



# Growth and Market Establishment: A Case Study of Company X's Expansion in the French Market

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This thesis project focuses on Company X, an experienced company originally from Finland that operates in the networking/events industry, and which is currently expanding its activities to the French market. The main objective of this thesis was to explore the essential strategies that Company X should implement after entering the French market in order to enhance its growth and establish a strong presence.

A qualitative research approach was employed in this project, utilizing interviews and in-depth research to understand Company X's environment and to formulate proposals for improvement. Key figures responsible for the French expansion were interviewed, and findings were analysed with the help of strategic planning tools such as the SWOT and Porter's Five Forces analyses. The research also incorporates theories on service-based company growth and marketing strategy theories.

The analysis of the company revealed that Company X has a competitive advantage over its French competitors with its international dimension and hybrid concept (face-to-face and virtual connection opportunities). However, as a new entrant, Company X needs to raise brand awareness to gain credibility and trust in the French market. Moreover, the company has a poor presence on social media.

The author's recommendations include focusing on brand awareness through leveraging Company X's strengths in the networking/events industry and adopting an inbound marketing strategy on social media to have a customer centric approach. Specific LinkedIn marketing strategies are proposed, covering aspects such as building a community, maintaining a consistent image, and using LinkedIn Ads.

Keywords: Service-Based Company Growth, Marketing Strategy, Inbound Marketing

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## 1 Introduction

Creating a new business doesn't guarantee success. In fact, according to Deane (2022), about 20 percent of new businesses fail after 2 years of operation, and about 45 percent of new businesses fail after 5 years of operation. Deane (2022) argues that most companies are failing because of a lack of investigation in the new market, an unrealistic business plan, poor financing, bad location and marketing strategy, and precipitancy in expanding the activity too fast. Failing is even truer when it comes to entering an international market since the company will have to evolve in a foreign market with social and cultural differences. To succeed, organizations must first understand the new market and what it takes to be successful there.

The goal of this thesis is to understand how to survive in a new market. The thesis focuses on Company X, which is familiar with entering new markets. Indeed, the company is originally from Finland. However, for the last fifteen years, Company X has expanded its activities in several European countries such as Sweden, Norway, Belgium, Germany, Switzerland, and Luxembourg to name a few, with success. Company X has recently entered the French market, and the first month of operation seems promising. However, the long-term survival of Company X in the French market is not guaranteed. It is why this thesis aims to help Company X to have complementary knowledge of the French market and propose suggestions on how to capitalize on a successful market entry in order to solidify their position and gain market shares. The author of the thesis was working at the company as an intern for 6 months (August 2022 to February 2023) and is originally from France. Those two parameters have given a clear understanding of Company X's context and a vision of the French market which the company entered on March 2023. This thesis will help Company X to understand what it will take to survive in the French market, but it will also help the author of this thesis in his new role as a Key Client Manager for the French team in Company X which started during the writing of the thesis.

### 1.1 Research question, objectives, scope, and limitation

While extensive literature exists on the broader topic of market entry strategies, there is a noticeable gap concerning the specific nuances of the early stage of market entry. This thesis attempts to gather them and propose the best practices and strategies to help Company X thrive in the new market. The central research question that guides this thesis is: What are the key practices Company X should adopt after entering the French market to maximize its growth and build a strong presence?

It is important to clarify that this thesis does not focus on the selection of market entry modes, as Company X has already started to operate in the French market in March 2023. Instead, our primary objective is to equip Company X with an in-depth understanding of the French

networking/event market dynamics and to provide a toolkit of strategies and insights that will enable the organization to fortify its position and seize market share in the long run.

In essence, this research aims to empower Company X with the knowledge and tools necessary to sustain its promising growth trajectory in the French market.

The main scope of this thesis is to assist Company X in comprehending the specificities of the French market and ensuring the successful expansion of its operations within it. Every market is unique and differs from others. That is why it is important to explore the traits of the French Market and tailor the suggestions to be implemented. Given that Company X has already started its activities in France, we will briefly address market entry strategies such as market penetration strategies, but the central focus will be on the required critical post-entry actions into a new market. These actions could include the marketing strategy to sustain the growth, the way a brand is perceived on the market, or even the expectations of the French prospects.

## 1.2 Company X

Company X was established in 1994 and entered the event industry under the visionary leadership of its founder. Over time, the company has shaped a unique and innovative niche for itself in that market. Company X fosters connections between businesses and facilitates their joint advancement. This involves connecting high-level decision-makers with leader solution providers. These convergences take place during one-to-one meetings, meticulously organized by Company X, where the primary objective is to pave the way for potential collaborations. Throughout its 30 years of existence, Company X gradually expanded into the Nordic market (Norway and Sweden), as well as other significant European countries like Germany, Belgium, and Switzerland. Currently, the Finnish enterprise holds influence in over fifteen European countries, and it has recently ventured into the French market. Company X belongs to the networking and event industry; indeed, the company is aiming to recruit professionals and businesses into the network for them to create opportunities in their role or their company. The company organizes events that give insights or information on industry topics such as IT and Cybersecurity.

## 2 Theoretical knowledge

When entering a new market, it is paramount to investigate that market rigorously. According to Czepiel (2020), the main goal of a competitor analysis is to monitor competitors' activity in a market in order to align with the expectations of a market or differentiate your enterprise. The company should understand its position in the new market and assess how its competitors are performing to improve and eventually gain market share. For that two powerful tools that aid a company in understanding its positioning in a market: the SWOT analysis and Porter's

Five Forces analysis. That two-analysis method will help the author to identify Company X's strengths to leverage and minimize the weaknesses that could negatively impact the enterprise's expansion into the French market.

## 2.1 SWOT analysis

According to Chacon, Gillet & Saïah (2013, 99), the primary aim of conducting a SWOT analysis is to provide companies with insights into their organizational performance and their position in a market. This analysis typically consists of two distinct components: an internal analysis focusing on strengths and weaknesses, and an external analysis centered on opportunities and threats. The outcomes of the SWOT analysis empower organizations to formulate strategies that leverage their strengths and opportunities while addressing challenges posed by weaknesses and threats. With a well-executed SWOT analysis, an organization will be able to identify its competitive advantage.

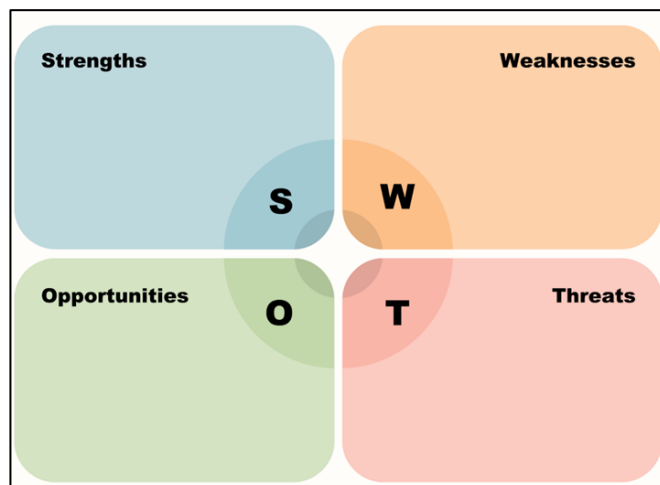


Figure 1 SWOT analysis (Steve Tannuzzo, 2023)

### Strengths

According to Chacon et al. (2013, 99), when assessing strengths, the focus is on discerning the company's core competencies. This involves identifying areas in which the organization excels and holds a competitive advantage.

Moreover, according to Black (2022), the strength aspect of the SWOT analysis should answer the questions *“What part of your business cannot be replicated by a competitor?”* or *“Why do*

*your customers think your product or service stands out from the crowd?"*. The analysis of the strengths should reveal competitive advantages that can be leveraged.

### **Weaknesses**

Conversely, Chacon et al. (2013, 99) suggests that the weaknesses are addressed by identifying areas that need improvement. During this phase, potential limitations, along with the absence of certain knowledge, talents, or resources, are examined to mitigate their impact and reveal opportunities for enhancement.

Moreover, for Black (2022), this stage involves asking questions like *"Which processes do your employees feel are inefficient?"* or *"Why do certain customers churn?"* to precisely identify aspects requiring improvement.

### **Opportunities**

Conforming to Chacon et al. (2013, 99), opportunities arise when strengths can be translated into concrete improvement. By examining how strengths can be capitalized upon and turned into new directions a company can proactively shape its future strategies.

In accordance with Black (2022), this stage requires answering questions like *"What additional markets do you serve that your competitor doesn't?"* or *"Is there a common sales objection you hear when prospects are considering this competitor?"* to develop unexploited potential.

### **Threats**

Conforming Chacon et al. (2013, 99), threats are identified by assessing external factors that could mitigate success. By anticipating potential future obstacles and changes in the industry, a company can develop strategies to mitigate potential risks.

In agreement with Black (2022), the analysis of the threats requires posing questions such as *"Why did a sales prospect choose your competitor over you?"* or *"What technological advancements could disrupt your business?"* to establish future potential challenges to be addressed.



## 2.2 Porter's Five Forces

As outlined by Chacon et al. (2013, 100), Porter's Five Forces analysis offers a structured approach for evaluating the diverse dynamics impacting a company's competitive standing.

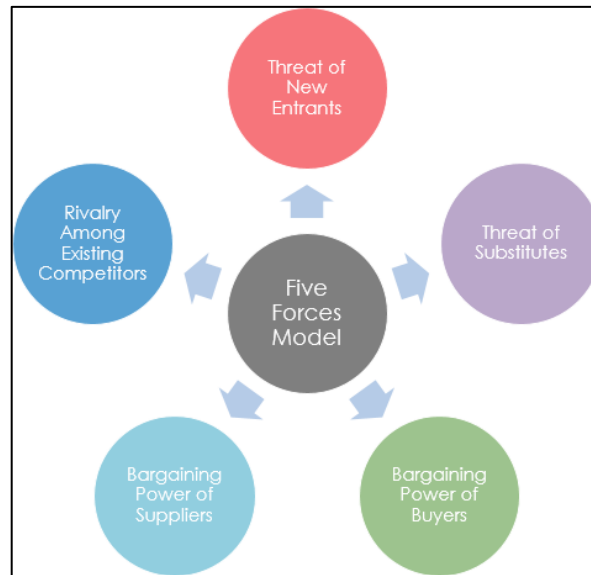


Figure 2 Porter's Five Forces Analysis (Medieum, 2019)

The first force under scrutiny is the bargaining power of suppliers. This dimension meticulously examines the potency of suppliers, considering factors like their size, reputation, and influence over market dynamics. This facet underscores the pivotal role suppliers play in shaping a company's operational ecosystem.

The second factor to analyse is competitive rivalry. This pivotal factor necessitates a meticulous deconstruction of elements that contribute to intensifying the competition, such as the concentration of direct competitors in the market. The goal for a company is to understand the problem that the level of competition poses, and design strategies that could eventually reduce the impact on its activity.

The third force to examine is the threat of substitute products. This entails a meticulous analysis of alternative products that could potentially attract consumers away from the company's offerings. The level of substitution can more or less be high, which is why a company should adapt its market approach to retain consumer loyalty.

The fourth force to be analysed is the threat of potential new entrants into the market. This force obliges companies to assess the barriers to market entry and the potential impact of new players on market dynamics.

The fifth and last force to investigate is the bargaining power of customers. This force of influence depends on factors such as the number of customers and their purchasing power. Customers can exert significant influence on pricing structures and the commercial terms offered by companies. By comprehending the magnitude of customer bargaining power, companies can tailor their strategies to accommodate consumer expectations while protecting their interests.

To summarize, Porter's Five Forces framework provides a thorough perspective for businesses to analyse their competitive environments. Companies can gain valuable insights to guide strategic decision-making and navigate their complex business environment by thoroughly analysing each of these forces.

### 2.3 Early-stage market entry in the event industry

When entering a market, the main challenge a company faces is to maintain growth. The company will go through multiple stages of existence, and it is what will be analysed in this part. This chapter serves as the foundation for the analysis of Company X's expansion into the French market. The goal in this part is to understand the general notion of the company life cycle and the specificities of service-based company growth. Understanding the dynamics of service-based company growth will help the author make the right diagnosis of Company X's situation in the French market and eventually serve as the base for the potential improvements to apply to be more competitive and gain market share.

#### 2.3.1 Common knowledge of company life cycle

According to Churchill & Lewis (1983), there are four stages of growth for a company when entering a market: Existence, Survival, Takeoff, and Resource maturity phase. Those stages together need to be analysed to understand the life cycle of companies. In the first stage (of existence) Churchill & Lewis (1983) argue that the primary challenges for the business are attracting customers and delivering the products or services according to the expectation. For them, businesses need to answer Key questions such as:

- "Can we acquire sufficient customers and effectively provide our products and services to establish a successful business?"
- "Is it possible for us to grow beyond our initial customer or initial production phase and reach a wider range of potential buyers?"
- "Do we possess enough funds to meet the substantial financial needs that come with starting up?"

Following the first stage, the company will eventually reach the survival stage. For Churchill & Lewis (1983) this stage starts when the company has acquired a good number of customers and

reached their needs. The primary challenge shifts from starting to operate in a market to managing revenue streams and expenses to keep the company afloat. Churchill & Lewis (1983) introduce two main questions that must be answered to succeed in this stage:

- "In the short term, can we generate sufficient cash flow to reach a break-even point and to cover the repair or replacement costs of our capital assets as they naturally deteriorate?"
- "Can we, as a minimum, maintain a cash flow that ensures our continuity and funds our growth towards a size that is substantial enough, considering the industry and market niche, to yield a profitable return on both our investments and labour?"

In the next stage (Success), Churchill & Lewis (1983) argue that the company has two options: expanding or keeping the company profitable and stable. By expanding the company can exploit its accomplishments in the market to grow or diversify its offer of products/services. If the company chooses to keep the company stable the investment will be smaller in scale and the goal will be to maintain a stable level of development.

In the fourth stage (Takeoff), the company is willing to grow at a faster pace by mobilizing an adequate investment to gain more market share. The organization adopts a more complex working structure where delegation and decentralization are at the core of the management approach.

In the fourth stage (Resource maturity), the company is profitable and well-installed in its market. The company has enough financial and human resources to strive and eventually reach a high level of market dominance.

Churchill and Lewis' (1983) approaches to company growth have provided a general overview of company growth. However, Churchill and Lewis' (1983) approach is quite broad, which can make it challenging to apply to every company. In fact, Churchill and Lewis' (1983) approach does not consider the nature of the company's activities or its environmental context. While the two authors' perspective on the life cycle of companies serves as foundational knowledge for this thesis, it needs to be supplemented to align with Company X's specific context in the event and conference industry.

### 2.3.2 The three stages of growth in service-based firms

Company growth is a well-studied subject; however, as introduced earlier in this thesis, many of those theories focus on a company's growth on a global scale without taking into consideration the nature of companies. Indeed, that general focus results in a lack of literature on the growth of service-based firms. However, with the development of the technology sector

and the fact that many Western Countries are shifting their focus from producer countries to service-provider countries, studies on the growth of service-based companies are increasingly needed. Indeed, Muhos, Saarela, Simunaniemi, Foit Jr., and Rasochova (2021) are proposing a new model to approach the growth of service-based companies specifically. According to Muhos et al. (2021), there are three specific stages of growth for service-based enterprises: Start-up (stage 1), Takeoff (stage 2), and Resource Maturity (stage 3), as seen in Table 1 below.

Stages	Focal management characteristics of a service business; stages
Stage 1 Startup	The focus is on development and delivery of services and building market identity to survive.
Stage 2 Takeoff	The focus is on growth management as market acceptance leads to rapid growth and constant change.
Stage 3 Resource Maturity	The focus is on efficiency by formalizing rules, procedures, and financial controls in a saturated market.

Table 1 The stages of growth for a service-based company (Muhos et al., 2021)

According to Muhos et al. (2021), these stages need to be complemented with nine central management priorities: focus, power, structure, decision-making systems, strategic management, service development and delivery, marketing, human resources, and growth (see Table 2 below).

<b>Management Priorities</b>	Focus
	Power
	Structure
	Decision making systems
	Strategic management
	Service development and delivery
	Marketing
	Human resource
	Growth

Table 2 Management priorities (Muhos et al., 2021)

Management priority area	Stage 1: Start-up	Stage 2: Takeoff	Stage 3: Resource Maturity
<b>Focus</b>	The focus is on development and delivery of services and building market identity to survive.	The focus is on growth management as market acceptance leads to rapid growth and constant change.	The focus is on efficiency by formalising rules, procedures and financial controls in a saturated market.
<b>Power</b>	Decision-making is owner-dependent as owner-manager(s) lead a small group of employees.	Owner-manager(s) maintain control, but delegate responsibilities to a small management team.	Original owner-manager(s) and the management team are supported by professional executives.
<b>Structure</b>	The structure is simple, informal and owner-centred.	The structure is formalised gradually through task specialisation.	A formal structure with defined roles and responsibilities is introduced.
<b>Decision-making systems</b>	Formal decision-making systems and procedures are almost non-existent.	The firm moves rapidly from basic decision-making systems to scalable systems compatible with a growing business.	Enterprise strategies, rules and policies become written and supported by extensive operational systems.
<b>Strategic management</b>	Owner-manager(s) lack time for strategic planning.	Strategic planning focuses on maintaining continuous growth.	Strategic management is both formalised and supported by financial resources.
<b>Service development and delivery</b>	Development and delivery of innovative services are everyone's job.	The firm delivers and scales services efficiently to meet increasing market demand.	Fresh and continuous innovation methods are implemented to avoid stagnation.
<b>Marketing</b>	New businesses focus on attracting early customers.	Sectors, activities and client types increase rapidly.	New ideas are needed to maintain market position, expand and/or renew.
<b>Human resources</b>	Everyone is involved in everything in a small start-up.	Hierarchy and decreased involvement coincide with fast-track career opportunities.	The firm takes an organisational approach to employee efficiency and efficacy.
<b>Growth</b>	Moves from facing challenges to meet cash demands to a cash flow that breaks even, thanks to early customers.	Market acceptance leads to fast growth and positive cash flow; cash flow and/or debt is used to finance growth.	The growth of cash flow decreases in a highly competitive and saturated market.

Table 3 The central characteristic of the early stages of service-based firms (Muhos et al., 2021)

In Table 3, Muhos et al. (2021) introduce the characteristics of the development of a service-based company at each stage (Start-Up, Takeoff, Resource Maturity) with a detailed description of the strategies to adopt at each step.

Muhos et al. (2021) present a different growth model compared to Churchill & Lewis (1983). While Churchill & Lewis's (1983) approach is more globally applicable to any kind of company, Muhos et al. (2021) model specifically focuses on the growth of service-based companies and the unique aspects based on the nature of their offers. In simple terms, Muhos et al. (2021) found that service-based companies often need to concentrate on developing their services while also establishing a presence in the market. Service-based companies often experience rapid growth and constant changes. The quick growth of these companies is rooted in the nature of their commercial offer (services), which are designed to be used frequently, often more than once. When a service-based company starts reaching its target audience, its customer base and usage tend to grow rapidly. Because service companies are prone to rapid growth, they need to have adaptable management in place. Delegation of responsibilities and flexibility become even more critical in these industries.

As the market becomes saturated, service-based companies must shift their focus from merely reaching targets to efficiently formalizing rules and procedures. This helps them improve their operations and strengthen their market position. In the service industry, management typically starts in an informal, owner/manager-centered organizational structure and evolves into a more structured and delegated management style as the company grows.

Company X began operating in the French market in March 2023, which was 6 months ago as of the writing of this thesis. Based on Muhos et al. (2021) theory, Company X can be considered to be in Phase 1 (Start-up) in the French market. Moreover, as Table 3 illustrates, marketing plays a vital role in the existence or survival of a company. Marketing strategies should focus on attracting early customers to build a solid customer base. In the next part, the author will delve into the specificity of marketing strategies in the early stage of a company's existence in a market.

## 2.4 Marketing

Marketing is a well-known and well-studied concept. Every company, at some point, employs marketing to promote its products or services. However, marketing approaches are not always well-designed and well-executed. According to Patrutiu-Baltes (2016), when a company designs a marketing campaign, the focus is often too product-oriented and not customer-oriented enough. Patrutiu-Baltes (2016) suggests that a company should adopt the "golden rule" strategy, which entails dedicating 80 percent of its efforts to interacting, informing, and educating the customer, and allocating only 20 percent of its communication to pure sales. The ultimate goal

of modern marketing for a company is to establish a long-lasting relationship based on the value it offers, ultimately fostering customer loyalty in return.

#### 2.4.1 Brand awareness

According to Kopp (2022), brand awareness in marketing refers to how much consumers know a product by its name. Ideally, this includes a good perception of the product or service by the current and future customers about what makes the product unique compared to others.

Making people aware of a brand is important when a company is entering a new market, introducing a new product/service, or trying to promote an old product/service. According to Decker (2022), although brand awareness is not a quantifiable metric, it plays a crucial role in a company's marketing success. Decker (2022) emphasizes that brand awareness requires more than a basic marketing or advertising approach. It demands continuous efforts to make a lasting impact on a target audience. Decker (2022) introduces four key aspects that should be applied to effectively promote a brand or company to the right prospects: "being a person, not a company," "socializing," "telling a narrative", and "making sharing easy."

Decker (2022) suggests that a company should humanize its interactions with its audience by adopting a more personal approach on social media, blogs, and other platforms, rather than focusing only on sales. The goal is to highlight the company's values and beliefs, fostering a sense of proximity with its customers. This socializing aspect should reflect the entire company's communication strategy, not just during sales interactions but also in understanding the audience and always creating valuable content. Furthermore, "telling a narrative" is vital to contribute to the socializing aspect. Companies should share their authentic stories, differentiating their image from competitors in the market. In conclusion, facilitating sharing on digital platforms allows a company to leverage the word-of-mouth potential of those platforms, strengthening the sense of belonging among customers and fostering a vibrant community around the brand or company.

#### 2.4.2 Inbound marketing

According to the HubSpot website (no date), inbound marketing is about helping an organization grow by creating strong, long-lasting connections with consumers, and potential customers. It is about appreciating and enabling these individuals to achieve their objectives, no matter where they are in their experience with the company.

For the HubSpot website (no date), the inbound marketing methodology should follow three main aspects:

*“Attract: drawing in the right people with valuable content and conversations that establish you as a trusted advisor with whom they want to engage.*

*Engage: presenting insights and solutions that align with their pain points and goals so they are more likely to buy from you.*

*Delight: providing help and support to empower your customers to find success with their purchase.”*

For the HubSpot website (no date), a company should adopt inbound marketing strategies because it allows a company to retain customers. Indeed, the HubSpot website (no date), introduces the fact that customers' satisfaction will encourage them to share their experience with others on social media which increases the chance to attract new potential customers. The goal for the company is to benefit from a virtuous flywheel (See Figure 3).

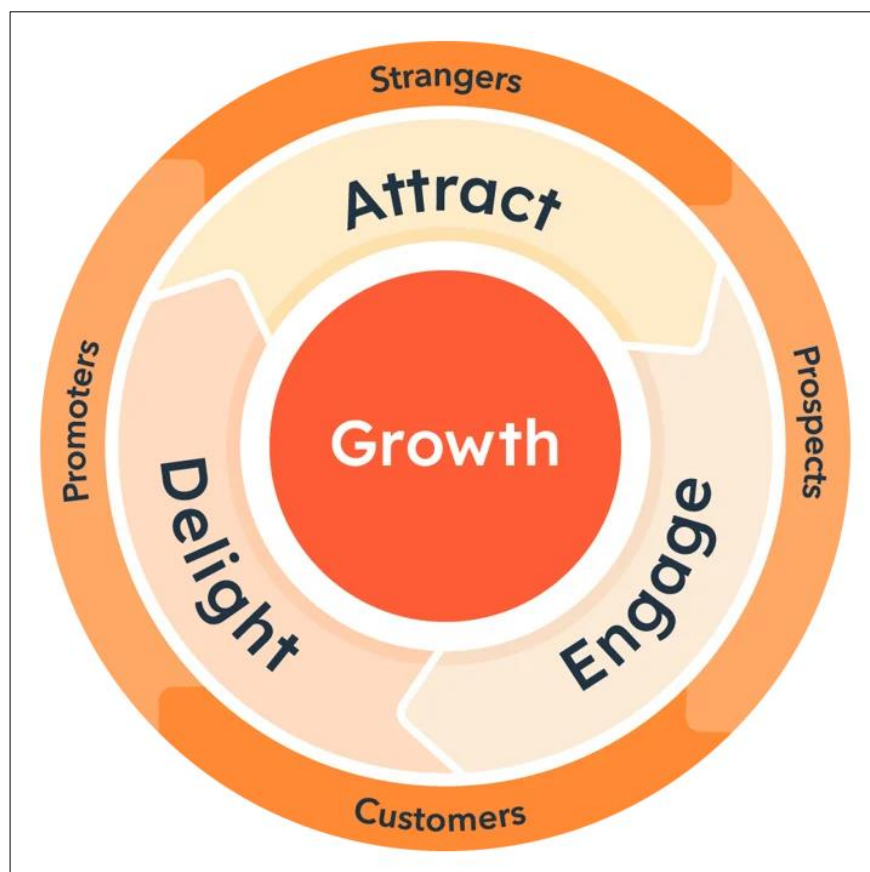


Figure 3 Flywheel (HubSpot website, no date)



According to Diehl (2019), customers are the best marketers for the company. That notion emphasizes even more the need for a company to follow the inbound methodology when the goal is to build a brand in a market. Diehl (2019) added that customers' decision-making is of course based on a great market product or service but also other people's shared experience with a brand. That aspect is even more important with social media since their model is based on users having an audience to interact with. In Figure 3 the HubSpot (no date) inbound process is based on attracting, engaging, and delighting customers and prospects. The prospect journey will eventually go from a stranger of the brand to a potential prospect based on another opinion of the brand to a promoter of the brand on their social media.

Patrutiu-Baltes (2016) is adding five more principles to implement when designing an Inbound marketing strategy:

***“Content Creation and Distribution** - create targeted content that answers prospects' and customers' basic questions and needs, then share that content far and wide.*

***Lifecycle Marketing** - promoters don't just materialize out of thin air: they start off as strangers, visitors, contacts, and customers. Specific marketing actions and tools help to transform those strangers into promoters.*

***Personalization** - tailor your content to the wants and needs of the people who are viewing it. As you learn more about your leads over time, you can better personalize your messages to their specific needs.*

***Multi-channel** - Inbound marketing is multi-channel by nature because it approaches people where they are, in the channel where they want to interact with you.*

***Integration** - Content creation, publishing and analytics tools all work together like a well-oiled machine - allowing you to focus on publishing the right content in the right place at the right time.”*

Patrutiu-Baltes's (2016) approach to inbound marketing, enlightens that the method can help an organization to reach people who are not familiar with its activities and eventually turn them into customers. The approach is customer-oriented with the ultimate objective of providing value and building a strong relationship through content and communication. The company could then strengthen its flywheel prosperity (see Figure 3).

### 2.4.3 Marketing in the networking industry

When it comes to promoting a business or brand, there's a lot of competition, and standing out can be challenging. In the earlier part of the thesis, the author introduced the power of social media and the inbound marketing strategy. However, for a company unfamiliar with social media marketing, the multitude of platform choices and specific options can be overwhelming.

The inbound marketing strategy, as per the HubSpot website (no date) and Patrutiu-Baltes (2016), emphasizes the importance of targeting the right audience to attract prospects effectively and benefit from the flywheel effect. For Company X, understanding which social media platforms its prospects mainly use is crucial to focus marketing efforts on a primary platform.

As established in Chapter 1.4, Company X operates in the network and event industry, serving leaders and professionals in the IT/Cybersecurity field. According to Macready (2023), LinkedIn stands out as the primary platform for professionals and businesses, with over 2.7 million companies posting every day. Macready (2023) notes that this global social media platform boasts more than 950 million users, willing to leverage it for professional networking.

However, interacting on a professional social media platform means being careful not to be too disruptive or invasive. Indeed, Johnson (2023) advises against an overtly sales-oriented approach on LinkedIn. For Johnson (2023), communication on LinkedIn should directly address the target group with a focus on sharing thoughtful, informative, and entertaining content. According to Johnson (2023), a sales-focused approach may render the content irrelevant and unauthentic to the professional audience on LinkedIn.

Furthermore, Decker (2023) outlines a simple process to maximize LinkedIn's marketing potential. The five main aspects suggested by Decker (2023) include "Sharing company updates and news," "Posting open jobs and connecting with potential employees," "Building a community," "Growing and maintaining your brand's consistent image on social media," and "Improving discoverability on search engines." Implementing these aspects can enhance a company's brand awareness on the social media platform and foster a trusted relationship with its audience.

However, according to Patrutiu-Baltes (2016), if the inbound strategy is chosen, a company should adopt a multi-channel approach to reach its target audience where they are. For Company X, it is crucial to focus efforts on LinkedIn, given its alignment with the networking service concept. However, the company should continue to use other social media platforms to support its LinkedIn presence.

#### 2.4.4 LinkedIn Ads tool

Having a well-designed LinkedIn page will be a great opportunity for Company X to improve its brand awareness and inbound marketing communication with its current members and prospects.

However, X can use the LinkedIn advertising tool (LinkedIn Ads) to attract its target group. Indeed, according to Decker (2023), the LinkedIn Ads tool will help the company connect with more people, gain more followers, and enhance the company's overall presence on the platform. Decker (2023) argues that many potential prospects are not always ready to buy a product or consume a service; using LinkedIn Ads allows a company to engage with those passive prospects. According to Decker (2023), the goal for a company is to leverage both organic and paid campaigns to improve the return on investment (ROI). Having both a well-designed LinkedIn page and the use of LinkedIn Ads has the potential to increase prospect conversions to members by 61% and reduce the cost per conversion by 12%.

### 3 Research methodology

A qualitative research method has been chosen as the primary approach for this thesis, considering it the most suitable technique for obtaining valuable insights and experiences. According to Basias & Pollalis (2018), qualitative research methodology is used for analyzing a specific phenomenon when people's experiences or observations on a topic are studied. It is typically utilized to gather valuable information directly from professional experts or individuals directly involved in a subject. In this thesis, interviews and in-depth research have been used as the foundation for its analysis and findings. The main goal of conducting interviews will be to gather the experience of the professionals working in the French market and understand what to implement to sustain their presence in the French market.

According to Virginia Tech University (no date), the purpose of an interview is to collect in-depth information from individuals based on their behaviours, preferences, feelings, or knowledge. Virginia Tech University (no date) identifies three main types of interviews, including phone call interviews, face-to-face interviews, and virtual interviews. Each interview type allows slight variations in the way data is collected. For the University of Virginia Tech (No date), the interview process should follow three crucial steps: designing questions based on the interviewees, establishing interview guidelines that determine the types of asked questions and the structure of the interview, and organizing interview logistics that determine what and who will be needed to conduct the interview. Moreover, the questions should be as open as possible, clear, and easy to understand.

Three key figures responsible for the French expansion were interviewed: the French Expansion Project Manager, who assumed the role of Team Manager, and two French Key Client Managers in charge of developing the French market. The interviews were conducted virtually for the Team Manager and face-to-face for the French KCMs. The author communicated the precise topic of the interviews to the participants, and each interview lasted approximately 20 minutes. The questions were formed based on the knowledge of the company and the presented theory in this thesis.

The interviews were transcribed after being conducted and served as a basis for comparison with theoretical knowledge. These transcripts were utilized to justify the thesis findings and recommendations. The process involved carefully analysing the interview content about the theoretical framework established earlier. By aligning the gained insights from the interviews with the theoretical foundation, it was possible to draw connections, identify patterns, and validate the conclusions drawn in the thesis. The transcriptions played a crucial role in ensuring the accuracy and fidelity of the data, allowing for a thorough examination of participants' perspectives and experiences. This comprehensive analysis of interview transcripts in conjunction with theoretical insights strengthened the robustness and credibility of the thesis's findings and provided a solid foundation for the formulated recommendations.

The interview findings will be analysed with the help of SWOT analysis and Porter's Five analysis, introduced by Chacon et al. (2013, 99-100). Both analyses will enable the author to understand Company X's environment and potentially identify areas for improvement, maximizing the company's potential in the French market and establishing a strong presence. Drawing from Muhos et al.'s (2021) research on the growth of service-based companies, the author will identify the current stage of Company X in the French market and propose an appropriate strategy to sustain its growth in the new market. Finally, the marketing theory in this thesis, based on Diehl (2019) and Patrutiu-Balte's (2016) inbound marketing theory, along with Macready's (2023) theory on LinkedIn marketing, will help the author suggest a marketing strategy that fits Company X's context in France.

### 3.1 Interviews

The interviews for this thesis aimed to gain valuable insights into Company X's operations in the French market. The first interview occurred on September 19, 2023, with the project manager responsible for Company X's entry into the French market, subsequently becoming the Team Manager. The second interview took place on October 18, involving the two Key Client Managers (KCMs) responsible for expanding the French market. Their duties included recruiting members and organizing qualitative events. Both interviews focused on assessing Company X's situation in the French market seven months after entry and identifying strategies for sustaining growth. Each interview lasted approximately 20 minutes. The Team Manager's interview on September

19 was conducted virtually, while the KCMs' interview on October 18 took place face-to-face at Company X headquarters in Helsinki.

The interview questions were organized into three main sections: market entry strategy, customer and market analysis, and sales and marketing. In the next part, the author will introduce the findings of the interviews.

### 3.1.1 Market entry and strategy

Company X entered the French market with the ambition to become a leader in the event and networking industry in Europe. According to the Team Manager, entering the French market was crucial for achieving this objective, given France's status as the second-largest economy in Europe with significant development potential.

According to the interviews, Company X's activities should be viewed with two dimensions: creating connection opportunities and organizing qualitative events for members. This positions the company within the event and networking industry, providing intangible services to companies and members and categorizing Company X as a service-based company.

The interviewees considered the market size to be medium, with additional insights from one of the KCM who introduced the fact that France, as a country, is highly network oriented. However, these networks are primarily exclusive or personal.

Company X faces international competition from Gartner, which is one of the largest networking companies globally and produces reports and market analyses. On the French level, Company X competes with national clubs or associations in the IT/Cybersecurity field. The main differences between Company X and its competitors in the French market lie in their membership models (paid membership for Gartner and most French local clubs) or its international dimension when most of its French competitors are exclusively focused on the French market (Le CLUSIF, CESIN, Club des DSI, etc.).

The market's level of competition is described as moderate, with no entry barriers. However, building a reputation is crucial for credibility, which emphasizes the importance of brand awareness for survival and prosperity in the French market. For the Team Manager, the main threats for Company X in the French market are not meeting customers' expectations in terms of event quality or qualitative connection opportunities. For the KCMs, the main threat for Company X is that members will not see the interest in joining the network because of the lack of content or events in French.

### 3.1.2 Customer and market analysis

Company X differentiates itself from competitors in France through its international dimension. The company has extensive experience operating in major European countries, building a strong reputation in the networking and event industry.

However, Company X's product is not tailored to a specific market. According to the Team Manager, Company X has a strong need to convince new potential customers/members of its concept. However, according to the KCMs, Company X mostly offers similar opportunities as its competitors, with the main difference being the possibility for French businesses to connect on the European level and participate in events virtually – something almost unused by its competitors.

The interviewees mentioned that most of their members and prospects are seeking opportunities to connect with their peers and exchange best practices in other companies or industries. They also share a common interest in staying updated on new technologies related to IT and cybersecurity, as well as staying informed about new national or European regulations and laws.

According to Muhos et al. (2021) model for service-based company growth stages the interviewees are considering Company X's position on the French market in Stage 1 (Start-up). The company is still new in the market, focusing on gaining credibility and emphasizing the quality of service and opportunities delivered to foster its identity in the market.

### 3.1.3 Sales and marketing

According to the interviewees, Company X is present on Instagram, LinkedIn, Facebook, and YouTube. However, the KCM's are adding that LinkedIn is the main social media platform used by their prospects.

All the interviewees confirmed that there have been no marketing campaigns on social media since Company X entered the French market. They consider a marketing campaign as a tremendous breakthrough in the market, given the company's early stage of operation in France. According to them, a marketing campaign would help the company's brand become visible and attract potential new customers/members. The interviewees are considering LinkedIn as the main channel where most of the marketing effort should be focused because LinkedIn is widely used by their prospects due to its business-oriented concept. The other social media platforms should serve as support for the LinkedIn marketing campaign, where content could be shared, and events promoted.

According to one of the KCMs, Company X is essentially communicating through mass marketing, which, in his opinion, is not the right approach in the French market. Most companies in the

IT/cybersecurity fields are part of well-established networking companies in France. He believes that Company X has a poor presence on social media in France and is using social media marketing poorly. Considering the encouraging market entry in France, a clear marketing strategy would help the company foster its brand with target companies and customers. According to the Team Manager, the market has responded positively to English. However, the interviewees also raised concerns about language relevance in the marketing campaign, as most content is in English. While English is not necessarily an obstacle in the French market, they emphasize the importance of providing content in French to meet the expectations of potential customers in general and attract non-English speakers. The Team Manager emphasizes that being new in the market, the company is open to experimenting with different techniques and approaches.

For the marketing campaign, the ideal solution for the interviews would be to have a phase where both languages are used and evaluate how it is received to recalibrate or adapt the language strategy if needed. The French team would also like to participate in trade exhibitions, given their popularity in the IT/cybersecurity field in France. This would provide an opportunity to meet potential customers/members face-to-face and effectively promote the company brand to their targets. However, that project is an idea – not yet seriously considered or prepared.

#### 4 Company X analysis

In this part, the author will make an internal and external analysis of Company X using the SWOT analysis and the Porter's Five Forces analysis. The author will also propose some recommendations regarding X's brand awareness, inbound marketing strategy and use of LinkedIn Ads tool.

## 4.1 Company X SWOT analysis

## Internal analysis

Strengths	Weaknesses
<p><b>Market Entry Ambition:</b> Company X entered the French market with the ambition to become a leader in the event and networking industry in Europe, leveraging the country's status as the second-largest economy in Europe.</p> <p><b>International Dimension:</b> The company differentiates itself on the French market through its international experience, having built a strong reputation in major European countries in the networking and event industry.</p> <p><b>High potential of differentiation:</b> Company X operates in two dimensions, creating opportunities and organizing qualitative events, offering its services both virtually and physically (face-to-face events) in the networking/events industry.</p> <p><b>Membership:</b> The membership at company X is free when most of its competitors (especially its most important competitor: Gartner) require a membership fee.</p> <p><b>Company X French Team:</b> The company has recruited native French workers who are familiar with the French culture and who bring a high level of expertise.</p>	<p><b>Competitors:</b> The company's competitors have more experience in the market, and they have established a great brand awareness in the IT/Cybersecurity field.</p> <p><b>New Market Entrant:</b> As a newcomer in the French market, Company X faces challenges related to gaining credibility, especially in delivering quality events and building brand identity.</p> <p><b>Poor Social Media Presence:</b> The company has a poor presence on social media in France, and its current mass marketing approach may not be suitably compared to the well-established networking companies in the IT/cybersecurity fields present on the market.</p> <p><b>Company X French Team:</b> The team is working remotely from the Helsinki headquarters. That aspect adds expense to the company when organizing events or participating in trade exhibitions in France because the Team has to travel to France when its competitors are already in the country.</p>



**External analysis**

Opportunities	Threats
<p><b>Untapped Virtual Event Potential:</b> Company X can capitalize on the relatively unused opportunity of allowing French businesses to connect on the European level and participate in events virtually, providing a unique value proposition.</p> <p><b>Language Adaptation:</b> Adapting marketing content to French can enhance the company's appeal and meet the expectations of potential customers, fostering better connections and relationships in the French market.</p> <p><b>Experimentation and Adaptation:</b> Being open to experimenting with different marketing techniques and approaches allows Company X to adapt its strategies based on market responses and demands.</p>	<p><b>Customer Expectation Mismatch:</b> The main threats identified by the Team Manager involve concerns that Company X's services may not meet customer expectations in terms of event quality and qualitative connection opportunities.</p> <p><b>Potential marketing campaign:</b> Facing competition from well-established networking companies like Gartner on the international level and national clubs in IT/Cybersecurity the company is facing the risk of not convincing enough people to join their network even more if a potential marketing campaign fails.</p> <p><b>Language Barrier:</b> The language barrier, especially the content being predominantly in English, may hinder effective communication with a segment of potential prospects in the French market.</p>

Figure 4 SWOT analysis Company X

Company X's ambition to become a leader in the networking/event industry and its experience in entering new markets are great advantages that might help the company achieve its goals. The company should use its potential for differentiation to mitigate the dominance of its well-established competitors in the French market. Company X's international dimension and its unique concept, based on virtual and physical events, should be emphasized to showcase the added value of the company in the French market. The company should leverage its great opportunities to create a marketing campaign centered on brand awareness, using mostly the French language to meet the expectations of potential prospects.

A better marketing strategy and a better use of social media should help the company solidify its position and contribute to its growth in the French market.

## 4.2 Company X Five Forces of Porter

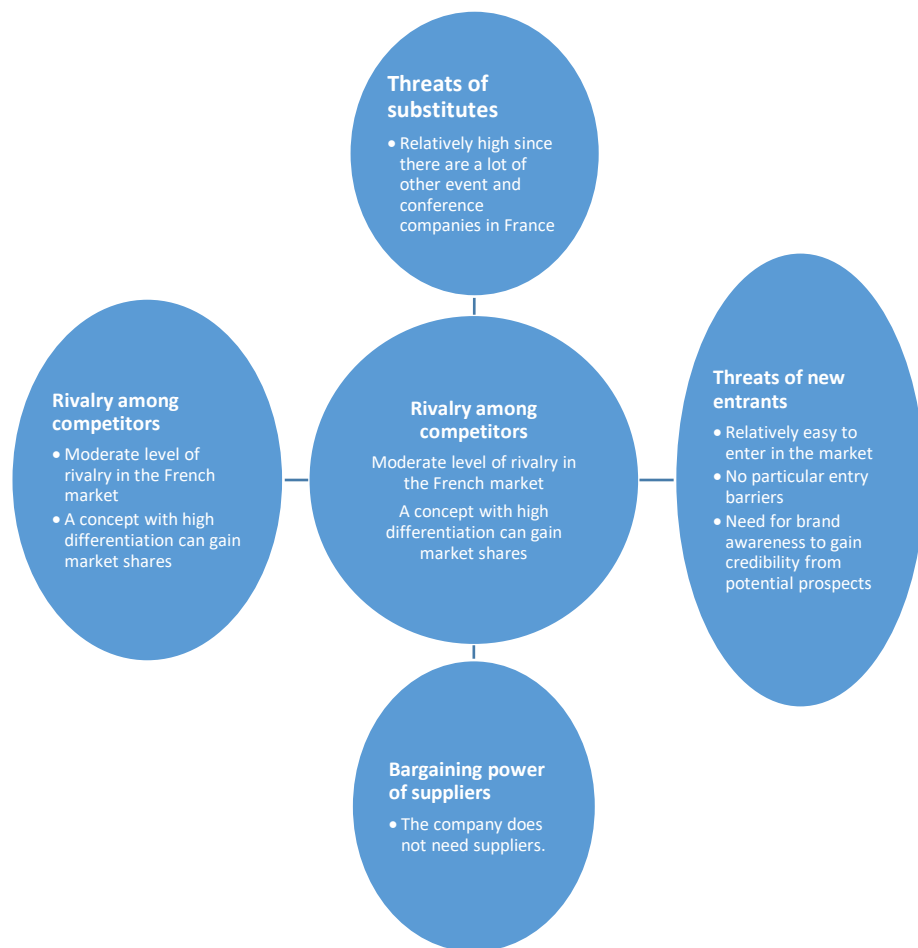


Figure 5 Porter's Five Forces Company X

### Threat of new entrants

The threat of new entrants into the event and networking industry in France appears to be low. The market is described as having no entry barriers, but the importance of building a reputation for credibility suggests that new entrants may face challenges in establishing themselves. Company X's focus on connecting businesses in France and providing access to European markets has a high differentiation potential, allowing the company to establish itself on the market and creating a barrier to entry for new competitors with similar positioning.

### Bargaining power of buyers (Customers/Members)

The bargaining power of buyers in the French market is moderate. While Company X differentiates itself through its international dimension and virtual event opportunities, the threat of customers having high expectations regarding event quality and connection opportunities poses a challenge. The emphasis on brand awareness and the need to convince

new potential customers/members suggests that buyers have some leverage, particularly if they feel like Company X's services do not meet their expectations.

#### **Bargaining power of suppliers**

Company X is not affected by any supplier since its service is designed internally and can be consumed on its platform or at physical events.

#### **Threat of substitute products or services**

The threat of substitutes is moderate. While Company X faces competition from networking companies like Gartner and national clubs or associations in the IT/Cybersecurity field, its emphasis on international connections and virtual events distinguishes it from competitors. The main challenge is ensuring that Company X's services are perceived as qualitatively superior and that its unique offerings make it the preferred choice over substitutes.

#### **Intensity of competitive rivalry**

The intensity of competitive rivalry in the French market is moderate. Company X competes with international actors like Gartner and national clubs or associations. The market's level of competition is described as moderate, with no entry barriers, but the importance of building a reputation and brand awareness highlights the need for differentiation. The focus on marketing and concerns about the company's poor social media presence suggests that improving marketing strategies and language relevance could enhance its competitive position.

Overall, Company X faces a moderately competitive environment in the French market, with differentiation through international connections and virtual events as key strategic factors. Improving marketing efforts, addressing language relevance, and carefully managing customer expectations is critical for sustained growth and competitiveness.

### **4.3 Company X's brand Awareness and inbound marketing strategy**

With the interviews of the Team Manager and the KCMs, it was established that Company X had a poor presence on social media. X is present on many social media platforms such as Facebook, LinkedIn, Instagram, and YouTube. Even though X has a lot of experience entering new markets, when entering the French market, no marketing campaign was put in place. According to Muhos et al. (2021), when a company is in the first phase of growth in a market, marketing is a pivotal tool to increase market share. Muhos et al. (2021) argue that in that phase the marketing strategy should focus on attracting early customers to establish a strong position in the market. For X, the main focus should be to attract these new customers by building a strong and recognizable brand in France. Indeed, brand awareness and inbound marketing are the perfect approaches to answer that problem.

#### 4.3.1 Brand awareness

The company must focus its efforts on establishing its brand and becoming known and recognized in the French market. Its branding should be based on the significant advantages that the company possesses compared to the French competition. Indeed, one of Company X's major strengths in the French market is its international dimension, which provides its members with the opportunity to access connections at the European level. Furthermore, the company has a hybrid characteristic that allows both physical and virtual connections, resulting in a time and efficiency gain for its members. X's 30 years of experience in networking and event organization legitimizes its ambition to enter the French market and become a leader in the networking and events sector in Europe.

Clear communication about the aspects mentioned above should help in promoting X's brand and its expertise, thereby attracting potential members, and enhancing the credibility of the company's activities in the French market.

#### 4.3.2 Inbound marketing strategy

Based on the HubSpot website's (no date) three aspects (Attract, Engage, Delight) of the inbound and the interviews conducted, the author is suggesting Company X implement the aspects mentioned in Figure 6 below.

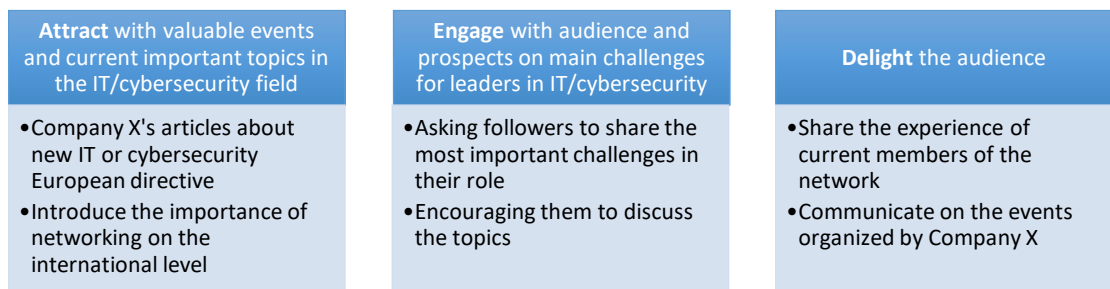


Figure 6 Inbound marketing for Company X

On the French market, and regarding its marketing strategy, X should focus its main resources on LinkedIn since it is the platform used by most of its users and prospects. The communication should be informative and insightful to avoid an overly sales-oriented approach. Company X should address Decker's (2023) five main aspects of a LinkedIn marketing strategy as followed in Figure 7.

Decker's (2023) recommendation for a LinkedIn marketing strategy	The author's recommendations
Sharing company's updates and news	<ul style="list-style-type: none"> <li>• Sharing information about events organized in France (LinkedIn posts, pictures, participant feedback).</li> <li>• Providing updates on the number of members in the French market monthly.</li> </ul>
Posting open jobs and connecting with potential employees	<ul style="list-style-type: none"> <li>• Connecting with the French team.</li> <li>• Introducing the French team and providing them with opportunities to communicate with members regularly on Company X's French LinkedIn page.</li> </ul>
Building a community	<ul style="list-style-type: none"> <li>• Sharing the experiences of French members.</li> <li>• Facilitating discussions on various topics on Company X's French LinkedIn page.</li> <li>• Set up weekly or monthly moments to interact with members and the audience on the LinkedIn page (Q&amp;A, conversations, feedback, discussions on an article).</li> </ul>
Growing and maintaining your brand's consistent image on social media	<ul style="list-style-type: none"> <li>• Maintain a consistent posting rate.</li> <li>• Propose content that members will find interesting.</li> </ul>
Improving discoverability on search engines	<ul style="list-style-type: none"> <li>• Post articles about relevant topics.</li> <li>• Use appropriate hashtags.</li> </ul>

Figure 7 Company X's LinkedIn marketing recommendation

#### 4.3.3 The use of the LinkedIn Ads tool

After implementing the recommendations made by the author in terms of brand awareness and LinkedIn marketing, the company should consider using the LinkedIn Ads tool as a complement. Indeed, as introduced by Decker (2023), LinkedIn Ads will help the company reach passive prospects and convert them into new members. Company X's LinkedIn marketing strategy should be complemented by communication on its other social media platforms (YouTube, Instagram, and Facebook) to have a multi-channel marketing strategy and reach its prospects where they are active.

## 5 Suggestions and conclusion

The primary objective of this thesis was to identify the strategies and practices to be applied by Company X to maintain a high level of development in France. To achieve this objective, it was needed to understand Company X's current market situation and its future projections in France. The thesis purposely did not delve into the details of market entry since Company X has already entered the market studied in this thesis. The author of the thesis possessed a good understanding of the company, having completed an internship at Company X as a Customer Care intern from August 2022 to February 2023. This thesis will be useful for the French Team at Company X, as well as for the author, who began working permanently as a Key Client Manager in the French market. The author also has a strong understanding of French culture, being originally from that country. The findings of this thesis are based on the author's experience in the company, theoretical research, and interviews with key actors in the French expansion at Company X. An extensive report on the findings will be transmitted to Company X.

The thesis begins with the introduction of Company X's history of entering new markets and its ambitions, not only to enter the French market but also to maximize the early positive response that the company had in that new market. Initially, it was crucial to understand Company X's environment and context in the French market. For that, two often employed powerful tools were used to understand the company's environment and identify potential forces that might affect it indirectly or directly: SWOT analysis and Porter's Five Forces.

According to the interviews with key individuals responsible for the French market and based on Muhos et al.'s (2021) theory of the service-based company life cycle, Company X can be considered in "Stage 1" (Start-up) of its existence in the French market. This means that the team structure is focused on the French Team Manager, with decision-making following the manager's lead. In this phase, Muhos et al. (2021) show that marketing should be customer-centered, aiming to attract new clients to solidify its position in the market. Social media marketing and communication will play a tremendous role in the capability of Company X to prosper in the market, considering that very few resources have been invested in this key strategic aspect.

The Company X SWOT analysis revealed very interesting information about the enterprise. Indeed, the analysis showed that the company has a solid foundation in the networking/event industry. The company can rely on an extensive experience of 30 years' operating in these industries with a strong culture of entering and prospering in new markets.

The company has a high level of differentiation in the French market with a hybrid concept, offering the possibility to connect and participate in events physically and virtually. These two aspects can address the weakness of being a new entrant in the market. Company X should use

its experience in the field to build credibility in the new market and emphasize or demonstrate the value of its international dimension compared to its competitors. As introduced earlier in the thesis, three main opportunities were showcased for the company, which are international connection for its customers in a worldwide technology environment, the possibility to adapt its marketing content in French by using the knowledge of its French KCMs, and the culture of experimenting with a flexible workforce. These opportunities should help the company meet customer expectations in the French market, make a strong mark in a market with well-established competitors, and mitigate the threats of language barriers.

According to Porter's Five Forces, the main forces that might impact Company X's prosperity in the French market are the bargaining power of buyers, rivalry among competitors, and the threats of substitute services. For the bargaining power of buyers, the company should emphasize the value for French customers to join their network and ensure they are well informed about the concept. The threats of substitute services can be addressed by emphasizing the high level of differentiation that the company brings to the French market, providing access to other market insights and people. The rivalry among competitors can be answered with the company's experience over the years of entering and prospering in new markets.

Company X should focus its marketing campaign on LinkedIn, as it is the place where most of its prospects can be found. The marketing campaign should center on the company's brand and subtly convey the difference that Company X brings to the French market. A social media campaign will be relatively affordable for the company and can be easily monitored with the tools provided by social media platforms.

The marketing plan should include participation in trade fairs, which will help the company gain new potential members and make the company visible in key events in the IT and cybersecurity industries. It is recommended that Company X regularly participate in two to three trade fairs in France related to the IT and cybersecurity fields. In the long term, it will help the company establish itself in the French IT and cybersecurity field.

To conclude, Company X should focus on brand awareness to build credibility and trust relationships with its audience and prospects in the French market. Moreover, X should adopt the inbound marketing strategy on social media with a high focus on LinkedIn. In addition, it is recommended that Company X use the LinkedIn Ads tool to attract passive prospects and convert them into new members. The company is willing to invest in LinkedIn paid ads to enhance its conversion rate on the French market and has already started to improve its social media content to attract new customers, engage with its followers, and inspire its current members.

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Appendix

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Appendix 1: Questions for the Team Manager and KCMs' interviews.

**Entrée sur le marché et stratégie:**

1. Pourquoi la société X a-t-elle choisi le marché français?
2. Dans quelle industrie diriez-vous que X opère?
3. Quelle est la taille actuelle du marché?
4. Qui sont les concurrents de Company X sur le marché?
5. Comment décririez-vous le niveau de concurrence sur le marché français: extrême, modéré, faible?
6. Qui est votre concurrent principal?
7. Quelle est la principale force de X qui aidera l'entreprise à prospérer sur le marché français?
8. Quelles sont les principales menaces auxquelles la société X pourrait potentiellement être confrontée sur le marché français?
9. Avez-vous observé des particularités sur le marché français après quelques mois d'exploitation?
10. Comment définiriez-vous le succès après une année complète sur le marché français?
11. Quels sont vos objectifs de croissance pour les 5 prochaines années?

**Analyse des clients et du marché:**

12. Comment vous différenciez-vous de vos concurrents en France?
13. Dans quelle mesure adaptez-vous votre offre à chaque marché?
14. Avez-vous segmenté vos clients?
15. Si oui, quel segment prévoyez-vous d'atteindre en premier?
16. Quels sont les besoins et les souhaits communs que votre public cible partage?
17. Il existe une théorie sur la croissance des entreprises de services qui se compose de trois étapes:

*Démarrage: L'accent est mis sur le développement et la prestation du service, ainsi que sur la création d'une identité sur le marché pour survivre.*

*Décollage: L'accent est mis sur la gestion de la croissance à mesure que l'acceptation sur le marché entraîne une croissance rapide et des changements constants.*

*Maturité des ressources: L'accent est mis sur l'efficacité en formalisant les règles, les procédures et les contrôles financiers sur un marché saturé.*

Sur la base de ces informations, dans quelle étape diriez-vous que la société X se trouve sur le marché français?

**Ventes et marketing:**

18. Sur quel social media X est présent?
19. Communication sociale media: langue?
20. Avez-vous déjà participé à des salons professionnels?

**Divers:**

21. Organisez-vous des événements en France? La société X organise-t-elle des événements pour les clients en dehors de la Finlande?

**Interview questions translated in English****Market Entry and Strategy:**

1. Why did Company X choose the French market?
2. In which industry would you say X operates?
3. What is the current size of the market?
4. Who are Company X' competitors in the market?
5. How would you describe the level of competition in the French market: high, moderate, low?
6. Who is your main competitor?
7. What is X's main strength that will help the company thrive in the French market?
8. What are the main threats that company X could potentially face in the French market?
9. Have you observed any peculiarities in the French market after a few months of operation?
10. How would you define success after a full year in the French market?
11. What are your growth objectives for the next 5 years?

**Customer and Market Analysis:**

12. How do you differentiate yourself from your competitors in France?
13. To what extent do you adapt your offering to each market?
14. Have you segmented your customers?
15. If yes, which segment do you plan to target first?
16. What are the common needs and desires shared by your target audience?
17. There is a theory about the growth of service businesses that consists of three stages:  
*Startup: The focus is on developing and delivering the service, as well as establishing market identity to survive.*

*Takeoff: The focus is on managing growth as market acceptance leads to rapid growth and constant changes.*

*Resource Maturity: The focus is on efficiency by formalizing rules, procedures, and financial controls in a saturated market.*

Based on this information, in which stage would you say company X is in the French market?

**Sales and Marketing:**

18. On which social media platforms is X present?
19. Social media communication: language?
20. Have you ever participated in professional trade shows?

**Miscellaneous:**

21. Do you organize events in France? Does company X organize events for clients outside of Finland?