

**Digital advertising campaign in the Singaporean market:
Southern Vietnam Poultry Breeding Joint Stock Company
(SVPC)**

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<p>Title of report Digital advertising campaign in the Singaporean market: Southern Vietnam Poultry Breeding Joint Stock Company (SVPC)</p>	<p>Number of report pages and attachment pages 52 + 5</p>
<p>This thesis was written to help Southern Vietnam Poultry Breeding Joint Stock Company (SVPC) to advertise its brand image in Singapore.</p> <p>The revolution of technology has changed the way people interact and therefore advertising also has undergone a significant shift. Digital advertising is a modern trend and has been proved to be an effective technique in changing customer behaviour.</p> <p>The application of this technique into the Southern Vietnam Poultry Breeding Joint Stock Company's marketing strategy in the Singaporean market aims to change its target customers' experience and spread the brand image. The scope is only branding, not generating sales or revenue.</p> <p>The theoretical framework is a combination of poultry marketing, digital advertising and a study on the Singaporean market.</p> <p>The methods included qualitative interviews and benchmarking.</p> <p>The advertising campaign design consists of the objective, budget, target audience, media plan, content and message, and the execution.</p> <p>Overall, the thesis provides a simple and understandable view on how the advertising campaign was designed based on the combination of theoretical framework and project planning.</p>	
<p>Keywords Digital advertising, Marketing strategy, Campaign, KPI, Metrics</p>	

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1 Introduction

Advertising has always been the key to any successful branding marketing campaign. The creative industry had faced a significant revolution in the last few decades. Advertising nowadays is no longer just messaging audiences and asking them to believe. Instead, it lets audiences involve in the message and experience themselves. Digital advertising is not a new technique in marketing. However, it has never been done before at the case company, Southern Vietnam Poultry Breeding Joint Stock Company (SVPC). The first chapter Introduction presents a brief introduction about the background of the thesis, its topic, project objectives, tasks, scope and other aspects, as well as a case company introduction.

1.1 Background to the thesis topic

The effectiveness of digital advertising has been approved throughout several successful campaigns, leading to huge brand awareness and revenue of sales. Using digital advertising in such a proper way can bring more benefits to organizations, compare to traditional techniques.

As the domestic leader in the organic chicken field, Southern Vietnam Poultry Breeding Joint Stock Company has a plan to expand to a new market, Singapore. Living in an advanced industrial nation, Singaporean residents have a huge exposure to digital communication, and SVPC wants to use this advantage to create its brand awareness. However, the case company has been using only traditional marketing. This thesis aims to create a digital advertising campaign design for SVPC in its target market.

1.2 Thesis topic, project objective and project tasks

The thesis topic is Digital advertising campaign in the Singaporean market: Southern Vietnam Poultry Breeding Joint Stock Company.

The project objective is designing a digital advertising campaign for Southern Vietnam Poultry Breeding Joint Stock Company, a big company in natural-rising poultry field which always focuses on traditional marketing techniques, in order to change its customers' experience and spreading the brand in a new market: Singapore.

The project tasks consisted of 6 main tasks.

1. Researching and analysing target market

2. A study behind the project's concept
3. An overview about digital advertising industry
4. Qualitative interview with company and collecting information and data about its value proposition, current situation and future plan
5. Benchmarking successful campaigns to figure out the key factors of success
6. Designing the campaign with details
7. Evaluating the project and receiving feedback from the company

Table 1. Overlay matrix (the chapter containing the information is written in bracket)

Project Tasks	Theoretical Framework	Method	Output
1 (chapter 2.1)	A general research about Singaporean market's characteristics	Desk research, secondary data	Target market analysis
2 (chapter 2.2)	Poultry marketing: The hierarchy and the study behind the concept	Desk research, secondary data	Understanding of the project's main content
3 (chapter 2.3)	An overview on digital advertising	Desk research, secondary data	Understanding of digital advertising and its main features
4 (chapter 3.1)	Commissioning company background	Qualitative interview with the company	Company's value proposition, current situation and future plan
5 (chapter 3.2)	Successful advertising campaigns	Benchmarking	Success factors
6 (chapter 4)	Advertising design	Researching academic resources	A complete advertising campaign design
7 (chapter 5)		Documentation and observation	Project evaluation and feedback from the company

1.3 Project scope

The project aimed to provide SVPC a new technique to advertise its brand image. The project did not cover the whole advertising strategy or even marketing strategy. The project objective went specifically into the consumer interfere stage, where advertising brought the concept of product to consumers directly. The goal was to involve as many audiences as possible into the ads campaign.

Also, the goal of project was branding, not generating revenue or increasing sales. The project involved the financial matter, including estimated budget for the campaign or any related cost.

Because the target industry was Singaporean market, a research about the poultry industry in Singapore was done.

1.4 International aspect

The case company Southern Vietnam Poultry Breeding Joint Stock Company is a big company in natural-rising field poultry industry in Vietnam, and had international trading activities. However, the company has never been in any foreign market before. This project helped the company to determine their potential of going international, starting with the neighbour country Singapore.

Also, the main plan of this advertising technique was the outcome of other techniques and campaigns used around the world. It can be applied not only in the commissioning company but also in other companies in the same industry or even outside the industry, as long as they can adjust it to suit their goals and strategy.

1.5 Anticipated benefits

The commissioning company is the first entity who benefits from this project. Using the traditional techniques for a long time, they need to change in order to refresh the customers' behaviour, especially in a foreign market. And the best way to do it is to begin using trendy techniques and a proper plan.

The commissioning company's end-customer also benefit from this project, by receiving the message through interacting with the ads. By this way they can experience the features of product before making purchasing decision.

Studying in marketing field and aiming to advertising career, I had a chance to start with a small project. Also, I can apply my own knowledge and experience to create a real campaign and be the project manager.

1.6 Key concepts

Digital advertising refers to promotional techniques that deliver the messages to the audience through digital communication tools

Consumer behaviour analysis is the method of analysing the data collected which represent the consumer purchasing behaviour and all the issues related to it

Marketing strategy is the goal of increasing sales and achieving a sustainable competitive advantage (Wikipedia 2015)

Distribution channel is the path through which the advertising campaign transfers the concept of product from the company to the consumers

Advertising format is the form of the message that contains information about the product and is delivered to the consumer through distribution channels

Advertising metrics are the measures of quantitative assessment used for measurement, comparison or to track performance or production (Investopedia 2015)

1.7 Risks and risk management

According to the commissioning company' sales manager at the time of the interview (2015), the company already had a fixed term plan for year 2016. The campaign, if approved, would be implemented only in 2017. So that it was very difficult to determine the effectiveness of the project.

Resources management was also a risk to be considered when it comes to thesis writing. Due to the shortage of materials related to the poultry industry, both globally and domestically, I used the available materials, combining with my own calculation for the data.

Most important, the campaign, which was designed for the new market, faces the challenge of adaption from the target customers. In order to low down the risk, I analysed the data carefully to give the best decision.

1.8 Company introduction

Southern Vietnam Poultry Breeding Joint Stock Company is a leading company in organic poultry industry in Vietnam. The core products of the company are fresh and frozen organic chicken (whole and parts).

Established in 1997, SVPC has produced a high quality organic poultry, which consists of fresh and frozen chicken, turkey and duck, and organic pasteurised chicken eggs.

Locates in Ho Chi Minh city, the industrial centre of Vietnam, SVPC has its headquarter at 20 Nguyen Thi Minh Khai, Da Kao ward, district 1. Together with three factories in the suburban of the city, SVPC is providing the organic chicken to more than 200 000 consumers, as well as around 1000 restaurants, food stalls, hotels and food service companies.

For confidentiality, Southern Vietnam Poultry Breeding Joint Stock Company denied to publish their annual financial information.

2 Theoretical framework

The theoretical framework was a combination of poultry marketing, digital advertising, and a study on the Singaporean market (see the figure below).

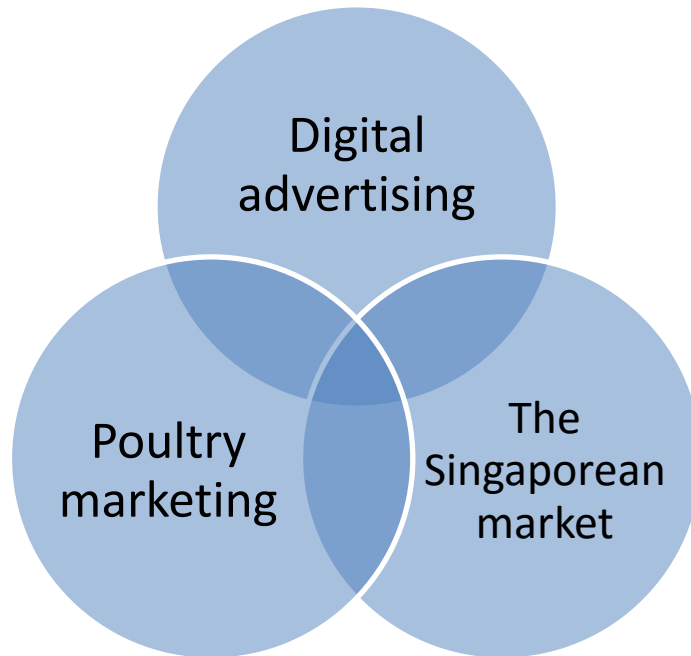


Figure 1. Theoretical framework

Most of the theory was a result from secondary research. Some theory and information were from thesis author's own experience, if the sources are not indicated in the text.

2.1 The Singaporean market

Singapore is a country in Southeast Asia. As one of the most important financial centres of the world, Singapore is a highly developed nation which has become a multicultural society with several opportunities for doing business. This study shows an overall image of the market in Singapore.

2.1.1 Overall image

An overall image is the foundation for a study of Singaporean market. According to Contact Singapore (2016), the country's official name is the Republic of Singapore. Locating on an island and islets in the heart of Southeast Asia, between Malaysia and Indonesia, it has a total area of 716.1 sq. km. With the tropical climate, the average temperature ranges at maximum of 31 degrees Celsius and at minimum of 23 degrees Celsius. The government is Parliamentary republic. With the labor force of 3.5 million (as at December

2013), Singaporean major industries diverse from electronics, chemicals, financial services, IT to professional services, biomedical sciences & research, oil drilling equipment, petroleum refining, processed food and beverages, ship repair, offshore platform construction, life sciences, and trade. The currency is Singapore Dollar. The total population is 5.4 million as of 2013, with the median age of 38.9 years, life expectancy of 82.3 years and is expected to grow with 2.5% rate. The ethnics are Chinese 74.2%, Malay 13.3%, Indian 9.1%, other ethnicities 3.3%. English is the language of business and instruction. Malay is the official language. Most Singaporeans are bilingual in English and a second language, commonly Mandarin, Tamil or Malay. Singapore has several religions, of which main religions are Buddhism, Islam, Christianity, Taoism and Hinduism. The literacy rate is 96.5% of those 15 years old and above. Singapore is an advanced industrial nation, with internet at 172.2% household broadband penetration rate, mobile phone at 156% penetration rate in 2013. Its international country code is +65 and internet country code is .sg.

Singapore has grown significantly during the past forty years due to the correct economic strategy, together with several supported policies. Nowadays Singapore has become a developed country with average personal income of more than 40 thousand US dollars, which is considered to be high income nation. According to Pestle Analysis (2015), overall factors led to the success of Singapore can be analyzed by using Pestle analysis model.

Political factors

Low political risk is an important factor for any foreign investors or businesses that have the intension to invest on Singapore or enter this market.

According to Weizhen. T (2015), 6,234 global leaders were surveyed to choose the most attractive factors of several nations. The result showed that Singapore's top three attractions are policy stability and predictability, reliable infrastructure and government competency.

As a democratic nation, Singapore has seen its stability since its independence. This is a very important factor to ensure the political stability and correctness into the policies which support the market to grow.

However, overseas businesses need to consider the legal issues carefully beforehand to eliminate the risk of legal suits in the new market.

Economic factors

As a free market economy, Singapore welcomes foreign businesses to set up and invest in. It is considered to be most corruption-free market in Southeast Asia. Singapore has a diversity of industry, such as high-tech, pharmaceutical, logistics, tourism, finance, education and many other services. The open policies of government encourage businesses to work and cooperate with each other. Startups are supported heavily by the authority. Manufacturing is not a strong focus in Singapore due to the limit land area and high labor cost.

Many global companies' headquarters in Asia-Pacific region are located in Singapore. This is a strong evidence to show the potential of Singapore as a new market for the Commissioning Company.

Social factors

As an Asian nation, Singapore still has a strong traditional value. Family value and collectivism play important roles in everyday life and they indicate the behave manners. Western investors or businesses have to consider and adjust their working style to cope with the local manner if they want to come and work in Singapore. Fortunately, the commissioning company is from Vietnam, a neighbor country with Singapore, so the social custom is similar. However, as the productivity of Singaporean market is very high, it is expected to adjust its productivity to cope with the new market.

Another factor which benefits foreign businesses is that Singaporean use English as their mother tongue, so all the business trades are conducted in English. This can save a lot of time, money and effort in translation.

Also, the literacy rate is very high in Singapore. The high quality workforce is growing to adapt with the demand from global businesses.

Technological factors

Singapore is a leader in high-tech industry in Asia. This is a heavily invested industry by the government and high-tech investors around the world. Many tech giants' headquarters are located in Singapore, not to mention a huge amount of startups rising day-by-day.

Another factor is that Singapore is an advanced digital society. According to Wearesocial (2014), the total internet users in Singapore in 2014 were nearly 4 million people, with a penetration rate of 73%. From that, there were 3.2 million Facebook users, with the penetration of 59%. Impressively, the total active mobile subscriptions were more than 8 million, with a penetration rate of 148%.

Legal factors

The legislations are brought into conduct by the government to encourage businesses to flourish. Advanced digital platforms, especially e-commerce, are highly encouraged too. Electronic Transactions Act, Intellectual Property Rights, Amendments to the Evidence Act, Content Regulation, Tax Issues and Import and Export Procedures are some of the policies by the government to encourage the e-commerce since 1998, according to Pestle Analysis (2015).

Environmental factors

According to Focus Singapore (2015), despite being an advanced industrial nation, Singapore highly focuses on the conservation of natural resources and bio-diversity of its regions. Thanks to the Singapore Environment Council, several programs guiding the residents about the importance of the environment, its conservation, aquatic conservation waste management, community development etc. are being actively initiated.”

The authority set up strong policies in protecting the environment. Penalties such as fines and legal suits are strong to prevent both organizations and individuals to invade the environment.

2.1.2 Target market analysis

Target market analysis was used to determine the situation of the poultry industry in Singapore. It also analyzed the customers' behavior through the secondary data.

The tool was secondary research. The aim of this tool was to collect secondary data that was already existed through available materials, about the poultry industry and customers buying behavior in Singapore. The materials were studied in library and internet. The materials were also taken from reliable sources of certified organizations.

Market size and growth rate

There has always been a demand for poultry in Singapore. According to U.S. Department of Agriculture (2013), Singapore's broiler domestic consumption was nearly 200 000 metric tons in 2013, while the total imports was less than 150 000 metric tons in the same year (see figure below).

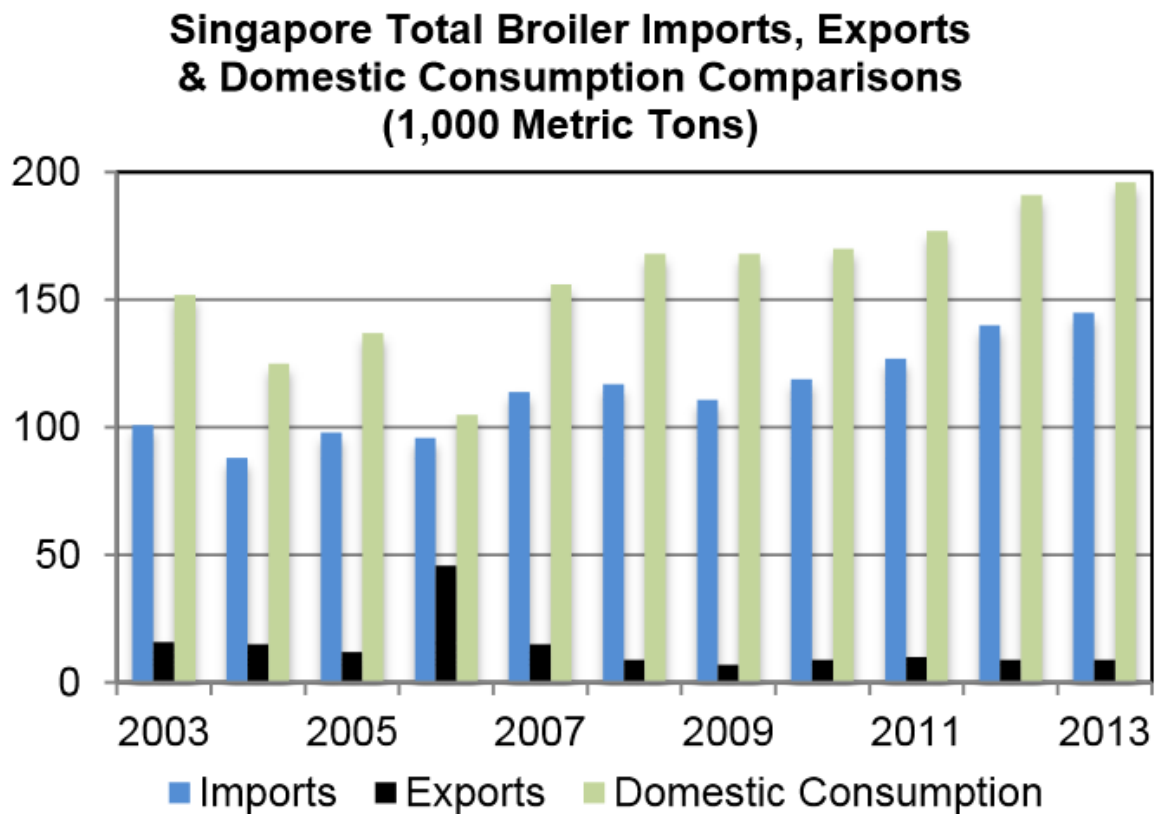


Figure 2: Singapore Total Broiler Imports, Exports & Domestic Consumption Comparisons (U.S. Department of Agriculture 2013)

From the figure above, it is clear that the poultry market has been growing every year. Starting from above 150 thousand tons in 2003, the Singaporean domestic consumption decreased due to the Avian Flu across Asia. However, the growth started from 2006, at over 100 thousand tons, rocketed to over 150 thousand tons in 2007, and then increased steadily to nearly 200 thousand tons in 2013. It was expected to keep growing with the same speed. It is also clear that the imports cannot fulfill the domestic consumption. The participation of SVPC is obviously a need for the market.

Market trend

On one hand, in Singapore, the demand for fresh and organic chicken is high due to the traditional demand traits. Due to the traditional demand traits, which prefer live chickens, a large amount of Malaysian live chickens are imported and processed in Singapore. This leads to the dominance of this high demand product in the market (U.S. Department of Agriculture 2013). In addition, U.S. Department of Agriculture (2013) states that “Of Singapore’s frozen net poultry imports chicken accounts for 99% of volume”.

On the other hand, Singaporean has increasingly been demanding healthier life, which led to a demand in organic food, including organic chicken. According to Green Net (2015), the organic trend of consumers follows the demand for quality which is cleanliness, safety, good taste, credible certification and nice package. Also, stated in the industry survey by VIttoon Panyakul (2010), the size of organic market in Singapore was US\$ 4.6 million in 2009. The key factor of the trend was the concern of Singaporean consumers about the food safety, which were related to “pesticides, additives and coloring agents used in food production” (PMAC 2012), with the fact that “The typical organic customer is changing - a decade ago it was a European expat, but today is a middle income Singaporean in her forties”, stated by Demand for Organic Food in Singapore 24/9/2012 (PMAC 2012). The most important factor that led to the organic trend is the increase in the average income, with the GDP per capital rose from US\$ 29869.63 in 2006 to US\$ 36897.87 in 2014 (Trading Economics 2015) (see figure below).

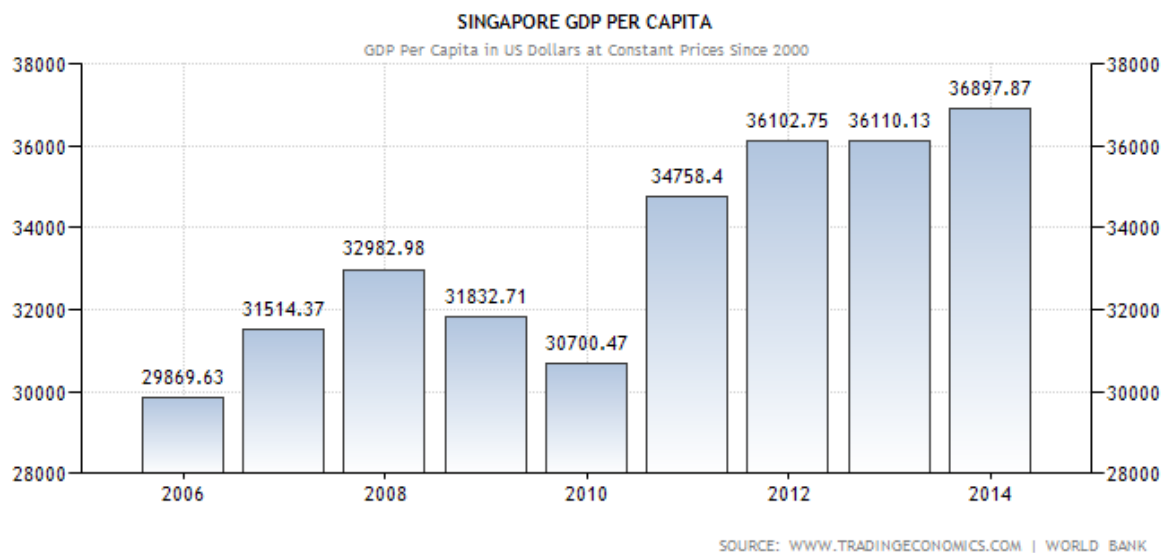


Figure 3: Singapore GDP per capita (Trading Economics 2015)

From the statistics above, there is a large opportunity for fresh and frozen organic chickens, which are the core products of Southern Vietnam Poultry Breeding Joint Stock Company.

Market profitability

Singapore, as an island city-state with the limitation of land, cannot produce enough food to feed a rising population of more than 5 million people. Therefore Singapore has to import a large amount of food, including poultry.

According to Index Mundi (2015), the total imports of poultry to Singapore was 131 000 metric tons in 2014, and it is estimated to rise to 136 000 metric tons (increase 3.82%). The supply of poultry mostly from Malaysia with fresh chicken (Malaysia is the dominant player in the fresh chicken field, due to the low labour cost and the geography advantage, which reduces the transportation price). Competitive Industry Report on the Singapore Market for Imported Meat and Poultry A Guide for Canadian Exporters (Stanton, Emms & Sia 2010) states that Brazil and the USA are the key players in the frozen chicken parts category with 73% and 26% of the market share respectively (which accounts for 99% total market share) (see figure below).

Imports of Frozen Chicken Parts by Key Supply Country in 2008

- 85,057 Tonnes

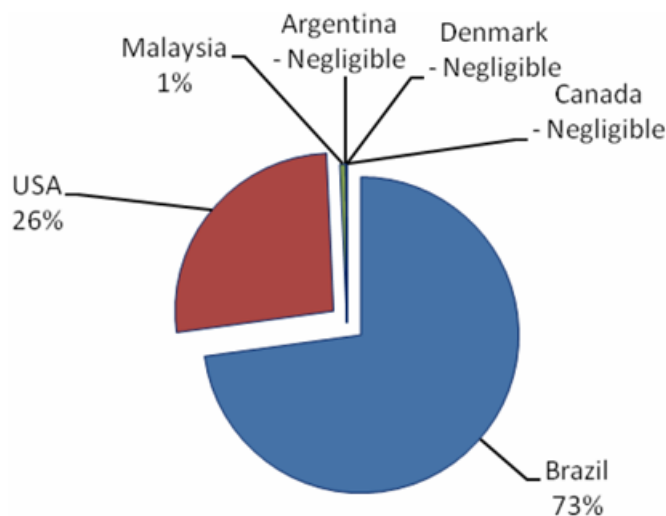


Figure 4: Imports of Frozen Chicken Parts by key Supply Country in 2008 (Singapore External Trade Statistics 2008)

Due to the limit of documentation related to the value of organic chicken market in Singapore, I suggested a calculation on the total value of the market in which the Commissioning Company can gain when enter the market.

Distribution

According to the commissioning company's sales manager, the company plans to open a selling point in the new market regardless of the market situation. This is a necessary need. Instead of cooperating with the retailer in Singapore, the sales manager believes the best way to position the brand is to set up its presence in the market publicly. Another reason is to ensure the quality for every product sold. Information transparency is also a concern in which the company wants to receive customers' feedback directly. In case of any Avian Flu happens in the future, SVPC wants to allocate human resources at every selling point to answer every question about whether or not the organic chicken products from SVPC were safe from the disease.

However, the risk of high labor cost in Singapore should be put into consideration. The high cost is due to the high living expense in Singapore, and the Labor Law of the government to guarantee a livable wage for workers.

2.2 Poultry marketing

Poultry marketing are the set of activities that find out the demand of a specific poultry products in a specific market by a specific customers' segment. These customer oriented activities should generate profit in order to maintain and develop the poultry business (Agriculture and Customer Protection, FAO 2015).

2.2.1 The hierarchy

According to Agriculture and Customer Protection, FAO on Small-scale poultry processing (2015), poultry marketing consists of many activities, including the collection, evaluation and dissemination of marketing information; planning and scheduling of production; forming contracts between buyers and sellers; constant improvement of all post-harvest activities; and coordinating inputs, including transport, processing, storage, credit, health care etc.

The objective of this thesis is to create a digital advertising campaign in the poultry marketing field, therefore its cope is inside the promotion area (see figure below).

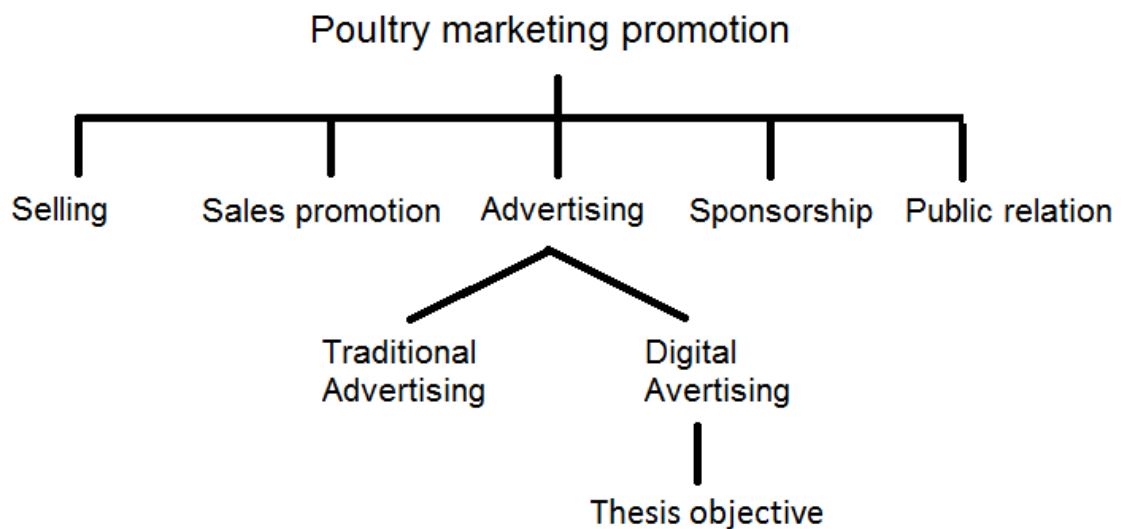


Figure 5: Thesis objective position in poultry marketing hierarchy (Agriculture and Customer Protection, FAO 2015).

2.2.2 The study behind the concept

Poultry is a daily consumed product. According to Maslow (1943), food is one of the biological and physiological needs, and it is obviously a product that everyone needs to buy. But the question is: Which kind of poultry to buy?

The motivation of consumers bases on the fulfillment of needs. And due to the Maslow's Hierarchy of Needs, the motivation of fulfillment all the needs is the key factor to all the customers' decision.

When choosing a specific poultry product, for example: chicken thigh, consumers will estimate the highest benefit they can get from the product with the possible lowest price they have to pay for it. The benefit here is the ability to consume the chicken thigh, which fulfills the biological and physiological needs, and later the ability to be healthy, which fulfills the safety needs.

According to Calorie Count (2015), a commercial chicken thigh (139gram), with about 34 gram of fat, gives consumer an extra 306 calories. Considering that the total amount of calories from the chicken thigh is 360 calories, the amount of fat makes up 85% of energy. The energy from chicken fat is transformed into saturated fat through the cooking like frying and grilling, as well as from processed food. This is the main reason that causes obesity and high level of bad cholesterol (which is also a factor leads to high blood pressure

and heart-attack). Compared with an organic chicken thigh (100 gram), with about 4.5 gram of fat, only gives consumer an extra 41 calories. Considering that the total amount of calories from the chicken thigh is 130 calories, the amount of fat makes up only 31.5% of energy.

The main problem is that many consumers do not have enough budget to afford the organic chicken, which is mostly bought by high class consumers. However, by calculating and considering the statistics, I had proved that for healthy eating purpose (more protein and less fat); consumers can spend less money on the chicken by buying the organic chicken. The table below compares the price and nutrition facts for fat and protein in organic and commercial chicken, and the amount of money a consumer has to pay for 100 gram of protein of both types.

Table 2: Comparison of price and nutrition facts, commercial and organic chicken (Calorie Count 2015)

Chicken type	Price per 100 gram (US\$)	gram of protein per 100 gram	gram of fat per 100 gram	Price per 100 gram of protein (US\$)
Commercial	0.2	12.23g	24.46g	1.64
Organic	0.35	22g	4.5g	1.59

To pay for a kilogram of organic chicken, consumers have to spend 3.5 dollars, compared with only 2 dollars for the commercial chicken. However, consumers receive more protein with less fat. Also, considering a large amount of chemicals inside the commercial chicken being raised, consumers put a high volume of toxic into their body, which causes several illnesses.

2.3 Digital advertising

Marketing consists of 4Ps: Product, Pricing, Place, and Promotion (McCarthy, Jerome E. 1960). Advertising is a part of Promotion, and throughout decades, the concept of advertising has changed continuously and became an essential part of the marketing communication.

According to Business Dictionary (2016), digital marketing is “the promotion of products or brands via one or more forms of electronic media. For example, advertising mediums that might be used as part of the digital marketing strategy of a business could include promotional efforts made via the Internet, social media, mobile

phones and electronic billboards, as well as via digital and television and radio channels.”

2.3.1 The era of digital advertising

Marketing has developed and changed continuously to adapt to the change of commercial and trading market. In the past, traditional marketing focused on spreading the brand and products images to the whole public as much as possible. Nowadays, digital marketing focuses on reaching out and delivering the brand and products images to specific audiences who have the purchasing potential. The change in marketing is the change of companies’ strategy in order to approach the customers through new methods and tools. The customers nowadays are demanding more. They require brands to respect, listen to their opinion, and fulfil their needs. They no longer passively sit in front of the televisions or radio or the newspapers to find out about a product. Instead, they actively seek and interact with the brands. Digital marketing helps companies to break the limits of traditional marketing. In the past, marketers were limited with fixed content and duration promotion video, like the 30 seconds promotion video on television channels every Friday 8pm. With digital marketing, they can upload a promotion video on internet for any duration that the customers want. Advertising, as a part of marketing, has also transformed from the traditional to digital platforms.

Thanks to the advancement of technology, advertising has shifted from the traditional formats, such as billboards, television commercial (TVC), newspaper, magazines and radio, into the new formats, such as social media, web design, and email marketing. Even though TVC, according to CMO Council (2016), still accounts for 43% of total global advertising spend (equal US\$ 132 billion), digital advertising is catching up, currently 33% of total global advertising spend. By 2018, digital advertising is estimated to take place TVC, become the largest spend advertising channel.

The reasons why businesses are shifting their marketing strategies from traditional to digital platforms, according to Robbo75 (2013), are:

- All businesses’ opportunity to compete with each other regardless of size.
- Digital marketing cost is mostly lower than traditional marketing cost, which are typically Yellow pages, television, radio and magazine.
- Businesses’ ability to measure the effectiveness of their marketing methods in real time by using several digital analytic measurements, in order to adapt quickly to customers’ response.

- Data about customers' interaction and response can be fully captured and stored for strategy improvement. This is a huge leap from traditional marketing since the old methods are mostly taking paper feedbacks from the audiences.
- Effective use of digital platforms and social media channels will boost the brand awareness and engagement.
- Businesses can be seen and reached anywhere in the world just by presenting on the internet.
- Again, the viral effect will spread an advertising campaign all over the world across several channels, especially the social media ones.
- Businesses' ability to reach to specific customers who are looking for their products, for products similar to theirs. By this way, the companies will save money by not spending budget on irrelevant customers, in the way traditional marketing has been doing with mass media like television or radio. Furthermore, the audience will not be bothered by irrelevant promotion materials like they used to be in the past, simply by filtering which brands, products or materials they want to receive.
- Greater engagement in which audiences are encouraged to visit the website, social media channels, find out about products and services, buy them, rate them and give feedback according to their satisfaction. In this way the companies will have the opportunity to improve their products and services, as well as giving the future customers reliable suggestive sources to consider before purchasing.

The digital market in Singapore is flourishing. According to Wearesocial (2014), the total internet users in Singapore in 2014 were nearly 4 million people, with a penetration rate of 73%. From that, there were 3.2 million Facebook users, with the penetration of 59%. Impressively, the total active mobile subscriptions were more than 8 million, with a penetration rate of 148%.

This is an opportunity for SVPC to launch the campaign across the digital platform of Singapore.

2.3.2 Main features

Digital marketing is different from traditional marketing, in which digital tools are used by the companies to reach out to customers. Digital marketing has its main features, such as:

Products and services are digitalized and diversified

A large amount of products and services in digital marketing are digitalized. They are distributed under the digital forms as documents (newspapers, books, magazines, etc...), software, information, songs, games, data collection, statistics services, search engines... All these digital products and services are creating the global digital market with the competition of not only the big corporations, but also the new, small and innovative companies around the world.

Software, books, CDs, movies... will no longer be packed, distributed, and presented in the warehouse, street vendors or home delivery. They can be easily bought and sold virtually under the digital form. While working at the company, an employee can use a few minutes of his free time to book a holiday trip without spending hours travelling to travel agencies.

Unlimited market

Marketing through internet can reach to the customers at any place in the world with internet connection. By this way, a company in Finland can advertise its products and services to customers in America, Asia, Africa, etc. with least cost and fastest time.

The unlimited connection of internet has overcome all the disadvantages of geographical distance. Unlimited market is an advantage, but can also be a challenge for companies. Companies have the chance to bring their products and services to global market, or enter a new market to expand and generate more profit. Together with the opportunity is the challenge in which the globalization of products and services will increase the competition in the global market. To join the competitive and complicated global market, companies need to be creative and precise in their marketing strategy.

Unlimited working time

A promotion programme in marketing will typically has a time limit. Companies cannot promote their products physically at a promotion point the whole day, regardless of cost and human resources. With digital marketing, they can manage and promote their products virtually 24/7, without locating human resources for the work. This advantage of digital marketing by using digital tools can use all the possible moments to create trading opportunities.

Middle party elimination

In traditional marketing, companies reach to end-customers through wholesalers, retailers, agents and middlemen. Companies do not have the direct relationship with end-customers, which leads to the slow and less transparent feedback and response. However, in digital marketing, companies and end-customers can interact directly through digital platforms such as websites, social media channels and applications. Fast and direct interaction with customers helps companies to respond quickly with the change of the market in order to create quick solution.

Companies can send their product information such as user guide, new catalogue, promotion information and answers directly to customers without sending through wholesalers, retailers, agents and middlemen.

More affordable cost, high efficiency and measurement possibility

In digital marketing, marketers can track and change the ads at the right time to cope with the target customers. In many companies' marketing strategy, they want to release several advertising versions to attract customers. With print materials, marketers have to wait for the new release date; while with broadcasting, they have to add up a lot of money for every change in the programme. With internet, marketers can update their promotion at any time with much lower cost.

According to Handmadeology (2015), "Traditional advertising (local TV ads, national magazines, radio, and outdoor advertising) range from \$10 per 1,000 impressions all the way to \$2.26. Online advertisements by major news organizations demand a high CPM of \$6.99, followed by entertainment websites and online gaming sites. All of these types of ads are typically over \$2.68 CPM."

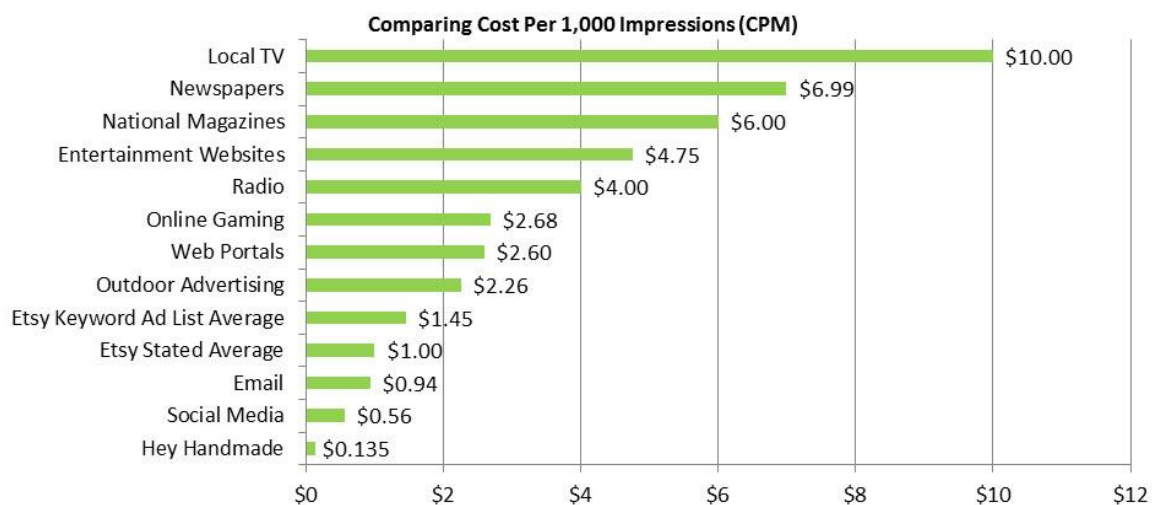
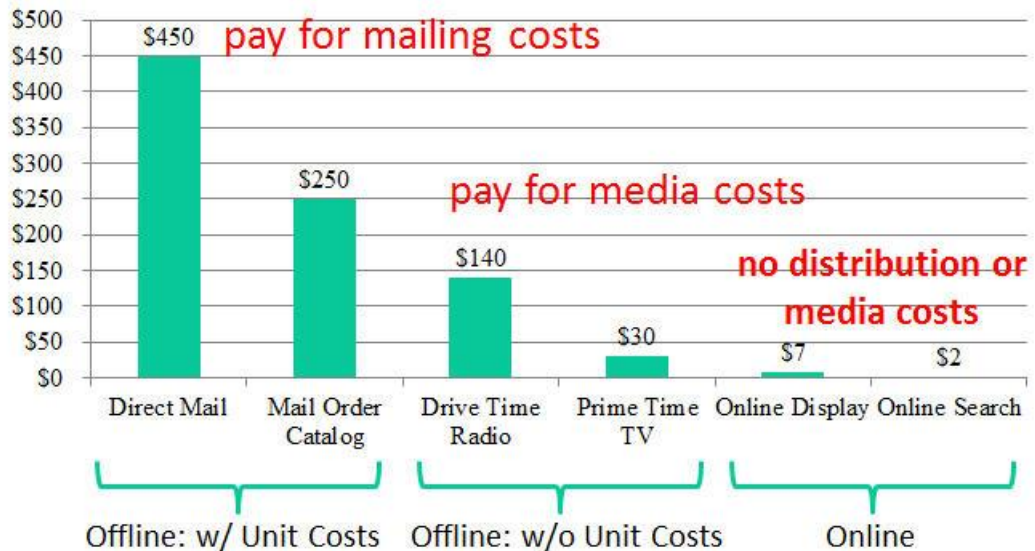


Figure 6: Comparing Cost per 1,000 Impressions (CPM) for different traditional and digital channels (Handmadeology 2015)

Spectrum of Costs

Cost per Thousand (CPM) : Cost to reach 1,000 users or impressions



March 16, 2012.

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5

Figure 7: Comparing cost per thousand impressions on different channels (Fou. A 2012)

From the figures above, it is clear that the digital advertising cost is much lower compared to the traditional one. To get 1000 impressions, marketers have to pay \$10 for a local TV channel, with limited time and duration. However, they only have to spend \$0.56 for the same amount of impressions.

Digital marketing can be also measured. Marketers have the possibility to track and measure the number of audiences who read their ads, click, the number of times in total, when, where, and how the audiences did it. The daily or weekly statistics data will help marketers to adjust their marketing campaigns quickly to cope with the market's response.

Content flexibility and high interaction

Digital marketing, a revolution, created "the interplay between consumers and businesses rather than simply sending messages to potential customers" (Clow Kenneth E. and

Baack D. 2010). The two way communication allows the audience of the advertising to interact and receive the message in the most effective way.

With the help of digital tools, digital advertising can be viewed on several platforms such as internet and mobile. Also, it can track the audiences' reaction and activities, therefore helps the marketers to adapt the strategy to the customers behaviours. Instead of creating the programme based on the pre-made marketing strategy, digital marketing use the advantages of digital tools to create the content based on the content the customers set up through search engine. This is an on-going trend. By tracking and collection customers' searches through search engine, marketers can understand deeply the needs of customers.

Advertising audiences are not interested in those information they are not concerned. They are not interested in one-way interactions, in which they do not have other options. With digital marketing, the audiences select the information they want to read at anytime and anywhere. The interaction in which marketers encourage audiences to give feedback, opinions, and wish to the manufacturers, sometimes can even turn audiences into the content creators for those brands they like.

2.4 Theory summary

Singapore has a high demand for fresh and organic chicken, for which the commissioning company has the advantages due to the country's characteristics. Firstly, Singapore is a highly developed country which has several attractive factors such as politics stability, developed infrastructure and business friendly policies. These factors create an environment to help businesses flourish. Secondly, the supply of fresh and organic chicken cannot fulfil the demand, which creates an opportunity for overseas players to enter the market. Finally, the rise of personal income and the middle class in Singapore helps the residents to afford the price of fresh and organic chicken.

The thesis objective is to create a digital advertising campaign in the promotion area of the poultry marketing field. The study behind the concept is to demonstrate the value benefit of organic raised chicken over the industrial raised one. The calculation is done by comparing the quantity of nutrition elements in each type based on the same portion.

Digital advertising is slowly replacing traditional advertising. Several advantages such as product diversity, cost benefit, unlimited market and time, transparency and high efficiency create a shift from traditional to digital advertising.

The combination of all the factors above encourages the commissioning company to expand its operation in the Singaporean market. Starting with spreading its brand image is considered to be a foundation for the following market entry steps.

There are some theories in the project planning part (chapter 3). Due to the coherence management, those theories could not be placed in this chapter, but instead in chapter 3 to support the plan.

3 Project planning

In the project design, tasks and tools were used to gather data for the thesis. The main tasks were based on qualitative approach and benchmarking. There are also new theories in this chapter to support the methods. Some theory and information were from thesis author's own experience, if the sources are not indicated in the text.

3.1 Commissioning company interview

The commissioning company's value proposition was used to determine the product features and the value that company can bring to customers. It also set the goal of the company to spread its brand.

The tool used for this task was qualitative interviews. The aim of this tool was to collect primary data about company's current situation and plan until 2020 (task 2). The interviewee was the commissioning company's sales manager. The interview was held at the beginning of the thesis process. The interview covers all the information in this chapter 3.1. All the figures in this chapter 3.1 were done separately from the interview for visualization purpose.

An interview record was done for the interview, and is attached at the end of the thesis. Please take a look at the Attachment part for more information.

3.1.1 Value proposition

According to the commissioning company's sales manager, company's value proposition is "Organic chicken with the best guaranteed quality and most affordable price. We offer the solution to your concern about unhealthy and inhumane raised poultry selection while keeping the cost as low as possible". The statement has its reason. The company positions its product based on three factors:

- 100% organic raise: Chicken is raised in an organic, toxic-free and pesticide-free environment. Chicken is not forced fed with industrial food, but instead being fed with chemical-free food and water to make sure there is no toxic contained in the chicken.
- 100% tested: To ensure the product is totally safe for the consumers according to the authority's policy, the chicken is pasteurized and tested before packing by Pasteurization Institute and Bureau of food safety and hygiene- Ministry of Health. These are the reliable institutions.

- Affordable price: The prices of the products are considered carefully and adjusted to cope with the purchasing ability of the consumer. Market researches are done regularly to check the market price for the same product. SVPC guarantees the best price with the quality they provide to the customers.

3.1.2 Current situation

Commissioning company is the domestic leader in the organic chicken field in the South part of Vietnam. Established in 1997, the company has pioneered in the organic chicken field with several innovations for better quality and taste. Since 1997, SVPC's market share has been around 78% in average, with the highest at 85% after the Avian Flu epidemic period and lowest in 2015 due to the high competition from small startups. The company is joint stock which is 51% stated-owned and has been subsidized by the Ministry of Agriculture since 1997.

Manufacturing

SVPC has three main manufacturing plants, locating in the suburban area, while the headquarter locates in the city center of Ho Chi Minh City. By this way the business and documentation process is done quickly and conveniently, while the manufacturing is done in a big area. Not to mention the real estate price is very high in the city center for which the company can hardly afford. The total land area is currently more than 50 thousand square hectares, which is being planned to expand to 20 thousands more. All the factories are located separately with the resident area. The company wants to make sure its manufacturing activities do not affect the living condition of the neighbor resident.

The annual manufacturing capacity of the total area was 11 thousand metric tons (2015). It accounts for more than one hundred percent of the total sell in 2015. The manufacturing equipment is imported from Germany and Israel. These are two of the most developed agriculture equipment suppliers in the world. The chicken is raised in the factories and is fed in the production line. Harvesting is conducted inside the factories by both the machines and workers. The areas are separated to ensure the hygiene factor. The Pasteurization process is conducted before harvesting. The company cooperates with Pasteurization Institute for this process. Bureau of food safety and hygiene- Ministry of Health checks and tests the products every month. All the products from SVPC are stamped with the Certified Stamp from the Bureau of food safety and hygiene- Ministry of Health.

Distribution and retail

SVPC has three selling points in the city. Two of them are in the city center while the other is in the suburban. The reason for limited location, according to the Marketing Manager, is to ensure the quality for every product sold. Information transparency is also a concern in which the company wants to receive customers' feedback directly. Especially during the Avian Flu period, when "the customers were afraid to buy chicken, even the organic one", SVPC had to allocated human resources at every selling points to answer every questions about whether or not the organic chicken products from SVPC were safe from the disease. This tactic helped the company to overcome the epidemic in which many competitors bankrupted.

Marketing and promotion

SVPC used the traditional marketing methods, such as flyers, newspapers, and word-of-mouth. Its only presence on the Internet is only a brief introduction about the company included on the website of Ministry of Agriculture. According to Sales Manager, the company advertises its brands mostly based referral from frequent customers in order to save money from ineffective mass media advertising. This is also a perception about brand trust in Vietnam, in which the referral of a family members, relatives, friends or social friends affects the most to the buyers. It is clear that cultural norm plays an important role in marketing and promotion. However, I believe that digital approach can be a powerful tool for the company to reach more and more customers in the young and middle age range with middle class income. Another factor is that the majority of potential customers are willing to try a new product instead of sticking to the old one, since the average income has increased as a result of the economic growth.

Competition

Currently accounting for approximately 80% of the organic chicken market share in the Southern area of Vietnam, SVPC is trying to maintain its position. There are not so many competitors in this industry, especially after the Avian Flu epidemic. The largest two competitors are CP Food Corp. and Vissan. These companies account for roughly 20% of entire market share. Due to the fact that those companies focus on industrial-raised chicken, they only use a fraction of production to diverse their product range. However, the threat comes from small companies from the rural area which have advantages over manufacturing cost and efficient business model. Those small companies are mostly lean

startups. Maintaining the quality while keeping the cost as low as possible is the main concentration of SVPC in the next five years.

Statistics

The line chart below illustrates the amount of chicken sold by Commissioning Company during the period from 1997 to 2015. The unit is in 1000 metric tons.

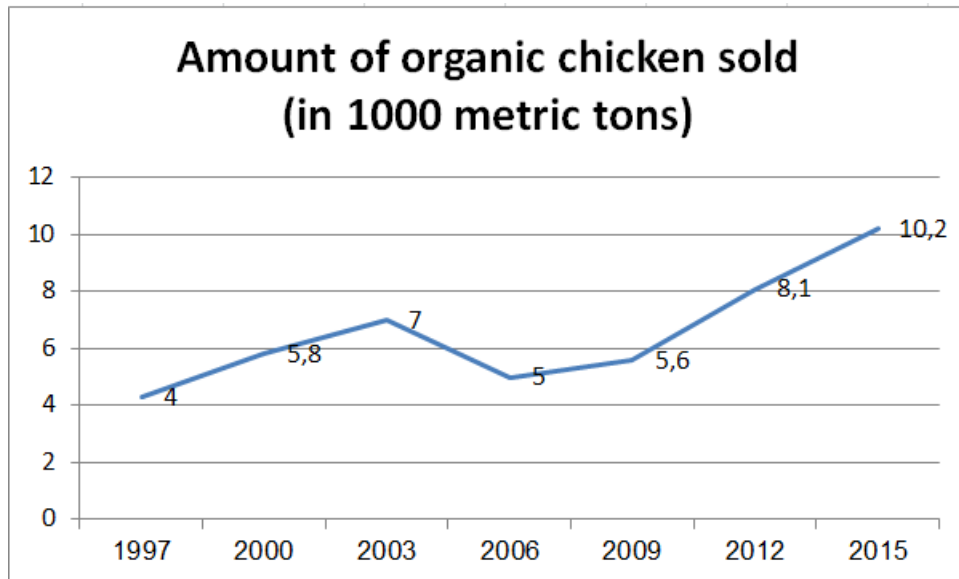


Figure 8: Amount of chicken sold by SVPC from 1997 to 2015 (SVPC 2015)

During the period from 1997 to 2003, the amount of organic chicken sold by the company rose steadily from 4 thousand tons to 7 thousand tons. From 2003 to 2006, the sell dropped suddenly to 5 thousand tons due to the H5N1 Avian Flu (a highly pathogenic avian (bird) flu virus that has caused serious outbreaks in domestic poultry in parts of Asia and the Middle East. Highly pathogenic refers to the virus's ability to produce disease. Although H5N1 does not usually infect humans, nearly 650 cases of human cases of H5N1 have been reported from 15 countries since 2003.). During this Flu period, consumers were hesitating to choose chicken as a daily meat. Thanks to the strategy of the company which guaranteed the products were flu-free. During this period, the small players in this industry were wiped out; only the strong competitors could survive. After the epidemic, the market started to recover, at which the amount of chicken company sold was 5.6 thousand tons in 2009, 3 years after the disease's hype. From 2009 to 2015, the amount doubled to 10.2. During this period, the economy of Vietnam was booming, the middle-class has risen dramatically. This group of people is concerned about healthy food, and

they can afford better quality meat, therefore they became the main purchasing force for organic chicken.

3.1.3 Plan until 2020

According to commissioning company' sales manager, the goal of SVPC until 2020 are maintaining the position in the market, and at the same time expanding its business in the new market- Singapore.

Manufacturing

Maintaining the current three main manufacturing plants, SVPC plans to expand its current manufacturing area to 20 thousand square hectares more. The company wants to increase the annual manufacturing capacity of the total area up to 28 thousand metric tons in 2020. The most part of manufacturing and harvesting process will keep going the same, while another part will be upgraded and improved to cope with the requirement of the new market's authority.

Distribution and retail

SVPC plans to maintain three selling points in the city. Besides, the company plans to open a selling point in the new market. This is a necessary need. Instead of cooperating with the retailer in Singapore, the sales manager believes the best way to position the brand is to set up its presence in the market publicly. Another reason is to ensure the quality for every product sold .Information transparency is also a concern in which the company wants to receive customers' feedback directly. In case of any Avian Flu happens in the future, SVPC wants to allocate human resources at every selling point to answer every question about whether or not the organic chicken products from SVPC were safe from the disease.

Marketing and promotion

Digital marketing is planned to be conducted on a larger scale, according to the Sales Manager. A website is planned to be built for the company. The presence virtually is very important, especially if the company wants to enter a new market. The new acquired customers are expected to be digital friendly. These customers have knowledge and have the purchasing power, in which they can compare and choose the suitable brands on the internet without going to the location physically. The brand image is planned to be built

alongside to ensure the customers have the ability to search for information, compare products, give feedback and write reviews for the products they used on the websites. Social media channels are also important platforms on where the company and customers can interact with each other. Facebook and Twitter are planned to be put into consideration since the company wants to focus on certain channels. Promotion newsletter is planned to be sent to registered customers once a month to notify about sales and discounts, as well as many other benefits. The sales manager believes that the digital approach can bring more brand awareness from the overseas market to the company.

Competition

Maintaining the position in the domestic market is a must. The growth of small and competitive domestic businesses is inevitable, but the company has the solution for that. Another focus is how to compete with other competitors in the new market. A competition analysis will be set up in order to track and adjust the strategy.

Statistics

The line chart below presents the amount of organic chicken expected to be sold by SVPC from 2015 to 2020. The unit is in 1000 metric tons.

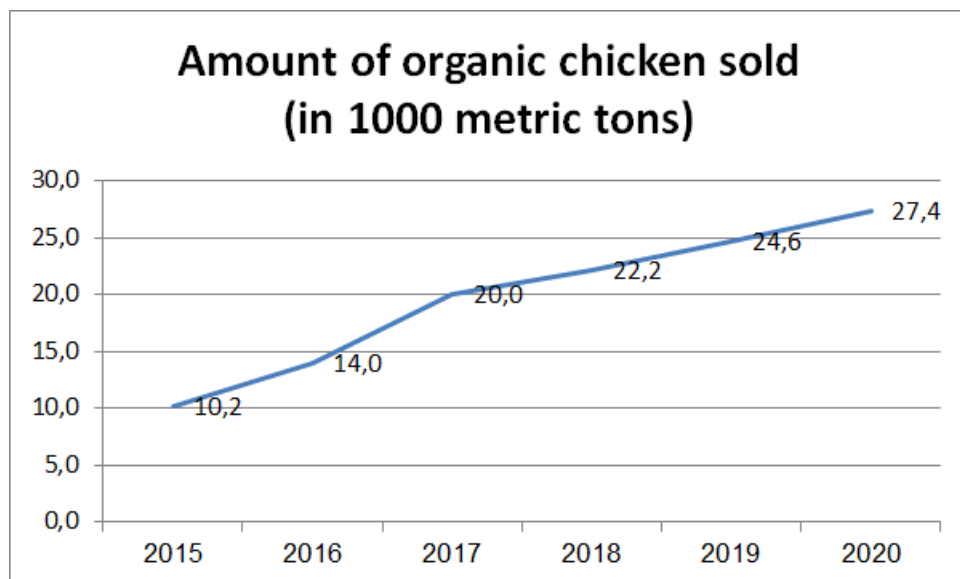


Figure 9: Amount of chicken sold by SVPC, plan from 2015 to 2020 (SVPC 2015)

According to the figure above, the total amount of chicken sold by the company is expected to grow gradually annually. Starting at 10, 2 thousand tons in 2015, it is expected

to rise to 27, 4 thousand tons in 2020. This is considered to be the combined amount of domestic and overseas sales.

3.2 Advertising benchmarking

Bench marking was an effective tool to set a standard for the campaign. The aim of this tool was to collect secondary data that already existed through available materials, about the successful advertising campaigns. The materials were studied in library and internet, as well as from consultation by the industry experts. The materials were also taken from reliable sources of certified organizations.

The most effective and suitable campaigns around the world that share the common characteristics with the thesis' campaign were selected for more precise benchmarking.

3.2.1 Successful campaigns

There are several successful advertising campaigns all over the world every hour. Studying and analyzing them help marketers to gain more insight and experience to conduct their own campaigns. Choosing the appropriate campaigns to study is extremely important. This chapter presents two campaigns which share the same characteristics with the campaign for Commissioning Company.

Tiger Beer- uncage street flavours

Started from April 1st 2016, Tiger Beer Singapore has released a successful campaign to preserve the street food culture in Singapore. Consisting of 3 viral videos, the company has raised a voice of traditional values which are being endangered by the invasion of fast-food culture. Below are some facts and figures (Mumbrella 2016):

Client: Tiger Beer Singapore

Agency: BBDO Singapore

Content: Preserving and sustaining street food culture

Format: Viral marketing video (3 videos), support by print and digital

Channel: YouTube

Length: approximately 2 minutes each

Start day: April 1st, April 6th and April 11th 2016 respectively

Slogan: "In Singapore, are we taking our street food for granted? It's time to preserve what we love"

Social media hash tag: #uncagestreetfood

The first video released on April 1st was named "Tiger Street Food - Hokkien Mee". In this video, a Hokkien Mee (Singapore stir fry noodle) maker describes his daily life, begins with waking up at 4.30 AM to prepare for the food and sells them until midnight. The video has reached nearly 80 thousand views on YouTube until May 1st 2016.

Link to 1st video: https://www.youtube.com/watch?v=mqG2IJFY_Gc

The second video released on April 6th was named "Tiger Street Food - Char Kway Teow". In this video, customers of a Char Kway Teow (Singapore stir fry noodle) restaurant describe the unique skills of the restaurant owner by which he has created a fantastic cuisine. The video has reached more than 85 thousand views on YouTube until May 1st 2016.

Link to 2nd video: <https://www.youtube.com/watch?v=Rv2SR-Srs6Q>

The third video released on April 6th was named "Tiger Street Food - Popiah". In this video, a man uses holidays to come home and learns to make Popiah- a street food, from his family in order to preserve the family heritage. The video has reached more than 75 thousand views on YouTube until May 1st 2016.

Link to 3rd video: <https://www.youtube.com/watch?v=Ej6hbDB2UGI>

The characteristics shared with Commissioning company's campaign: same market (Singapore), same industry (food and beverage)

Lesson learned: support the local culture which includes the product.

Coca-Cola Singapore- Happiness from the skies

Coca-Cola is a beverage brand famous for its innovation in marketing. Coca-Cola Singapore has created a viral campaign “Happiness from the skies”, in which the company partnered with Singapore Kindness Movement to honored 1.3 million migrant workers. The campaign collected local writing messages of gratitude and wrapped them around Coca-Cola cans, then sent them to workers at high-rise constructions. Below are some facts and figures (Marketing Interactive 2014):

Client: Coca-Cola Singapore

Agency: Ogilvy & Mather Singapore

Content: Honoring Singapore’s migrant workers population by connecting them with the locals through gratitude hand written messages. Locals wrote their messages on the papers, then the papers were wrapped around the Coca-Cola cans, and the cans were delivered to the workers working on the high-rise constructions by remote controlling helicopter.

Format: Viral marketing video

Channel: YouTube

Length: 2 minutes 23 seconds

Link to the video: <https://www.youtube.com/watch?v=sj4A6g2GP30>

Start day: May 5th 2014

Social media hash tag: #CokeDrones

Until now, the video has reached more than half a million views and 170 comments

The characteristics shared with Commissioning company’s campaign: same market (Singapore), same industry (food and beverage)

Lesson learned: offer solution to the hidden local issue.

3.2.2 Key factors

There are several factors affecting the success of an advertising campaign. Demonstrating the right ones is necessary in order to create an appropriate and inspiring campaign.

According to Papadopoulos.S (2009), factors that affect the effectiveness of internet advertising are:

- Viewing duration: the longer period of time a viewer spends watching the ads, the longer he/ she will remember that information. In specific ads categories, there are different durations. For example, display banner ads will appear on the user interface for as long as users do not change their current browsing windows, while pop-up banners will only open for a few seconds. Videos have a fixed duration, but viewers can watch, drag, and stop at any time they want. There are many digital tools to track and measure the duration a viewer spends watching ads. It is necessary for marketers to know the duration and moments that are favored by the viewers.
- Viewing mode (goal-directed vs. exploratory) is explained that viewers in goal-directed mode are less likely to remember the ads materials. Exploratory mode viewers are more likely to remember the advertising materials which attracted them.
- Design elements are extremely important. Color, layout and animation are essential factors to trigger the emotion in the ads viewers. The combination of these factors is a must in any ads materials.
- Format consists of several forms such as pop-up, pop-under, banners, skyscraper, video, etc. Some formats force viewers to view regardless of their will. This is usually frustrated for many viewers. Other formats give viewers options whether they want to view them or not.

Another expert, Cohen H. (2015), states that in social media advertising, there are 10 essential keys:

- Clear objectives: Marketers have to set up their goals specifically to avoid confusion. Clicks, Views, Conversions or Acquisition. Branding or Generating revenue.

Each or combination of them should be demonstrated clearly at the beginning of the campaign plan.

- Understand the audiences: Using customer's feedback and opinion to have an insight about what the audiences want. By this way, marketers can avoid creating irrelevant and inappropriate contents.
- Select the right content: The information delivered in the ads may not cope with the wish and want of the audiences. Choosing the right content helps brand to leave a good and memorable impression in audiences' mind.
- Choose the appropriate platforms: Selecting suitable platforms is the fundamental step before targeting the audiences. Start with the free or low cost social platforms first since these platforms attract a huge amount of online users.
- Targeting audiences based on demographic, geographic, psychological and behavioral relevant. Together with choosing the platforms, this is important to be put into consideration to avoid wasting budget on irrelevant audiences.
- Contextually relevant ads help marketer to target the right content to the right audiences who are also looking for it. Flexibility and fast upgrading are the keys.
- Testing ads carefully to avoid confusion in releasing ads. Run small test before the official campaign helps marketers to understand what work best to attract their target audiences and what not.
- Conversion process in place: Advertising is not for entertaining, it is for sales and branding purpose. In case of sales, a conversion process must be put in place to converse potential audiences into customers in order to generating revenue.
- Set a budget to calculate and estimate the cost of advertising. To avoid budget deficit, all activities should be lean and should not waste any resources. One tip for this is to start with small budget and adjust slowly according to results measurement.

- KPIs measurement is necessary to keep track the objectives in the first place. Fail to cope and follow the objectives will lead to budget deficit and goal under-achieved.

4 The advertising campaign design

An advertising campaign is a combination of messages delivered to the audience through several methods for the purpose of branding or generating profit. According to Kukreja M. (2011), an digital advertising campaign has to define its objective, target audience, budget, media plan, content and message, and execution. Some information was from thesis author's own experience, if the sources are not indicated in the text.

4.1 Objective

The campaign's objective is to change the audience's experience about the benefits of fresh and organic chicken over the industrial one by releasing a viral video on a video sharing platform linked to company's website; and then it uses the changing experience to spread the brand awareness in a new market: Singapore. Firstly, this chapter defines the target audience of the campaign based on four consumer segmentation methods. Creating a media plan with detailed platforms and formats comes at second place. The following step is to create the content and message planned to be delivered to the audience. The forth step is to execute the campaign based on the design. Finally, a budget is set to estimate the cost of campaign. Some were from thesis author's own experience, if the sources are not indicated in the text.

4.2 Budget

As a trial, the budget agreed between the thesis commissioning parties for the campaign is 500 Euros.

The video was planned to be created by a third party creative agency. The cost of the video was expected to be range from 100 to 150 Euros. The fee includes all the cost of planning, scripting, filming, role playing and editing. The final video is going to be handed to the sales manager of the commissioning company for examining before launching on the website and the video sharing platform.

The website was planned to be created by a third party web provider. The cost of the website was expected to range from 50 to 100 Euros. The fee includes all the cost of domain registration, designing, building, adjusting and maintenance. The domain name is agreed between sales manager of the commissioning company and the web provider. The accessibility to the website can be reached under the supervision of the commissioning company' sales manager.

The cost of implementing the ads on Google Display Network ranges between 200 to 250 Euros for the whole campaign.

4.3 Target audience

According to Solomon R., Cornell L. and Nizan A. (2012), target audience can be segmented by geographic, demographic, psychographic and behavioural segmentation.

Geographic segmentation define target audience based on geographic criteria such as nations, states, land, and areas, etc. As the plan of the commissioning company is to creating brand awareness all over Singaporean area, the target audience are residents of Singapore.

Demographic segmentation define target audience based on demographic criteria such as age, gender, occupation, and religions, etc. This campaign's target audience are from all genders, age range from 22 to 60, working, all religions especially Hindi and Muslim, except Buddhism, monthly personal income from 3500 Singaporean dollar.

Psychographic segmentation define target audience based on lifestyle criteria such as interest, opinion, and activity. In general the commissioning company focuses on all the digital friendly audience, except vegans, vegetarians, animal activists and individual who against consuming meat.

Behavioral segmentation define target audience based on criteria such as knowledge and attitude. This campaign focuses heavily on the health and animal conscious consumers, who try to find a healthy meat option, as well as against industrial animal raising technique. The campaign also focuses on those customers who just start to have an interest in organic food product.

4.4 Media plan

Media plan is a foundation for any advertising campaign. It serves at the basis on which platforms the ads are placed and in which formats they are.

4.4.1 Platforms

There are several digital platforms to place the advertising forms. Thanks to the convenience of search engines such as Google, Bing, and Yahoo, the domain of any website can be found within seconds.

To target the majority of the audience, the video was planned to be released first on YouTube platform. As a division of Google, YouTube has several advantages over other video sharing platforms (Dent A. 2013). Firstly, there are many formats marketers can use for video ad, such as in search, in display and in stream, etc. to give an appropriate exposure to the audience. This campaign use in search and in display formats. Secondly, the targeting is also diverse, from searching keywords, contextual targeting, remarketing, placements, to interest category, topics, and demographic. This campaign uses the searching keywords, contextual targeting, interest category and topics. Thirdly, being a division of Google brings YouTube into the whole Google Display Network, in which all videos from YouTube have priority on Google Search Video section. Not to mention the ability to use all Google analytic tools to track and measure the effectiveness of the campaign.

The very first step to use YouTube platform is to register for an account and then customize the channels' features to set up a professional user interface. The logo should be the commissioning company's logo. Channel description should be short, clear, coherent and informative for the audience to understand. There should be also a link to company's website which is described in the next paragraph. Choosing specific keywords for the video title, thumbnail, and tags should be considered carefully for higher position in Google Display Network.

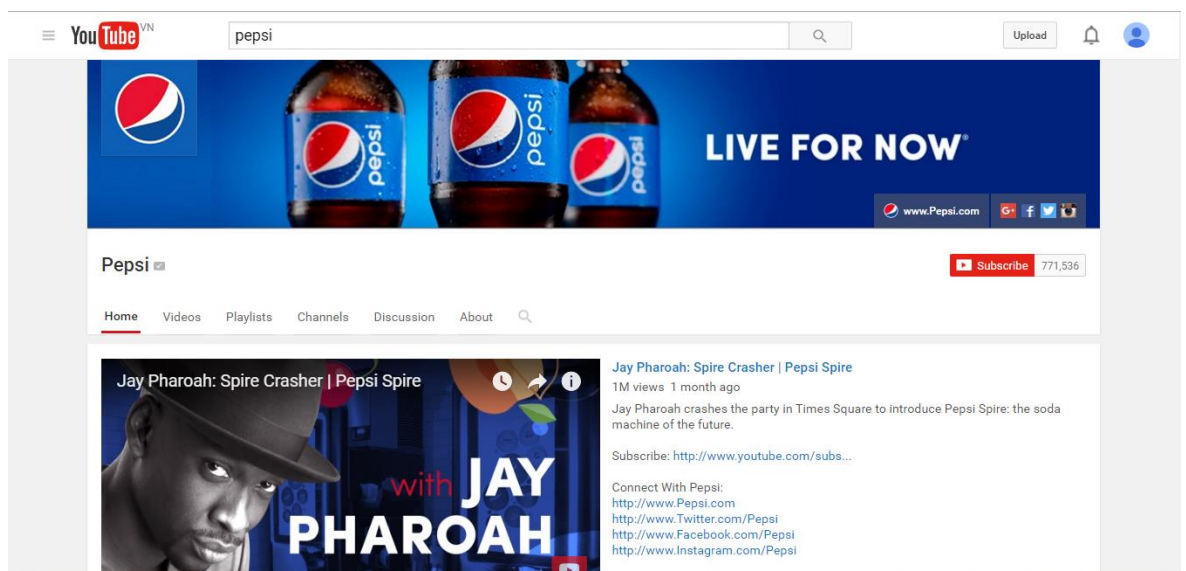


Figure 10: An example of YouTube channel (Pepsi YouTube channel, 2016)

According to the plan, the commissioning company would create its own website. The video created by this campaign is planned to be placed on the homepage. The link to website homepage is placed in the YouTube video description. This approach leads the video viewers to the commissioning company's website homepage from the social video sharing site. It is not impossible, but still very difficult to attract the audience to the website just by Search Engine Optimization (SEO) or buying solid Google Ads position. The website is built by third party who also provides the domain name and annual maintenance service. For the website, choosing an appropriate domain name, proper layout and optimized metatags for higher SEO is essential.

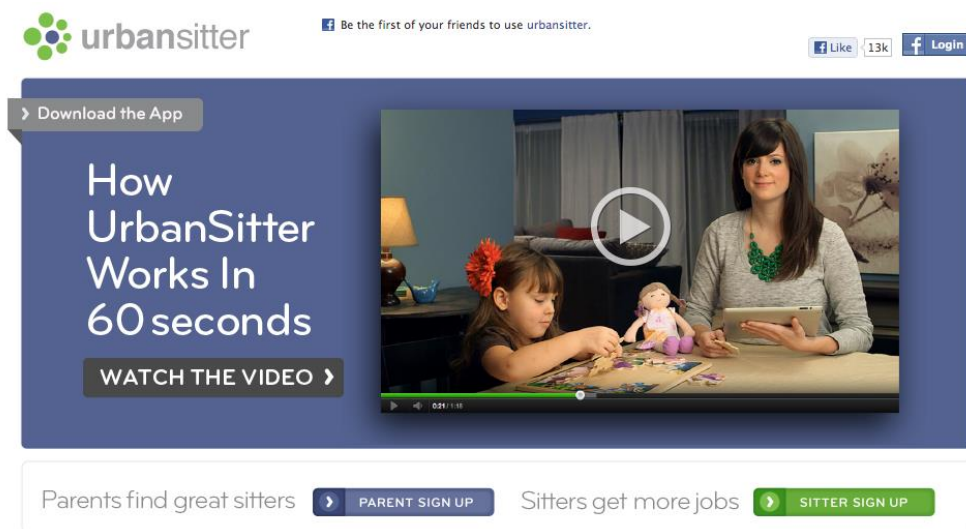


Figure 11: An example of homepage video: Urbansitter (Explanify 2016)

4.4.2 Format

According to Clow, Kenneth E. and Baack D. (2010), there are four main forms of online advertising: Display or banner ads, Classified ads, Search advertising and Media/video ads. Among those, Banner ads account for 32% of online advertising. The second type, Classified ads, takes 17% of the total budget for advertising. The third and largest expenditure is search engine ads, which are the text ads appeared on search engine (for example Google search and display networks), with 41%. The Media/video ads only take 10%, but it is growing rapidly in the recent years, thanks to the fast advancement of video display ability on mobile devices. Considering the customer segment and the target of the advertising campaign, SVPC has to carefully choose the advertising formats to optimize the effectiveness of the message.

This campaign uses video format. As mentioned in chapter 4.3.1, the video was planned to be released first on YouTube platform. YouTube has several formats for video ad, such as in search, in display and in stream, etc. This campaign use in search and in display formats.

YouTube True view in search ads works the same way as Google AdWords. To begin with, marketers select the keywords as specific or related to the keywords searched by the audience. This step can be done by anticipating or using Google keywords analytics tool. Then marketers upload the video on the channel and set the bidding strategy. The bidders set a price for the keywords they select; the bidding process is executed by Google and the winner of the bid has the right to take the first position in the search result page when an online user types that keyword. The winner pays the price they bid for every successful view of the video.

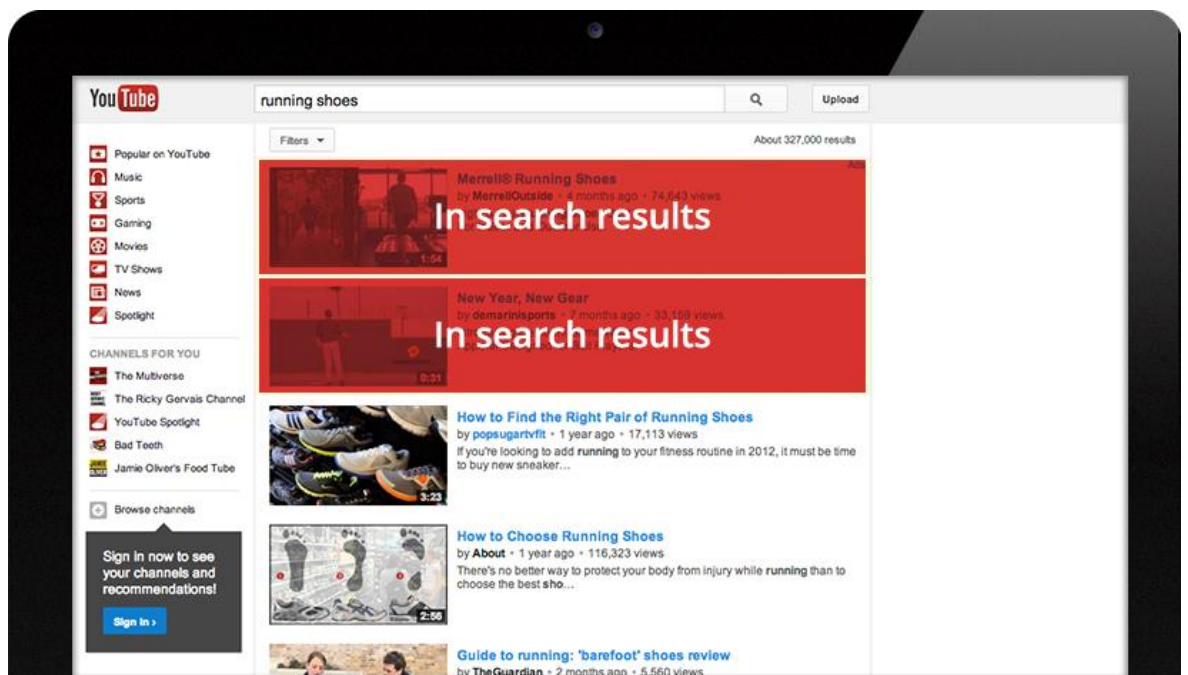


Figure 12: An example of YouTube True view in search ads result (YouTube 2016)

YouTube True view in display ads allow the commissioning company's video to appear next to the streaming video or on the recommended watching list. The recommendation is based on the relevance of the content between the streaming video and the commissioning company's video. Notice that the attractive factors are very important for the audience to decide to watch the video after the streaming one.

4.5 Content and message

The content of the video is about how the commissioning company can solve audience's problem. Specifically, this campaign presents "the benefits of fresh and organic chicken over the industrial one". According to the Waldron J. (2015), the structure of a business to consumer (B2C) video can be drafted as follow:

- The problem: Pointing out the pain consumers are having. In this case, it is the concern about unhealthy poultry options which contain the large amount of chemical and toxic. The fresh and organic options are usually unaffordable on a daily basis. And consumers usually believe it is more economical to purchase the industrial raised chicken. This beginning part is recommended to be within 20 seconds from the start. So the duration is (0:00-0:20).
- The solution: Introduce the audience the product as a solution. In this case, the commissioning company brings the consumers a fresh and organic poultry option as they expected with an affordable price. This part also includes the nutrition calculation to show the cost efficiency and an illustration on how the product is manufactured to gain the trust from the audience. This beginning part is recommended to be within 5 seconds following the first part. However, with the nutrition calculation and manufacturing illustration part, it would take about 15 seconds. For 15 seconds, the first 5 seconds is for introducing the product, the next 5 is for the nutrition calculation and the last 5 is for the manufacturing illustration. So the duration is (0:20-0:35).
- How it works: This part guides audience to make a purchase or to find out more information. In this case, the video is going to guide the audience to purchase the product at store, even though the main purpose is for branding. The information regarding the purchasing point location is not disclosed by the commissioning company, so the production of this part is going to be left later for the company. This part is recommended to be in 25 seconds. So the duration is (0:35-1:00).
- A call to action: This part asks the audience to make an immediate response. In this case, the video suggests the audience to find out more information by clicking the link which leads to the commissioning company's website. This part is recommended to be in 10 seconds. So the duration is (1:00-1:10).

The specific messages and scripts are going to be planned and created by a third party creative agency.

4.6 Execution

Executing an advertising campaign requires several aspects, such as scheduling, keywords implementing, tracking, and measuring the KPI.

4.6.1 Scheduling

Scheduling ads is necessary for an effective campaign. Thanks to the advancement of Google ads network, scheduling video ads on YouTube can be done by learning the essential features. The main features are setting specific date and time for ads to show, and automatic adjusting bid for ads at specific date and time. This campaign uses the default setting "Show ads all days and hours" to target the audience on a mass scale with unlimited time access. The process can be illustrated by the figure below.

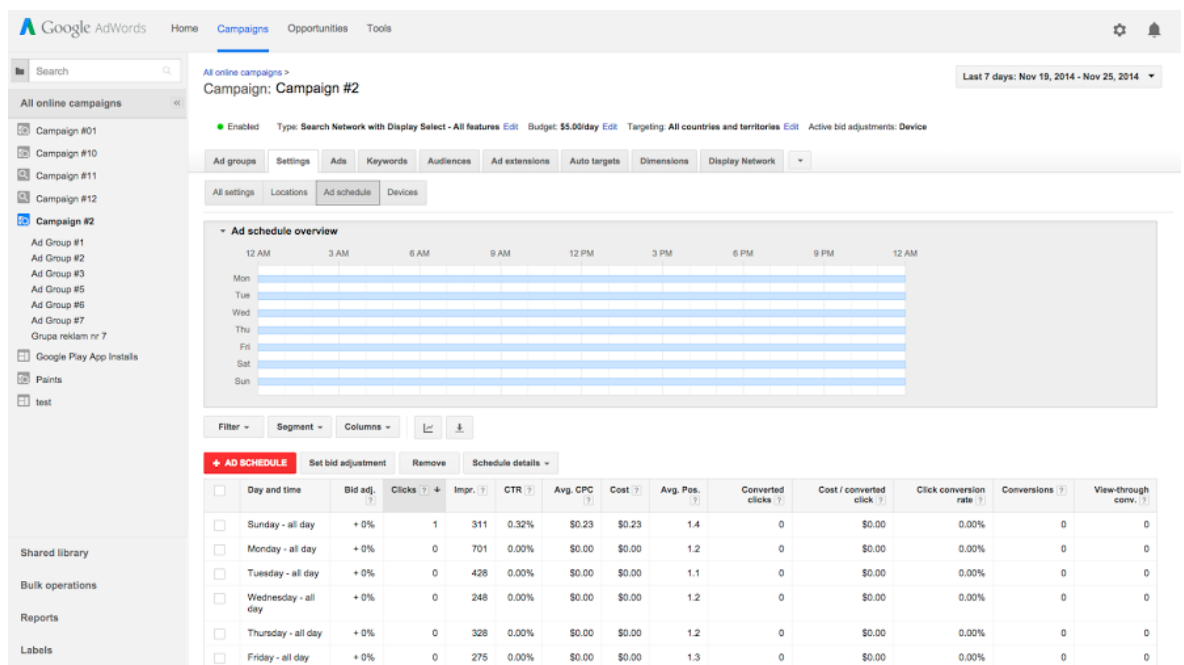


Figure 13: Using custom ad scheduling (Google 2016).

4.6.2 Keyword implementing

Using the Adwords keyword planner is an effective way to find out about the relevant keywords to the campaigns. It shows the ideas for keywords, average monthly searches, competition, suggested bid, and ads impression share. For example, typing keyword "organic chicken" into the search field got the results of several keyword ideas, such as "buy chicken" with medium competition of 190 average monthly searches and suggested bid at 27,678 VND, "organic poultry" with low competition of 110 average monthly searches and

“chicken food” with low competition of 140 average monthly searches and suggested bid at 12,329 VND.

Your product or service

organic chicken Get ideas Modify search

Ad group ideas	Keyword ideas	Columns	Download	Add all (62)	
Ad group (by relevance)	Avg. monthly searches	Competition	Suggested bid	Ad impr. share	Add to plan
Poultry (12) poultry supplies, poultry feeder, free range po...	90	Low	–	–	»
Buy Chicken (33) where to buy organic chicken, where to buy ...	190	Medium	₫27,678	–	»
Poultry Feed (20) poultry feed, poultry feed prices, poultry feed...	90	Low	–	–	»
Chickens For Sale (11) chicken feed for sale, organic chickens for s...	50	Medium	–	–	»
Organic Poultry (14) organic poultry, organic poultry feed, organic...	110	Low	–	–	»
Chicken Food (21) chicken food, organic chicken food, organic ...	140	Low	₫12,329	–	»
Chicken Prices (12) chicken feed prices, organic chicken prices, ...	80	–	–	–	»

Figure 14: Keyword ideas by Adwords keyword planner (Google 2016)

4.6.3 Tracking and measuring KPI

Setting up the KPI for the campaign is extremely important to evaluate the effectiveness. This campaign sets up the KPI for the video on YouTube platform, as well as KPI for the commissioning company’s website.

The KPI of the video on YouTube platform include:

- Unique viewer: this is the quantity of distinct individuals viewing the video. This KPI is different from the total view, which does not differentiate any single view, whether it is from a totally new viewer or a returning viewer. A viewer can view the video as many times as he/she wants, but the system only reports one single view. This campaign target is to reach ten thousand unique views monthly.
- Click through rate is the ratio of the online users who click the link to a specific landing page over the total users who visit the website or view the video. The click through rate is one of the most important to measure the effectiveness of the video. If the rate is low, marketers understand that the content of the video is not at-

tractive enough for the viewers to click the link to the company's website. This campaign target is to reach a click through rate of 80% monthly.

The KPI of the website include:

- Unique site visitors: this is the quantity of distinct individuals visiting the company's website. This KPI is different from the total visit, which does not differentiate any single visit, whether it is from a totally new visitor or a returning visitor. A visitor can visit the site as many times as he/she wants, but the system only reports one single visitor. This campaign target is to reach twenty thousand unique visitors to the site monthly.
- Referral traffic is the reporting method for the visits that came to the website by clicking on the links from the other sites. For example, visitors watch the video of the company on YouTube, then click on the link in the video description and the link directs the visitors to the company's website. This campaign target is to reach ten thousand referral traffics to the site monthly, since this traffic cost money.
- Organic traffic is the reporting method for the visits that came to the website by clicking on the links from the search engine result without having to spend money on ads. For example, visitors type the keywords relevant to the company's website on search engines, then click on the link in the result pages and the link directs the visitors to the company's website. This method requires a high skilled SEO of the website builder so the site has a high position in the search result page. This campaign target is to reach at least twenty thousand referral traffics to the site monthly, since this traffic does not cost money.
- Bounce rate refers to the percentage of visitors who come to the website and leave without making any further interaction. For example, a visitor comes to the commissioning company's website and immediately leave the site without clicking any sections or links or playing video, is considered to be bounced. This campaign target is to reach 20% bounce rate maximum monthly.

Tracking the KPI by using Google Analytics has been proved to be an effective tool for marketers to quickly adjust the campaign if the result does not reach the KPI. According to Google Support (2016), Google Analytics tool can be used by registering for an account, then setting up web tracking, reporting views, linking accounts together and learning to use the dashboard.

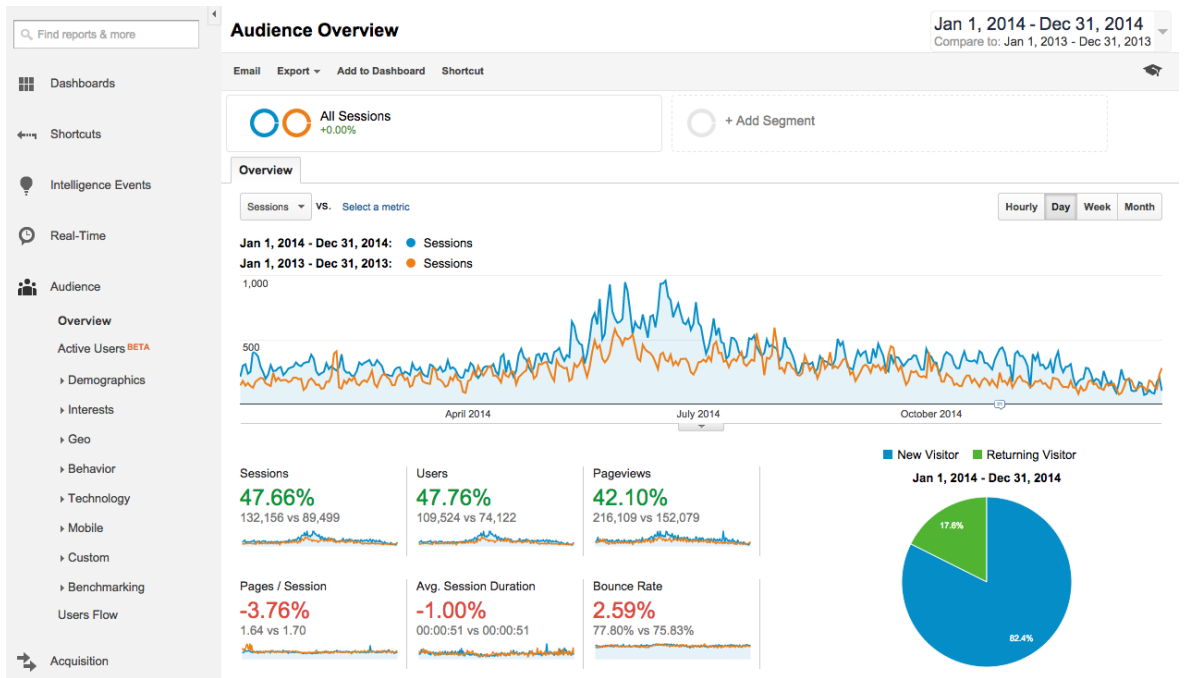


Figure 15: Google Analytics dashboard (Megalytic 2015)

5 Discussion and conclusion

This chapter reflects the essential elements of the thesis which relate to all the commissioning parties. The chapter presents the key findings based on research and design methods. The followings are company's feedback and project assessment. Finally, I present the further development ideas for the project and the self-evaluation.

5.1 Key findings

It is clear that Singapore is an ideal market for the commissioning company's product. Starting with the ease of doing business, Singapore's most attractive factors are political stability, developed infrastructure and business friendly policies. These factors create an environment to help businesses flourish. Secondly, the supply of fresh and organic chicken cannot fulfil the demand, which creates an opportunity for overseas players to enter the market. Finally, the rise of personal income and the middle class in Singapore helps the residents to afford the price of fresh and organic chicken.

The thesis objective is to create a digital advertising campaign in the promotion area of the poultry marketing field. The study behind the concept is to demonstrate the value benefit of organic raised chicken over the industrial raised one. The main problem is that many consumers do not have enough money to afford the organic chicken, which is mostly bought by high class consumers. However, by calculating and considering the statistics, it was proved that for healthy eating purpose (more protein and less fat); consumers can spend less money on the chicken by buying the organic chicken. The calculation is done by comparing the quantity of nutrition elements in each type based on the same portion.

Digital advertising is slowly replacing traditional advertising. Several advantages such as product diversity, cost benefit, unlimited market and time, transparency and high efficiency create a shift from traditional to digital advertising. In the case of the target market, Singapore is a highly digital nation, which is reflected by the data. According to Wearesocial (2014), the total internet users in Singapore in 2014 were nearly 4 million people, with a penetration rate of 73%. From that, there were 3.2 million Facebook users, with the penetration of 59%. Impressively, the total active mobile subscriptions were more than 8 million, with a penetration rate of 148%.

5.2 Company's feedback

The commissioning company has never used digital marketing before. This thesis gives the company a suggestion for change. To entry a new market, the company has to spend

a lot of money and effort on traditional marketing. Thanks to the advancement of digital tools and knowledge, combining with the ideal digital friendly environment of Singapore, the commissioning company has a chance to spread its brand to overseas market with minimum budget, time and effort. Due to the strategy of the company is being revised for the next fiscal year, the thesis plan for the digital advertising campaign in the new market has to be postponed to next year. However, the sales manager of the commissioning company has a positive impression with the thesis plan and promise to take it seriously into consideration. He believes the thesis plan can be implemented in the real situation. The next step regarding the plan is to discuss with the sales team to figure out the best implementation for the plan.

5.3 Project assessment

The project tasks were done using different methods such as primary research, secondary research, and benchmarking. Some theory and information were from thesis author's own experience, if the sources are not indicated in the text. The outcome was the successful combination of theoretical framework and project planning.

Regarding the primary research, the commissioning company' sales manager was chosen as the interviewee to ensure the quality of information. A face-to-face interview was conducted so the data was transparent. Translation was done to translate the interview language from the local one to English.

The secondary research was done intensively based on reliable sources such as authorized books, reports, and articles published by certified organizations. A challenge during the research was the limitation of specific data related to poultry industry. For instance, the information in chapter 2.2.2 about nutrition comparison was calculated based on available data.

The benchmarking process selected the most appropriate campaigns which share the same characteristics with the project. By this way the key factors for the project design are relevant at certain points.

The project design was done intensively to make sure the cost is kept at the minimum level. As a proposal, the design was grant a limited budget. So the media plan had to be planned strictly to eliminate any extra cost.

5.4 Further development ideas

Due limit of time and project scope, there are some ideas that I did not present in the thesis plan and design.

Firstly, the digital advertising campaign could be broader, including the banner ads, rich media ads and other ads types, not just video only. The diversity of ads can result in the broader target audience. For example, the banner ads can be more effective than video ads on mobile devices on which the internet connection is slower than on computers. This helps the audience to see that ads quicker since the video requires a longer loading time. Rich media and pop-up ads are more effective for the audience who has limited time but strong internet connection.

Secondly, the campaign could be used not only for branding, but also for generating profit. Due to the limit of resources and the early stage of market entry, the commissioning company had not decided to open a selling point in the new market. However, it is expected to open within the next fiscal year so the campaign can be implemented at the same time. In this situation, the budget, website, video content and traffic links must be adjusted for the consumers' conversion.

5.5 Self-evaluation

The project gave me an opportunity to practice my own experience in real life situation and expand knowledge.

As a former intern in an advertising media agency, I have a certain knowledge and experience in digital media field. Choosing a project-based thesis, I applied my knowledge in digital media such as media planning and buying, benchmarking campaigns, etc. Using digital tools such as Youtube advertising, Google Adwords, and Google Analytics was also a practice chance from working on the thesis.

The opportunity to research about a new field and new market was very important for my future career. As the economy changing fast day-by-day, the understanding of specific industry and market is required in order to develop a deeper business instinct. Also, a diverse knowledge about many aspects of a business is necessary.

On the other hand, I figured out some skills and competences that I need to improve in order to work on similar projects. Project planning, material researching and time management are some of the skills that need to be worked on.

I saw a development in myself in both practicing own experience and gaining new knowledge.

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Attachments

Attachment 1. Interview with Commissioning Company' Sales Manager

Date: July 1st, 2015

Location: Ho Chi Minh City, Vietnam

Thesis Author: Hello Mr. Nguyen, thank you for coming to this interview.

Sales Manager: You're welcome.

Thesis Author: So first, can you introduce briefly about Southern Vietnam Poultry Breeding Joint Stock Company?

Sales Manager: We are a leading company in organic poultry industry in Vietnam. The core products of the company are fresh and frozen organic chicken (whole and parts).

Established in 1997, SVPC has produced a high quality organic poultry, which consists of fresh and frozen chicken, turkey and duck, and organic pasteurised chicken eggs.

Locates in Ho Chi Minh city, the industrial centre of Vietnam, SVPC has its headquarter at 20 Nguyen Thi Minh Khai, Da Kao Ward, District 1. Together with five factories in the suburban of the city, SVPC is providing the organic chicken to more than 200 000 consumers, as well as around 1000 restaurants, food stalls, hotels and food service companies.

Thesis Author: Is there any possibility for me to access to company's annual reports?

Sales Manager: Sorry they are confidential information. I am afraid we cannot disclose them.

Thesis Author: Can you tell me about company's value proposition?

Sales Manager: Our value proposition is "Organic chicken with the best guaranteed quality and most affordable price. We offer the solution to your concern about unhealthy and inhumane raised poultry selection while keeping the cost as low as possible."

Thesis Author: Based on which factors can you demonstrate those qualities?

Sales Manager: Based on three factors:

- 100% organic raise: Chicken is raised in an organic, toxic-free and pesticide-free environment. We feed and grow chicken with chemical-free food and water to ensure our chicken containing no toxic.
- 100% tested: Our chicken is pasteurized and tested before packing by Pasteurization Institute and Bureau of food safety and hygiene- Ministry of Health.
- Affordable price: Our price is considered carefully and adjusted to cope with the purchasing ability of the consumer. We guarantee the best price with the quality

Thesis Author: What is company's current position in the market?

Sales Manager: We are the leading in the organic chicken field in the South part of Vietnam. Since 1997, SVPC's market share has been around 78% in average.

Thesis Author: Are you joint stock or state-owned?

Sales Manager: SVPC was state-owned from 1997 to 2005, but now it is joint stock which is 51% state-owned. However, many properties have been subsidized by the Ministry of Agriculture since 1997.

Thesis Author: How about the manufacturing?

Sales Manager: We have 3 main manufacturing plants, in the suburban area. The headquarter locates in the city center of Ho Chi Minh City. The total land area is currently more than 50 thousand square hectares, which is being planned to expand to 20 thousands more. All the factories are located separately with the resident area because we do not want our manufacturing activities to affect the neighbor resident.

The annual manufacturing capacity of the total area was 11 thousand metric tons (2015). The manufacturing equipment is imported from Germany and Israel. The chicken is raised in the factories and is fed in the production line. Harvesting is conducted inside the factories. The areas are separated to ensure the hygiene factor. The Pasteurization process is conducted before harvesting. The company cooperates with Pasteurization Institute for this process. Bureau of food safety and hygiene- Ministry of Health checks and tests the products every month. All the products from SVPC are stamped with the Certified Stamp from the Bureau of food safety and hygiene- Ministry of Health.

Thesis Author: Can you tell me about the distribution channels?

Sales Manager: We have 3 selling points in the city. The reason for limited location is to ensure the quality for every product sold. Information transparency is also a concern in which the company wants to receive customers' feedback directly. Especially during the Avian Flu period, when the customers were afraid to buy chicken, even the organic one, SVPC had to allocate human resources at every selling point to answer every question about whether or not the organic chicken products from SVPC were safe from the disease.

Thesis Author: What about marketing and promotion strategy? Is it traditional or digital?

Sales Manager: We have been using the traditional marketing methods, such as flyers, newspapers, and word-of-mouth. We only present on the Internet as a brief introduction on the website of Ministry of Agriculture. The new customers came to use mostly based on referral from frequent customers. We do not want to spend lots of money on ineffective mass media advertising.

Thesis Author: Why do you use referral?

Sales Manager: Because of the brand trust in Vietnam, in which the referral of a family members, relatives, friends or social friends affects the most to the buyers. We all know that cultural norm plays an important role in marketing and promotion.

Thesis Author: But I believe that digital approach can be a powerful tool for the company to reach more and more customers in the young and middle age range with middle class income. Another factor is that the majority of potential customers are willing to try a new product instead of sticking to the old one, since the average income has increased as a result of the economic growth.

Sales Manager: This is a good point; we will take it into consideration.

Thesis Author: Is there any competition in the market?

Sales Manager: Currently accounting for approximately 80% of the organic chicken market share in the Southern area of Vietnam, we are trying to maintain our position. There are not so many competitors in this industry, especially after the Avian Flu epidemic. The largest two competitors are CP Food Corp. and Vissan. These companies account for roughly 20% of entire market share. Due to the fact that those companies focus on indus-

trial-raised chicken, they only use a fraction of production to diversify their product range. However, we believe the threat comes from small companies from the rural area which have advantages over manufacturing cost and efficient business model. Those small companies are mostly lean startups. Maintaining the quality and keeping the cost as low as possible are the main concentration of SVPC in the next 5 years.

Thesis Author: May I know about the quantity sold from the beginning of the company until now?

Sales Manager: We started in 1997 at 4 thousand tons. And at 2003, the amount rose to 7 thousand tons. However, from 2003 to 2006, the sell dropped to 5 thousand tons due to the H5N1 Avian Flu. Fortunately, our strategy to guarantee the products were flu-free helped us to survive, while the small players in this industry were wiped out. After that the amount of chicken company sold was 5.6 thousand tons in 2009. From 2009 to 2015, the amount doubled to 10.2. During this period, the economy of Vietnam was booming, the middle-class has risen dramatically. This group of people was concerned about healthy food, and they can afford better quality meat, therefore they became the main purchasing force for organic chicken.

Thesis Author: So what is the plan of company until 2020? For the manufacturing, do you plan to increase the quantity?

Sales Manager: Our mission is to maintain the current 3 main manufacturing plant, at the same time expanding to 20 thousands more. We want to increase the annual manufacturing capacity of the total area up to 28 thousand metric tons in 2020. The most part of manufacturing and harvesting process will keep going the same, while another part will be upgraded and improved to cope with the requirement of the new market's authority

Thesis Author: Any difference in distribution?

Sales Manager: SVPC will maintain 3 selling points in the city. Besides, we will open a selling point in the new market. This is a necessary need. Instead of cooperating with the retailer in Singapore, we believe the best way to position the brand is to set up its presence in the market publicly. Another reason is to ensure the quality for every product sold. Information transparency is also a concern in which the company wants to receive customers' feedback directly. In case of any Avian Flu happens in the future, SVPC wants to allocate human resources at every selling point to answer every question about whether or not the organic chicken products from SVPC were safe from the disease.

Thesis Author: Should there be development in marketing and promotion?

Sales Manager: Yes, absolutely. Digital marketing will be conducted on a larger scale. A website will be built for the company. The presence virtually is very important because we want to enter a new market. The new acquired customers are expected to be digital friendly. These customers have knowledge and have the purchasing power, in which they can compare and choose the suitable brands on the internet without going to the location physically. The brand image will be built alongside to ensure the customers have the ability to search for information, compare products, give feedback and write reviews for the products they used on the websites. Social media channels are also important platforms on where the company and customers can interact with each other. Facebook, Twitter and Instagram will be put into consideration since the company wants to focus on certain channels. Promotion newsletter will be sent to registered customers once a month to notify about sales and discounts, as well as many other benefits. I believe that the digital approach can bring more brand awareness from the overseas market to the company.

Thesis Author: And will the competition remain the same?

Sales Manager: We must maintain the position in the domestic market. The growth of small and competitive domestic businesses is inevitable, but we have the solution for that. Another focus is how to compete with other competitors in the new market. A competition analysis will be set up in order to track and adjust the strategy.

Thesis Author: Can you share about the statistics expected until 2020?

Sales Manager: As we plan, the total amount of chicken sold by the company is expected to grow gradually annually. Starting at 10, 2 thousand tons in 2015, it is expected to rise to 27, 4 thousand tons in 2020. This is considered to be the combined amount of domestic and overseas sales.

Thesis Author: Thank you for the interview. I get a lot of information needed for the thesis.

Sales Manager: You're welcome.