digital marketing plan fosters a sense of connectivity among current students, nurturing a deep sense of pride and loyalty towards the institution they are a part of.

9 Discussion

This section explores key aspects related to the development of the digital marketing plan for KAMK Master School. It examines the plan's alignment with established marketing theories and models, the reliability of research findings, ethical considerations, research limitations, the involvement of the KAMK marketing team, and the researcher's personal development.

The development of the digital marketing plan aligns with established marketing theories and models, such as the RACE model, which emphasizes the different stages of the customer journey. By adopting this model, KAMK can effectively target and engage prospective students at each stage, leading to increased conversions and enrollments.

Moreover, the reliance on both primary and secondary data sources enhances the credibility and reliability of the research findings. The utilization of recognized instruments and established measurement techniques in the survey questionnaire ensures the validity and accuracy of the collected data (Kotler, 2021).

Ethical considerations were also taken into account throughout the research process. Participants' confidentiality and anonymity were maintained, and informed consent was obtained before their participation. The research adhered to ethical guidelines and respected the privacy and rights of the participants.

Additionally, it is important to acknowledge the limitations of this research. The response rate of the survey was relatively low, which may limit the generalizability of the research findings. It is crucial to consider that the survey sample might not fully represent the entire population of prospective international students. However, the insights gained from the collected data still provide valuable information for the development of the digital marketing plan.

Furthermore, it should be emphasized that the KAMK marketing team was not actively involved in the development of the marketing plan. This grants KAMK the flexibility to modify and customize the plan according to their internal objectives, priorities, and available resources. The KAMK marketing team should thoroughly review and evaluate the suggested plan, align it with their organizational goals, and tailor it to fit their unique requirements and capabilities.

By considering these factors and adapting the plan accordingly, KAMK can ensure that the final marketing strategy effectively addresses the needs and preferences of their target audience while leveraging their internal resources and aligning with their overall goals.

The need for further research in the field of digital marketing for institutions like KAMK Master School must be acknowledged. While this study has provided valuable insights and developed a comprehensive digital marketing plan, there are still areas that need further exploration and investigation. Firstly, Future research could dive deeper into the effectiveness of specific digital marketing channels and tactics for attracting and engaging international students. This could involve conducting in-depth analyses of the performance of various social media platforms, search engine optimization (SEO) strategies, content marketing campaigns, or paid advertising methods.

Secondly, exploring the impact of personalization and targeted messaging in digital marketing campaigns could be an area of interest. Investigating how tailoring content and communication to specific segments of the target audience can enhance engagement and conversion rates would provide valuable insights for refining marketing strategies. Moreover, as technology continues to advance and new digital marketing trends emerge, it is crucial to stay updated and adapt strategies accordingly. Research that explores emerging trends, such as artificial intelligence (AI), voice search optimization, or influencer marketing, could provide valuable insights into their potential applications for educational institutions like KAMK Master School.

By conducting further research in these areas, educational institutions can continuously refine their digital marketing strategies, improve their effectiveness, and stay ahead in the competitive landscape.

From the researcher's perspective, this thesis provided an invaluable learning experience in exploring different aspects of digital marketing. It enabled the researcher to gain significant knowledge in the field and develop practical skills in developing a comprehensive marketing plan based on the RACE model. The research process allowed for a deeper understanding of digital marketing strategies and their implications for educational institutions, further enhancing the researcher's expertise in this domain.

In conclusion, this research has successfully addressed the research questions and objectives by developing a comprehensive digital marketing plan for KAMK Master School. The findings and recommendations provide a solid foundation for KAMK's digital marketing efforts, enabling the

institution to attract international students, enhance its brand reputation, and achieve its marketing goals. The research findings, supported by theoretical references, ethical considerations, and the researcher's personal development, contribute to the overall success and growth of KAMK Master School in the competitive higher education landscape.

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Appendices

Appendix 1. Webropol survey

KAMK Masters School Marketing Research

Hello,

My name is Bhoomika Gusai, and I am a master's degree student of Global Business Management. As part of my thesis on **Developing a Digital Marketing Plan for KAMK Masters School**, I am conducting a survey to understand the preferences and behaviours of prospective international students.

Your participation and honest responses in this survey would be greatly appreciated and will help me to better understand how to improve KAMK's digital marketing efforts. The survey will take approximately 5 minutes to complete, and your responses will remain completely anonymous.

Thank you for your time and valuable input.

Seuraava



KAMK Masters School Marketing Research

Demographic questions:

1. Age

2. Gender

- Male
 Female
 Non-binary

3. Country of origin

4. Current country of residence

5. Level of education

- High school
 Bachelor's degree
 Master's degree
 PhD
 Other, what?

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Seuraava

KAMK Masters School Marketing Research

Awareness and perception

6. How did you first hear about the Masters school of KAMK?

- Social media
- Website
- Friend or family member
- School counselor or advisor
- Other, what?

7. What made you interested in applying for a degree at the Masters school of KAMK?

- Program offerings
- Location
- Reputation of the school
- Other, what?

8. Have you seen any advertisements for the Master's school of KAMK?

- Yes
- No

9. If yes, which digital marketing channels did you see the advertisements on?

- Social media
- Search engines
- University websites
- Other, what?

10. How effective were the advertisements in making you interested in applying for a degree at the Masters school of KAMK?

- Not effective at all
- Somewhat ineffective
- Neutral
- Somewhat effective
- Very effective

11. Have you visited the Kajaani University of Applied Sciences website before?

- Yes
- No

12. If yes, how easy was it to navigate the website?

- Very difficult
- Somewhat difficult
- Neutral
- Somewhat easy
- Very easy

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KAMK Masters School Marketing Research

Digital marketing channels

13. Which digital marketing channels did you use to search for information about Masters school?

- Social media
- Search engines
- University websites
- Other:

14. During what time of year did you start seeking information?

- January - March
- April - June
- July - September
- October - December

15. How frequently on average did you visit the KAMK's website while you were seeking information about the university?

- Few times a year
- Monthly
- Weekly
- Daily

16. What types of information did you find most helpful on the website? You can select multiple options.

- Program offerings and requirements
- Admission process
- Tuition and fees
- Financial aid and scholarships
- Campus, culture and environment
- Other, what?

17. Did you receive any email newsletters from KAMK during your research process?

- Yes
- No

18. Which social media platforms do you use the most frequently? You can choose multiple options.

- Facebook
- Twitter
- Instagram
- LinkedIn
- Other, what?

Edellinen

Seuraava

KAMK Masters School Marketing Research

Decision making process

19. How important were digital marketing channels in your decision-making process when applying for a degree at Masters school of KAMK?

- Not important at all
- Somewhat unimportant
- Neutral
- Somewhat important
- Very important

20. What factors were the most important to you when choosing to apply for a degree at the KAMK masters school? You can choose multiple options.

- Program Reputation
- Program cost
- Location
- Faculty credentials
- Student reviews
- Other, what?

21. Did you apply to any other universities for a degree program?

- Yes
 No

22. If yes, what made you ultimately choose KAMK over other universities?

23. Do you have any suggestions for how KAMK Masters School can improve its digital marketing to better reach and engage with international students?

Edellinen

Lähetä

Kiitos vastauksesta!



Kysely luotu Webropolilla
Klikkaa tästä ja lue lisää

Appendix 2. One-way Frequency Tables

age_classified

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <30	12	34.3%	34.3%	34.3%
31-40	17	48.6%	48.6%	82.9%
41-50	5	14.3%	14.3%	97.1%
>50	1	2.9%	2.9%	100.0%
Total	35	100.0%		

Table 3. Age

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	12	34.3%	34.3%	34.3%
Female	23	65.7%	65.7%	100.0%
Total	35	100.0%		

Table 4. Gender

Country of origin

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Bangladesh	5	14.3%	14.3%	14.3%
Brazil	1	2.9%	2.9%	17.1%
Finland	4	11.4%	11.4%	28.6%
Germany	1	2.9%	2.9%	31.4%
Ghana	1	2.9%	2.9%	34.3%
Greece	1	2.9%	2.9%	37.1%
India	12	34.3%	34.3%	71.4%
Lithuania	1	2.9%	2.9%	74.3%
Nigeria	3	8.6%	8.6%	82.9%
Philippines	1	2.9%	2.9%	85.7%
Portugal	2	5.7%	5.7%	91.4%
Russia	1	2.9%	2.9%	94.3%
Sri Lanka	1	2.9%	2.9%	97.1%
UAE	1	2.9%	2.9%	100.0%
Total	35	100.0%		

Table 5. Country of Origin

Current country of residence

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Finland	30	85.7%	85.7%	85.7%
Germany	2	5.7%	5.7%	91.4%
Greece	1	2.9%	2.9%	94.3%
Russia	1	2.9%	2.9%	97.1%
United Arab Emirates	1	2.9%	2.9%	100.0%
Total	35	100.0%		

Table 6. Country of Residence

Level of education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Bachelor's degree	11	31.4%	31.4%	31.4%
Master's degree	24	68.6%	68.6%	100.0%
Total	35	100.0%		

Table 7. Level of Education

How did you first hear about the Masters school of KAMK?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Social media	6	17.1%	17.1%	17.1%
Website	12	34.3%	34.3%	51.4%
Friend or family member	9	25.7%	25.7%	77.1%
School counselor or advisor	2	5.7%	5.7%	82.9%
Other, what?	6	17.1%	17.1%	100.0%
Total	35	100.0%		

Table 8. Source of Information

What made you interested in applying for a degree at the Masters school of KAMK?:Program offerings

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	8	22.9%	22.9%	22.9%
yes	27	77.1%	77.1%	100.0%
Total	35	100.0%		

Table 9. Reason for applying, Program offerings

What made you interested in applying for a degree at the Masters school of KAMK?:Location

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	32	91.4%	91.4%	91.4%
yes	3	8.6%	8.6%	100.0%
Total	35	100.0%		

Table 10. Reason for applying, Location

What made you interested in applying for a degree at the Masters school of KAMK?:Reputation of the school

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	24	68.6%	68.6%	68.6%
yes	11	31.4%	31.4%	100.0%
Total	35	100.0%		

Table 11. Reason for applying, Reputation.

What made you interested in applying for a degree at the Masters school of KAMK?:Other, what?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	26	74.3%	74.3%	74.3%
yes	9	25.7%	25.7%	100.0%
Total	35	100.0%		

Table 12. Reason for applying, other reason.

Have you seen any advertisements for the Master's school of KAMK?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	26	74.3%	74.3%	74.3%
No	9	25.7%	25.7%	100.0%
Total	35	100.0%		

Table 13. Exposure to advertisements

If yes, which digital marketing channels did you see the advertisements on?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Social media	7	20.0%	26.9%	26.9%
Search engines	2	5.7%	7.7%	34.6%
University websites	17	48.6%	65.4%	100.0%
Missing -1.00	9	25.7%		
Total	35	100.0%		

Table 14. Digital marketing channels

Missing value 9 because only 26 participants said yes in previous answer.

How effective were the advertisements in making you interested in applying for a degree at the Masters school of KAMK?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not effective at all	1	2.9%	2.9%	2.9%
Somewhat ineffective	6	17.1%	17.1%	20.0%
Neutral	9	25.7%	25.7%	45.7%
Somewhat effective	14	40.0%	40.0%	85.7%
Very effective	5	14.3%	14.3%	100.0%
Total	35	100.0%		

Table 15. Advertisements effectiveness

Have you visited the Kajaani University of Applied Sciences website before?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	20	57.1%	57.1%	57.1%
No	15	42.9%	42.9%	100.0%
Total	35	100.0%		

Table 16. Website visits

If yes, how easy was it to navigate the website?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Somewhat difficult	3	8.6%	10.7%	10.7%
Neutral	7	20.0%	25.0%	35.7%
Somewhat easy	7	20.0%	25.0%	60.7%
Very easy	11	31.4%	39.3%	100.0%
Missing -1.00	7	20.0%		
Total	35	100.0%		

Table 17. Website usability

Which digital marketing channels did you use to search for information about Masters school?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Social media	4	11.4%	11.4%	11.4%
Search engines	11	31.4%	31.4%	42.9%
University websites	17	48.6%	48.6%	91.4%
Other:	3	8.6%	8.6%	100.0%
Total	35	100.0%		

Table 18. Online search channels

During what time of year did you start seeking information?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid January – March	8	22.9%	22.9%	22.9%
April – June	3	8.6%	8.6%	31.4%
July – September	16	45.7%	45.7%	77.1%
October – December	8	22.9%	22.9%	100.0%
Total	35	100.0%		

Table 19. Information seeking time

How frequently on average did you visit the KAMK's website while you were seeking information about the university?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Few times a year	10	28.6%	28.6%	28.6%
Monthly	6	17.1%	17.1%	45.7%
Weekly	16	45.7%	45.7%	91.4%
Daily	3	8.6%	8.6%	100.0%
Total	35	100.0%		

Table 20. Website visit frequency

What types of information did you find most helpful on the website? You can select multiple options.:Program offerings and requirements

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	4	11.4%	11.4%	11.4%
yes	31	88.6%	88.6%	100.0%
Total	35	100.0%		

What types of information did you find most helpful on the website? You can select multiple options.:Admission process

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	13	37.1%	37.1%	37.1%
yes	22	62.9%	62.9%	100.0%
Total	35	100.0%		

What types of information did you find most helpful on the website? You can select multiple options.:Tuition and fees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	14	40.0%	40.0%	40.0%
yes	21	60.0%	60.0%	100.0%
Total	35	100.0%		

What types of information did you find most helpful on the website? You can select multiple options.:Financial aid and scholarships

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	30	85.7%	85.7%	85.7%
yes	5	14.3%	14.3%	100.0%
Total	35	100.0%		

What types of information did you find most helpful on the website? You can select multiple options.:Campus, culture and environment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	25	71.4%	71.4%	71.4%
yes	10	28.6%	28.6%	100.0%
Total	35	100.0%		

What types of information did you find most helpful on the website? You can select multiple options.:Other, what?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	33	94.3%	94.3%	94.3%
yes	2	5.7%	5.7%	100.0%
Total	35	100.0%		

Table 21. Useful website content

Did you receive any email newsletters from KAMK during your research process?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	7	20.0%	20.0%	20.0%
No	28	80.0%	80.0%	100.0%
Total	35	100.0%		

Table 22. Email newsletters

This variable was ignored because the thesis writer found the question to be irrelevant and it is not possible for the KAMK to send any newsletters to student while they are only searching the info. About the school.

Which social media platforms do you use the most frequently? You can choose multiple options.:Facebook

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	14	40.0%	40.0%	40.0%
yes	21	60.0%	60.0%	100.0%
Total	35	100.0%		

Which social media platforms do you use the most frequently? You can choose multiple options.:Twitter

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	33	94.3%	94.3%	94.3%
yes	2	5.7%	5.7%	100.0%
Total	35	100.0%		

Which social media platforms do you use the most frequently? You can choose multiple options.:Instagram

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	16	45.7%	45.7%	45.7%
yes	19	54.3%	54.3%	100.0%
Total	35	100.0%		

Which social media platforms do you use the most frequently? You can choose multiple options.:LinkedIn

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	15	42.9%	42.9%	42.9%
yes	20	57.1%	57.1%	100.0%
Total	35	100.0%		

Which social media platforms do you use the most frequently? You can choose multiple options.:Other, what?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	32	91.4%	91.4%	91.4%
yes	3	8.6%	8.6%	100.0%
Total	35	100.0%		

Table 23. Primarily used social networks

How important were digital marketing channels in your decision-making process when applying for a degree at Masters school of KAMK?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not important at all	4	11.4%	11.4%	11.4%
Somewhat unimportant	3	8.6%	8.6%	20.0%
Neutral	12	34.3%	34.3%	54.3%
Somewhat important	9	25.7%	25.7%	80.0%
Very important	7	20.0%	20.0%	100.0%
Total	35	100.0%		

Table 24. Importance of Digital Marketing channels

What factors were the most important to you when choosing to apply for a degree at the KAMK masters school? You can choose multiple options.:Program Reputation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	15	42.9%	42.9%	42.9%
yes	20	57.1%	57.1%	100.0%
Total	35	100.0%		

What factors were the most important to you when choosing to apply for a degree at the KAMK masters school? You can choose multiple options.:Program cost

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	13	37.1%	37.1%	37.1%
yes	22	62.9%	62.9%	100.0%
Total	35	100.0%		

What factors were the most important to you when choosing to apply for a degree at the KAMK masters school? You can choose multiple options.:Location

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	30	85.7%	85.7%	85.7%
yes	5	14.3%	14.3%	100.0%
Total	35	100.0%		

What factors were the most important to you when choosing to apply for a degree at the KAMK masters school? You can choose multiple options.:Faculty credentials

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	25	71.4%	71.4%	71.4%
yes	10	28.6%	28.6%	100.0%
Total	35	100.0%		

What factors were the most important to you when choosing to apply for a degree at the KAMK masters school? You can choose multiple options.:Student reviews

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	27	77.1%	77.1%	77.1%
yes	8	22.9%	22.9%	100.0%
Total	35	100.0%		

What factors were the most important to you when choosing to apply for a degree at the KAMK masters school? You can choose multiple options.:Other, what?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	30	85.7%	85.7%	85.7%
yes	5	14.3%	14.3%	100.0%
Total	35	100.0%		

Table 25. Important Factors in choosing KAMK Master School

Did you apply to any other universities for a degree program?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	15	42.9%	42.9%	42.9%
No	20	57.1%	57.1%	100.0%
Total	35	100.0%		

Table 26. Application to other universities