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DEVELOPING INTERNET MARKETING PLAN
CASE COMPANY: ANTOREE INTERNATIONAL PTE. LTD.
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The purpose of the thesis was to develop a current digital marketing plan of a service provider in Vietnam called Antoree International Pte. Ltd. There presented theories about the service marketing mix in the impact of the Internet; marketing strategy for service providers and all popular types of Internet marketing.

In empirical part, information about the case company would follow next. A SWOT analysis would then provide readers a comprehensive look into the current situation of Antoree's marketing strategy from internal and external business environment.

There were two research methods: qualitative method and quantitative method that were conducted simultaneously. In qualitative method, I did an observation to collect in-depth insights to analyze the targeted customer behaviors and performance of the marketing team. In quantitative method, an online survey to current customers of Antoree was implemented to gather information about the success of Antoree marketing activities. The response rate was successfully beyond the expectation. Combing the two findings, Internet marketing strategy of the case company has been rather well executed however still needs considerable improvement in the near future.

In the end, several recommendations to reduce weaknesses and focus on strong points would be described to improve the strategy and to meet the marketing objectives.

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1 INTRODUCTION

I was currently working in the case company as a marketing executive in the department of “Antoree Kid” when I decided to write the final thesis on this topic. Since July 2016, Antoree has focused on a segment that is Vietnamese students at the age of from 6 to 16 years old; therefore they were in need of an efficient marketing strategy development to be applicable as soon as possible. The idea of this project is to analyze their current Internet marketing plan and to suggest the improvement in the plan to achieve marketing objectives based on research methods.

As the company is an educational technology (Ed-tech) startup, the business model relies mostly on the Internet. Consequently, Antoree managers would like to execute their marketing activities initially online. The chosen thesis topic is very much related to my study program that I would be able to apply what I have studied and moreover, learn even more about what I am passionate about: innovative marketing.

I was motivated to analyze the current situation in the business environment and bring out the suitable marketing solutions to the case company. Besides theoretical knowledge, I would implement two fundamental research methods: quantitative and qualitative to critical analyze the Internet marketing of the case company. In quantitative method, a customer survey would be implemented to evaluate the experience of customers with the current marketing activities. Meanwhile, in qualitative method, I would use observation method to collect in-depth data about marketing team’s performance and how audience has been interacting with the brand via their online channels.

After all, the critical analysis is about how successful the Internet marketing plan has been within the targeted market. Then, according to the findings and analysis, I would come up with several recommendations how to develop the plan efficiently. In the end, I am glad to indicate how my competence in this topic has been developed throughout the whole project.

2 THE BACKGROUND OF THE STUDY

2.1 The purpose of the study

The purpose of the thesis is to develop and improve the current digital marketing plan of the case company – Antoree when they have entered a new market segment since July 2016. As the company is targeting a customer group of Vietnamese school kids at the age of 6 to 16, the digital marketing plan should be developed to attract this targeted group, generate more sales and in the end, become a market leader in Vietnam's online English teaching service for children.

In particular, in such a rapidly developing marketplace like Vietnam, the case company provides an original service that is in need of promoting innovatively to raise awareness and credibility among targeted customers as well as to gain more market share in the tough competition of education service providers.

My purpose is to contribute my knowledge and skills to develop Antoree's Internet marketing plan and support the team to gain their marketing objectives. Since I am working with the marketing team directly, I join the team in planning and executing the digital marketing plan during the time of doing research and hopefully to be able to apply the thesis research to develop the plan more effectively.

2.2 Objectives of the study

Objectives are expected outcome of the project after I study theories and analyse the empirical research. There are three main objectives of this project to achieve successfully its purposes:

- (1) Analysis on the marketing mix and current Internet marketing plan of Antoree in the targeted market;
- (2) Understanding the demand and behaviour of targeted audience for the service that Antoree is providing;
- (3) Recommendations on how to develop the implementation of Antoree's online marketing plan effectively according to the company's marketing objectives.

2.3 Research questions

In order to fulfil the purposes and objectives of the project, there are three major problems that are need defining and solving:

- (1) How successful is Antoree's present situation of Internet marketing in the target group? Concerning their current marketing mix and marketing activities;
- (2) What are the demands and behaviours of the targeted audience?
- (3) What are the recommendations to develop more efficient Internet marketing plan for targeted segment? For instance, the recommendations can be new approach to Internet marketing, new campaigns ideas or development of the marketing team.

2.4 Conceptual framework of reference

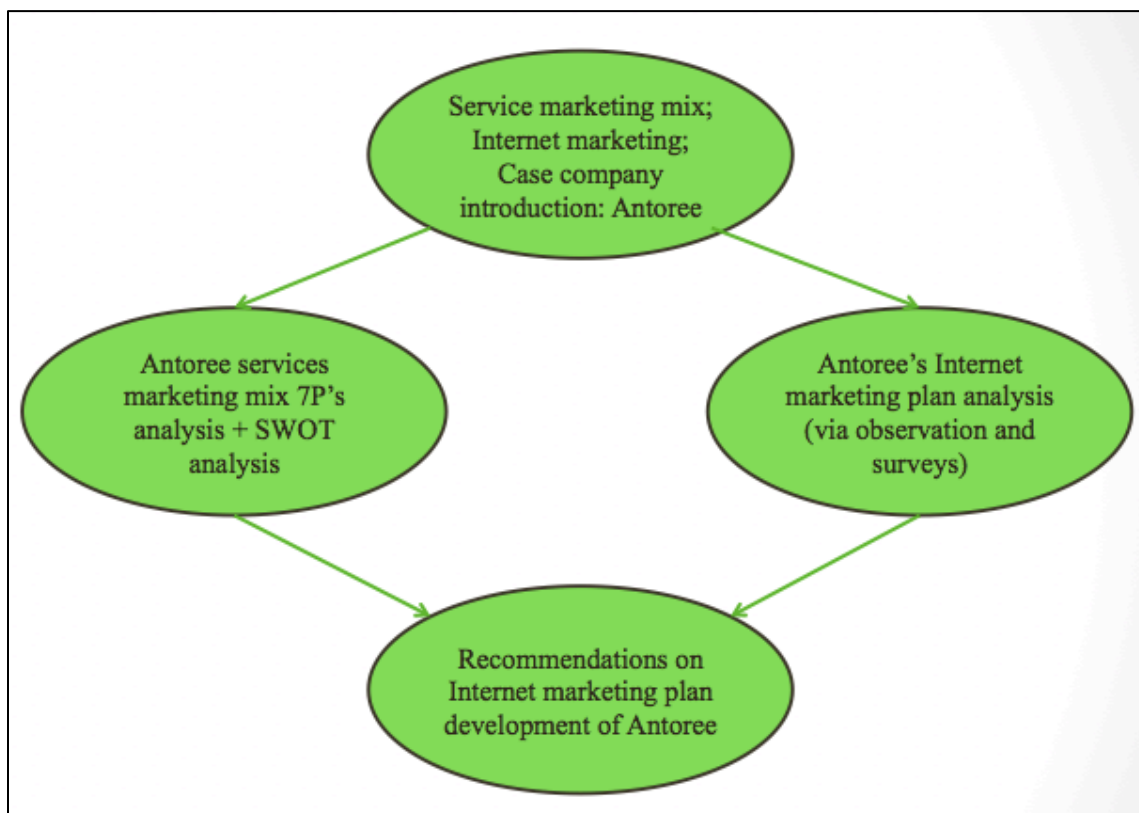


Figure 1: Conceptual framework of the thesis project

The conceptual framework of the thesis project is illustrated in Figure 1. The beginning would present the theoretical background knowledge curated from material sources about extended marketing mix with the power of Internet, Internet marketing and the case company information.

The next two parts concern practical applications in the research. I would study Antoree's marketing mix and summarize their strengths, weaknesses, opportunities and threats in the SWOT analysis to provide an overview of their marketing in the targeted market. Then, all of the channels and marketing tactics the case company has been running will be described next in the analysis. In qualitative method, I will act as an observer that gives my opinions in brief on how the marketing team performs. After that, a quantitative research would be implemented in a customer survey. The survey is providing Antoree customers a chance to assess Antoree's service and marketing

performance. Finally, based on the references in the theoretical part and analyses in the empirical chapters, recommendations from my perspective would finalize the topic to improve Antoree's Internet marketing plan at its best.

3 SERVICES MARKETING MIX IN THE IMPACT OF THE INTERNET

3.1 Service marketing mix in the impact of the Internet

A marketing mix is defined as a "tactical toolkit" in terms of product, place, price and promotion so that marketers could plan and implement their marketing strategies in order to meet customers' expectations; finally, reach marketing objectives (Dibb & Simkin 2012, 159). In general, marketing mix contains four major elements that are product, place, promotion and pricing. However, the unique factors of services result in differences of marketing mix concept of the service sector from that of physical goods. The dissimilarity does not only make change in definitions and implications of the first four components but also builds up three more aspects in marketing mix concept of services. Figure 2 described the additional three "P"s in services marketing mix to the traditional product marketing mix concept that are People, Process and Physical Evidence. The combination of the 7 P's is considered to optimize the delivery of service performances, which is vital when we plan marketing activities (Website of Marketing 91 2016).



Figure 2: Services Marketing Mix (Website of Marketing 91 2016)

The application of the Internet plays a key role in nowadays' business as consumers tend to look for and purchase products and services online, especially for online business that depend totally on the Internet. Organizations have to make use of the Internet to attract targeted audience and build long-term customer relationship (Website of Learn Marketing 2016). For an innovatively applied-technology company, the majority of marketing activities now are related to the power of Internet, such as product features, prices, delivery methods and promotions (Bisht, Belwal & Pande 2010, 82). The development of the Internet has become a considerable impact on the way of marketing, particularly, marketing mix elements (Stokes 2011), which are further discussed in the next chapter.

3.2 Marketing mix elements

3.2.1 Product

The first "P" that presents "Product" part of the marketing mix of service is normally intangible. It is almost impossible to see and touch products to get to know their features and benefits before they are delivered to customers (McDonald, Frow & Payne 2011,

220). Customers experience service, instead of owning them after making purchase (Lovelock & Wirtz 2009, 83). Examples of service products would be included in education industry, banking industry, tourism, restaurant, and transportation (Shah 2012, 164). For instance, a training session is a product served from education activities. A tourist company serves tours to travellers as their service.

Because of intangibility nature of service, customers have intention to spend more time gathering information and reviews from influencers than when they consider buying physical products. In particular, in professional services, not only for entertainment, such as financial advisory or educational consultancy, they want to know the reputation and experience of the service firms as well as possible because that would affect their own benefits and lives (Blythe 2009, 77).

The performance of the service that marketers would like their consumers to experience combines three key elements: core product, supplementary services and delivery process (Lovelock & Wirtz 2009, 84). The core product is the first and foremost benefit that service firms offer to their customers. This would fulfill the consumer's main demand and solve their key problems. Furthermore, there are other supplementary services to add value to the service performance. Those augmented values would become competitive advantages of the brand that increase the quality of the offers, and attract consumers to make purchase decisions. Finally, the process of delivering service should be designed to optimize the way to serve customers both the first and second components. The marketing team should plan the length of delivery time, different methods of delivering different service components, styles of the offered services, and the nature of customers' role and rights in perceiving services. (Lovelock & Wirtz 2009, 84.)

In the world of Internet power, services exist as digital products because of the Internet (Stokes 2011). All information of the product is offered on the company website and other media that targeted audience would reach it through online research and online marketing (Website of Peoi 2016).

3.2.2 Pricing

The “Pricing” element is decided from the perceptions of value (Gilmore 2003, 12). When a buyer pays for a service, that amount of money is called a price. The final price set by the seller, in general, involves fixed cost, variable cost and a profit markup (Shah 2012, 164). Examples for fixed costs would be monthly office rental cost, while variable costs would be material purchased expenses. Furthermore, discount, vouchers, commission for sales partners are also included in pricing strategies of a service firm (Shah 2012, 164).

Pricing in service industry is more complicated rather than in physical products when service providers often offer other supportive services besides main offers. For instance, in a restaurant, costs such as live music band playing and fancy interior decoration would increase the price of its delivered food and beverages (Website of Marketing 91 2016). The problem of pricing a service based on value is also that customers may evaluate the perceived service different from each other because of the intangible nature of service. Comparisons among competitors are, in addition, even more difficult for managers to set accurate costing and competitive pricing strategies (Gilmore 2003, 12).

In addition, the pricing strategy on the Internet evolves from the traditional way of doing marketing (Website of Learn Marketing 2016). Operation costs such as inventory costs, store costs, and staff costs mitigate or disappear for online store and online customer communication (Website of Learn Marketing 2016). Almost every product or service nowadays offers lower prices when a customer purchases online than when one buys from the firm’s retail stores (Website of Peoi 2016).

Moreover, Internet users have intention to search for products or services information they need online and compare prices between sellers and online retailers (Stokes 2011). Pricing becomes competitive on the Internet where customers demand best deals for

their products in need (Website of Learn Marketing 2016). Technology would help purchasing by online payment and online banking that buyers do not have to spend time on cash transfer or bank transfer (Website of Learn Marketing 2016).

3.2.3 Place

The “Place” aspect in marketing mix is regarded as a virtual concept because there is actually no place to store and no physical distribution system in service businesses. Nevertheless, a service always needs a suitable location of premises to perform to customers (Gilmore 2003, 12). That location is where the service is available to be performed and delivered to customers (Website of Marketing 91 2016). In today’s world, customers can receive the goods from either real markets or virtual market on the Internet. Thus, the definition of place also covers distribution channels in both physical and virtual ways (Shah 2012, 165). Making decisions on location setting is one of the initial factors to gain market awareness. Meanwhile in banking industry, online customer service would be focused to develop; a central rural location is ideal for any restaurant (Shah 2012, 165).

Online location may be considered as web links of companies (Website of Learn Marketing 2016). The Internet can be a location for a communication channel, distribution channel or services delivery channel (Website of Peoi 2016). Accessible to the Internet, a lot of information-based service providers are able to deliver their products to customers from anywhere in the world (Lovelock & Wirtz 2009, 22). Customers these days have uncountable ways to look for what they need online, thus firms have to be proactive to reach their targeted market segment where they usually visit on the Internet. Understanding customer behaviors helps marketers to place links onto potentially reached pages, promote suitable information and advertisements (Website of Learn Marketing 2016). On the account of the digital development, the Internet brings firms to join a global marketplace that sellers and buyers would come from anywhere all over the world (Stokes 2011).

3.2.4 Promotion

Since the product in this service industry is not usually tangible, it is impossible to promote the physical features of services. The “Promoting” dimension focuses on communicating with targeted segments, along with developing an image of the service and the image of the company. Creating demand for consumers and making them aware of the brand are purposes of promoting messages. (Gilmore 2003, 12.)

There appear four major methods in a promotional mix to provide product information as well as to communicate with customers via marketing intermediaries: advertising, personal selling, sales promotion and public relations (Rao 2010, 175).

In Advertising, marketers convey messages via communication channels that are preferred and appropriate in the target market (Rao 2010, 176). Advertising messages give the best descriptions of the products’ notable features. Depending on the positioning of the products and the customers’ behavior, it is necessary to consider which medium to send marketing messages. (Rao 2010, 177.)

Personal selling is various from business industries and countries. This promotional method is important to advance customer service quality. Sales personnel directly communicate with target customers who build credibility of the brand and relationship with customers. (Rao 2010, 177.) Personal selling can be involved in trade fairs or exhibitions. The idea is to attract and communicate with potential customers directly and present the company image. Normally, a trade or exhibition is decorated “fun” and interesting yet professional to push visitors to join and engage with the brand. However, pre-show and post-show are more essential to prepare carefully rather than during the show if the company wants to maximize the success. (Solberg Soeilen 2013.)

Coupons and discounts are popular examples of sales promotion that depends on the nature of the industry as well as the positioning of the brand (Rao 2010, 178).

Public relation is the last effort in promotional mix of a service firm that develops reputation of the brand. It is believed that a good image would increase sales volumes (Rao 2010, 178).

Internet gives promotion strategy a lot more innovative options and opportunities called “e-promotion” (Bisht, Belwal & Pande 2010, 86). The most significant differences between e-promotion and the offline methods are measurability, track ability, and sophisticatedly targeted ability because of statistic data analysis (Stokes 2011). Sales promotions, advertisements, marketing campaigns and public relations are promoted on the companies’ official web pages, social media channels, emails and other partnered websites (Website of Peoi 2016). Advertisements are often put as banners on other websites. Viral news and stories based on the services on the official pages, blogs, online magazines and social networks are the trendy ways to raise awareness from the market and generate leads that pull consumers in. (Website of Learn Marketing 2016.) To let customers know about your services, it is also important to promote your website via search engines such as Google and your media channels such as Facebook page or Instagram account (Website of Peoi 2016). Marketers can use email marketing to directly contact your target customers when you have a contact list of potential leads (Gruber 157).

3.2.5 Physical evidence

Physical evidence is a distinguished element in services marketing mix from physical goods marketing mix although it is rather closely related to “place of distribution”. This factor consists of physical infrastructures, and environment of the service such as buildings, offices, interior design, sounds, smells as well as crowds of customers (Gilmore 2003, 12). This additional “P” enhances customer experiences with tangible

hints while perceiving the core services (Shah 2012, 165). Physical evidence can be categorized a vital key for customers to assess the service quality and standardize the brand that leads to the brand image (Gilmore 2003, 12).

Physical evidence, moreover, supports the positioning of a service firm in the market that affects service experience of customers from pre-purchase until post-purchase. A lot of service organizations spend a large amount of money on office furnishing, decoration, logo design and staff uniform to strategically improve their physical evidence and brand image. (McDonald, Frow & Payne 2011, 223.) In the context of online marketing, physical evidence element is the experience of users when they visit companies' websites and other media channels (Website of Peoi 2016).

3.2.6 Process

The way a service is delivered from the seller to the end customer is called a "Process". A typical process starts before the service is performed, during the performance until after the customer pays for the service (Gilmore 2003, 12).

It is vital to design the service activity flows and clarify the role of technology in the service blueprint in advance of the service performance. In the blueprint, the service firm prescribes in detail the whole process of the service product delivered to customers. The purpose is to set the standard in customer service and to be regarded as a policy to customer service department. (Shah 2012, 165.)

3.2.7 Managing people

Last but not least, "managing people" factor includes players and people who are involved in the service performance. Those people are staff in the service company or customer service department that both indirectly and directly performs services to customers. People are also the core factor to define the service. (Gilmore 2003, 13.)

Levels of employees, knowledge, interpersonal skills and interactions with customers have huge impact on quality of perceived services (Gilmore 2003, 13). In marketing of service, “people can make or break an organization” (Shah 2012, 165). When a customer comes to a service firm, he or she has to meet and communicate initially with the frontline people. That first impression on the customer service personnel would lead to purchase decision right away or bad reputation of that firm immediately (Shah 2012, 165). There are three major required skills of service personnel: inter-personal skills to interact with customers, product knowledge to provide information to customers and process skills to optimize the counseling success (Donovan & Henley 2010, 315).

The Internet has increased automation that reduces number of service marketing staff then reduces human resources costs when doing online marketing (Website of Peoi 2016). Several examples of automation are auto-responders when customers submit an online form, email notification system for customer order update, and Frequently Asked Questions (FAQs) that customers can easily find helpful answers to their questions (Website of Peoi 2016).

4 INTERNET MARKETING

4.1 Internet marketing in a service provider

In terms of theoretical definition, marketing is defined as “a form of communication designed to acquire and retain customers while demonstrating the value of your product” (Gruber 2014, 151). Internet marketing is defined as “selling, promoting and marketing” products or services using digital channels and tools on the Internet (Wynne 2012, 2). Marketing resources are from the Internet to market the products or services and profit the business (Harden & Heyman 2009, 4).

Internet marketing plays a critical role in marketing today's world of fast paced change, as it is inexpensive and rapid to reach targeted audience. This marketing method is also measurable compared to traditional offline marketing. (Mattson 2012, 87.) Internet marketing, is now preferred in these days' marketing since it would reach more targeted audience using less costs compared to offline marketing activities (Mattson 2012, 87).

4.2 Marketing strategy

4.2.1 Segmentation

Segmentation is the initial step in executing a marketing strategy that is aimed to separate the market by characteristics (Blythe 2012, 76). The process is about division of the customer market into distinguished groups, sharing similar features, based on factors ranging from demographics data, psychographics data, geographic data and behavioristic variables (Geetanjali 2010, 160). The purpose of segmentation is to better understand customer categories, recognize major competitors, concentrate on the firm's capacities and draw a clear picture of marketing plan in the end (Blythe 2012, 77).

In demographics data, marketers consider ages, genders, personal incomes, religions, races, social classes and family sizes (Geetanjali 2010, 160). Psychographics aspect includes consumers' lifestyles, personalities, interests and purchasing behaviors (Blythe 2012, 79). Geographic data are on physical locations, urban or rural areas, climates and natural resources. The ultimate variable is about consumption behaviors in the market. (Geetanjali 2010, 160.)

Those elements are critical for every marketer as customer-orientation is the key pillar in the strategy. When entering a new marketplace, a service firm needs to understand their consumer market so that they can build up an effective and successful marketing strategy to attract customer leads and prospective buyers. (Geetanjali 2010, 159.)

In addition, segmentation is regarded as effective when its market segments fulfill five requirements that are measurable, accessible, substantial, differentiable and actionable (Schlegelmilch 2016, 63). Measurability means marketers should be able to examine the size of a market group. A segment should be large enough for the business to be profitable. (Cherunilam 2010, 181.) Marketing teams would be able to communicate with the market segment about the product the firm is providing (Blythe 2012, 78). Each segment when being divided is different from each other, thus different marketing mix strategies applied accordingly. Consumers in the segments should be clearly defined and effectively accessed with a particular marketing mix. (Cherunilam 2010, 181.)

4.2.2 Targeting

The second phase of evaluating and selecting proper segments that fit the firm is significant because all of the marketing mix decisions would be built to meet that audience's expectations (Geetanjali 2010, 160). The chosen segments should be the most attractive and suitable for the organization's objectives and capabilities (Geetanjali 2010, 161). Even though the evaluation of segments is critical in business, small firms often skip this stage on account of lack of material resources. Consequently, the managers and marketers often make the decision on which one seems the most promising to their business. (Geetanjali 2010, 163.)

When determining whether it is worth to target a category, marketers need to take into a number of considerations. The size of the segment is critical to take into account since it should be large enough to be beneficial to the business and to reach the marketing objectives. The growing potential of the group is the sign of growth in number when the firm decides to focus on that. (Geetanjali 2010, 163.) Even when the chosen category is very high potential, the company also has to review their resources, which are knowledge, understanding and experiences on that group to successfully practice their marketing plan. The final question to be answered is whether the selected would "meet

the mission of the company”. The marketing messages to the targeted audience and the marketing tactics should be relevant to the corporate strategy of the company. (Geetanjali 2010, 164.)

On average, there appear three fundamental targeting method options that are niche marketing, differentiated marketing and undifferentiated marketing. Marketers choose the first option when they decide to focus on only one segment in the market. Meanwhile, in the second option, they concentrate on several selected groups and offer differentiated mix for each group. The last approach is used in mass marketing that there are no particular segments to focus. In undifferentiated marketing, marketers would focus on almost every group of consumers. (Blythe 2012, 85.)

Internet marketing has influence on how to evaluate and select a suitable market group, especially when it comes to e-business. Key issues to focus on when targeting online customer groups are for example: behaviors on the Internet usage, and variables of popular e-marketing tools among the targeted audience groups. (Chaffey, Ellis-Chadwick, Mayer & Johnston 2009, 470.)

4.2.3 Positioning

The last but not least in the process of marketing strategy is positioning. Positioning can be defined as the way targeted customers should perceive a product or service in a particular market or how a product or service should occupy in customers’ mind based on the marketing strategy (Blythe 2012, 88). Unique features of the products or services are mentioned in the marketing decisions are important in this step to distinguish the brand from other competitors in the targeted market. How the brand appears in the market and how the products are presented in potential consumers’ perceptual map is vital for the organization. In different markets, marketers may tailor different positioning strategies because of various customers’ demands and competitions. (Geetanjali 2010, 165.)

Marketers then develop a marketing mix for each targeted segment in order to boost the exclusive attributes of their products or services compared to other competitors'. Service marketing mix 7P's are applicable to different target audience. Targeted audience would reach the marketing messages from the sellers to be aware and be attracted by the original brand image. (Geetanjali 2010, 165.)

There are four principles when positioning a brand that marketers need to consider that are clarity, credibility, consistency and competitiveness (Blythe 2009, 166). The brand image should be clarified; hence targeted customers could recognize them and their values in the market. A brand then should appear credible and logical according to their marketing messages and development strategy. For instance, customers would hardly believe a cheap product to be a premium brand. Therefore, it leads to the third element, which is consistency. Whenever developing marketing tactics and activities, marketing personnel always have to stick with their brand message and positioning. Lastly, the key to success is having a distinguished place in the market that the position of the brand is unique or of very few in the competition. (Blyth 2009, 166.)

Online positioning proved to bring benefits to the e-business nowadays. With the use of Internet facilities, buyers receive customized their service product at its best; decrease of operational costs would lead to exclusive online price offers; innovation helps fasten and secure transaction; both customers and sellers would save sales order history and then build customer relationship (Chaffey, Ellis-Chadwick, Mayer & Johnston 2009, 245). Depending on targeted segments, service companies may execute either of three major positioning approaches that are: attack e-tailing, defend e-tailing or end-to-end integration. E-tailing approach appears in a tough competition of prices that companies would improve their pricing strategies. Transparency of pricing and information among competitors is shown in a lot of shopping comparison websites, for example: flight tickets and common goods. On the other hand, in defend e-tailing approach marketers would focus on other products' features and special promotions rather than exclusive online prices. The last but not least strategy is considered the most efficient that

optimizes the supply chain such as decreasing costs and delivery time as well as increasing product quality due to the development of software and automation. (Chaffey, Ellis-Chadwick, Mayer & Johnston 2009, 246.)

4.3 Types of Internet marketing

4.3.1 Website and Web search

On the Internet, users can access to and see a wide range of information displayed in numerous web pages or websites. A web page is a file that stores information of a particular creator. The web creator creates the files, put information and data on the web pages from their computer with special software, which is call a web server. Via Internet, users can use their computers to access to the file from the web server, read the information or download the data. A website is a collection of all web pages from one particular web server's computer. (Bell 2009, 7.)

Website is considered a first and foremost Internet's place that audience looks onto; therefore, companies need to focus on designing and building their own web pages (Rohrs & Stewart 2013, 118). Website marketing is a combined concept of promoting online shopping web pages, informative websites, search engines advertising and organic search engine (Website of Webopedia 2016). Official websites need keeping simple and user-friendly in terms of design, otherwise visitors might find it too confusing to use and look for information they need (Miller 2010). More importantly, official web pages and other landing pages should build a worth-to-read content posts. When the content is informative and useful, readers are more likely to click to and visit the landing pages. (Miller 2010.) Besides information on features, and other promotion campaigns, there appears more content information that a web page may offer, for instance: online customer interaction, online shopping offer, discussion forums and even commercial videos (Miller 2010). It needs skills to write web copy so that the page content is concise and does include illustrations such as pictures and graphics. Visitors

normally prefer clicking to next pages to scrolling down too long on one page (Miller 2010). In addition, banner advertisements appear on top, bottom or two sides of websites that audience can see easily to click on for more information (Mattson 2012, 94). Normally, the purpose of buying banners on popular online portal, online magazines and other famous websites is to gain more traffic to the company's website. Although this marketing approach does not usually directly lead to sales, companies would still increase awareness, and have better understanding on customers' behavior and preferences. (Lovelock & Wirtz 2009, 178.)

In order to promote the company's website, search engines are efficient weapons that marketers need to take advantage of (Gruber 2014, 158). SEO, standing for Search engine optimization and SEM, standing for search engine marketing are marketing methods to build up the site's visibility and boost traffic to the landing page (Gruber 2014, 158). While almost every marketing method tries to appear as much as possible to targeted audience, search engines advertising plays reverse that customers know about the service through their keyword search on their demand (Lovelock & Wirtz 2009, 178). It is essential for SEO and SEM managers to pay attention to keywords appearance, brief titles, and number and quality of pictures shown in the files and pages (Gruber 2014, 158). Popular search engines have so far provided options for marketing managers, for instance: paying for top search results through "pay-for-placement"; paying for targeted advertisements for relevant keyword searches; and sponsoring a short message with a link displaying along side of the search results (Lovelock & Wirtz 2009, 179).

4.3.2 Email marketing

Email marketing is a channel of marketing in which marketers send electronic mails (emails) to current or prospective customers to communicate with them about marketing messages (Fariborzi & Zahedifard 2012, 1). Email marketing is a direct marketing method that we can contact potential leads directly without spending much on printing,

logistics to store and deliver the materials (Mattson 2012, 90). Marketers are required to follow several criteria in email marketing to keep in touch with their leads in this cost-effective and individually direct way. Only subscribers to firms' email system would receive scheduled emails. All of the content is guaranteed to stay relevant to what consumers demand to hear from. The purpose of any email needs to be clear and action-driven that customers understand what the company wants from them. (Tsai 2013, 79.)

To execute email marketing, marketers usually send emails to current customers to educate customers about the business industry, enhance the long-term relationship and retain loyalty; and send emails to convince prospective customers to buy the products. Moreover, nowadays, advertisements put into emails by another company in relevant industry are also considered email marketing. (Fariborzi & Zahedifard 2012, 1.)

Even though email marketing has been regarded inevitable form of e-promotion, it has recently shown down side and become the most disliked by a lot of customers because of SPAM, which stands for "Sending Persistent Annoying E-mail". Firms usually receive considerably low rate of response from email marketing. (Website of Learn Marketing 2016.) Marketing managers need to analyze the value of the email lists they have, and make sure each subscription email would add value and bring helpful information to subscribers (Gruber 2014, 157).

Writing a read worthy email to send to customer leads requires time and skills of marketers, thus it would result in cost-effective way of marketing online (Tsai 2013, 90). A short yet direct and personalized email title would make the recipients convenient and patient to continue reading the body part, otherwise they will delete your effort and put the email into SPAM box. Sometimes, a call of urgency as a reminder, making use of numbers to inform discount or a type of question would create curiosity to your email receivers (Tsai 2013, 80). When the title has the readers click on the email for further information, it is even more fundamental to keep them read the body and to lead them to actions such as linking to your page or purchasing the products (Tsai 2013, 83). Readers do not usually have plenty of time digging deep into the marketing emails, thus it is

required to keep emails short and brief, would ideally take about 30 seconds to read through. Images, which should link to landing pages, would be inserted to present more effectively than words, for example: company logo and promotion pictures. Physical location, contact information and large buttons for recipients to click on are necessary for them to understand the purpose of the email and how to response to it. Depending on your business's culture, language in emails would be either formal or informal; nevertheless, grammar and punctuation must always be correct. (Tsai 2013, 84.)

4.3.3 Content marketing

In definition, content marketing means building and spreading consistent content to attract and engage a targeted audience in the market in order to meet marketing objectives (Stokes 2014, 71). The marketing team builds content marketing plan by creating blog posts, viral videos, info graphics and e-books sharing. "Content is king" (Harden & Heyman 2009, 19). The more informative and controversy the topics are, the more possible the content would pull audience to visit the website and promote your brand name and reputation (Gruber 2014, 154).

Nonetheless, content marketing does not simply mean posting news and articles about products and brands. An action plan of building and amplifying appropriate cohesive content would ensure the success of marketing strategy. (Chan & Chan 2011, 59.) All in all, marketers should produce their original content that is surely interesting to targeted audience such as helpful advice that is share worthy (Chan & Chan 2011, 61). The power of express and sharing emotions that can be surprise, curiosity, hope and inspiring is vital in creating content that would bring customers closer to the brand (Chan & Chan 2011, 67-68). Picture 1 is an example of illustration might affect customers' emotions of joy and happiness.



Picture 1: An illustration of animals always makes audience joy and happiness (Chan & Chan 2011, 67).

The brand positioning is emphasized through what is shared on the Internet. Although the information and methods may vary from each other and from time to time, all in all, consistency in content is necessary to build a concrete brand image in the market. The decision is either being an educator, motivator, comedian or combination of several. (Chan & Chan 2011, 70.) Acting as an educator, a brand would provide tips, advice or recipes that are valuable for audience to learn from. A motivator is to bring moods to audience that makes them feel good about themselves and their lives. The stories are inspiring and motivating people to read, spread out and sometimes, react to what the brand posts in order to be happy in real life. Last but not least, funny stories never fail to be spread out. Curation of funny content helps brands achieve high traffic on landing pages or social media. Nevertheless, topics such as religion, human races and politics are not good for funny viral content since people would certainly feel offended. (Chan & Chan 2011, 70-74.)

In addition to characteristics of content, there are more requirements when creating marketing content. Before uploading a post, a content writer would first plan what are the benefits for the targeted audience and what is the contribution of each post to the industry (Chan & Chan 2011, 75). Furthermore, storytelling is the well-known and effective method to convey marketing messages that it has been regarded as “Facts tell, stories sell” (Chan & Chan 2011, 77). A motivational or inspirational story about real life persons drives social interactions dramatically (Chan & Chan 2011, 78). Finally, we have to make sure the content is still convincing, up-to-date and valid (Chan & Chan 2011, 81).

Blog

Blog is a web log a firm can build content marketing and articles (Wynne 2012, 98). Blogging could be treated as writing newspaper (Agresta, Bough & Miletsky 2010, 117). Brands upload entries on their web logs (blogs) in journal style and sometimes, informal style instead of formal and businesslike style in the official website (Mattson 2012, 94). Consequently, this is considered one of the most effective way to engage and interact with targeted audience and increase traffic to the company website (Wynne 2012, 98).

In order to ensure efficiency of blogging, marketers need to develop interesting topics that are helpful, informative, share-worthy and even controversial for targeted readers. Word usage in writing blogs should be carefully chosen that key words should be often mentioned to increase chances of appearance in the search engines. Scheduling blog posts are essential in marketing plan such as time of each post, frequency of posts and topic arrangement. (Wynne 2012, 100-101.) What content should be included in the blog depending on the marketing tactics' phases are critical, for example: when a new product is launched, series of posts about the significant innovative attributes of the new products, special promotions and critical analysis are what readers demand to read (Agresta, Bough & Miletsky 2010, 118).

It is important to promote the blog on social network or other sites visitors tend to visit, invite readers to give feedback to increase traffic and encourage them to widely share the information (Wynne 2012, 100-101). Integration of blog and other popular social media is vital to keep your followers and enable them to update the blog regularly. Blog will soon become a source of information when consumers have demand. (Agresta, Bough & Miletsky 2010, 118.)

Noticeably, consumers have intention to look for advice and recommendations on popular blogs before making purchase decisions. For example, it is studied that after reading reviews on BlogHer, 85% of readers have bought the recommended products. (Mathieson 2010, 10.)

Content videos

Short video clips about the brand and its unique features are normally displayed on the company's official website and viral on video-sharing channels, especially YouTube (Mattson 2012, 96). Customers also seek for brands on YouTube as a search engine, and engage with the firms through other functions such as "likes, comments and shares" on that "largest video-sharing website" (Rohrs & Stewart 2013, 156). Advertisements in the form of video has raised as a huge trend in 2016, according to Forbes news, that billions of video ads are popping up on social network platforms and search engines on YouTube, Facebook and Google (Website of Forbes 2016).

4.3.4 Social media marketing

Social media could be defined as a medium where interested groups communicate about the brand and their products or services (Bock 2016, 248). In other words, according to Stephani Agresta, social media would build an "inner circle" that people create and share content to relatives and friends called "followers" (Agresta, Bough & Miletsky 2010, 2).

This is the most powerful type of marketing on the Internet at the moment (Gruber 2014, 155). Social media has great influence on customer behavior when searching for information and know the brand. Using social media is phenomenal to attract and engage customers efficiently. Engaging customers is the most important when doing marketing on social media that marketers turn their leads from strangers to friends. (Eid & El-Gohary 2013, 65.) The term “engagement” is what marketing can benefit from social media since consumers do not only click to read messages, but they react by liking, commenting and sharing those messages (Agresta, Bough & Miletsky 2010, 62). Marketers should understand that it is important to build a virtual community where consumers spread out information, marketing messages and promotional advertisements rather than just reading and listening passively (Agresta, Bough & Miletsky 2010, 64).

Social network proves to have a power to build modern concept of “social interactions”, which means conversations between not only brand and customers, but significantly, between customers and customers. Social interaction concept now shows productivity over the traditional concept of “word-of-mouth”. (Bock 2016, 247.) Mass communication nowadays has been replaced by “person-to-person communication” as people tend to hear and believe in whom they know well (Agresta, Bough & Miletsky 2010, 4).

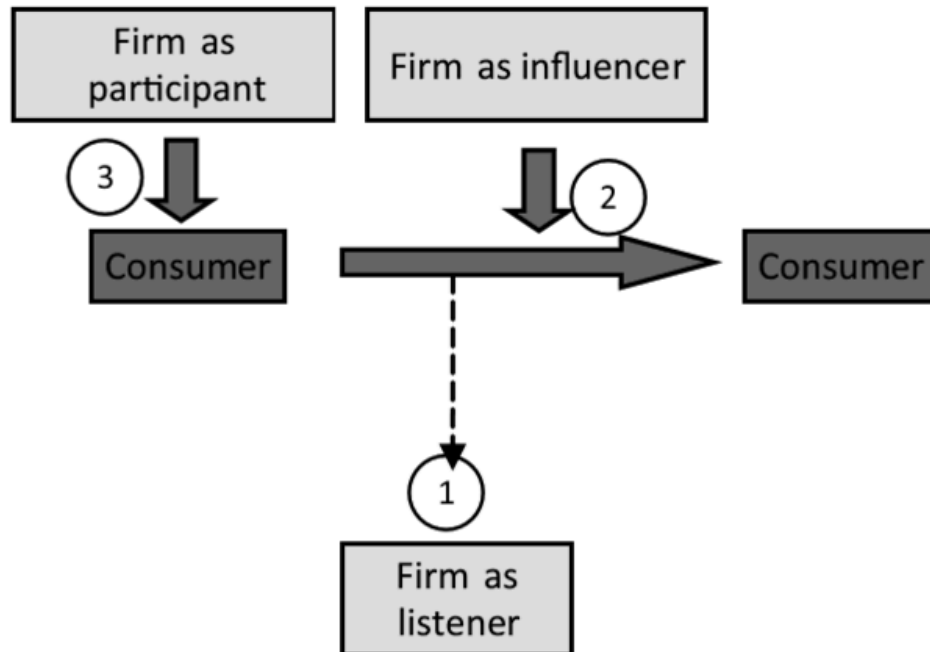


Figure 3: The roles of the firm in social interactions management (Bock 2016, 248).

Figure 3 described the communication chain in the online social conversation with the three major roles of the firm: listener, influencer and participant (Bock 2016, 248). The interactions in the social media have occurred basically among consumers and consumers. In order to benefit from the communication and affect the consumers' mind-set about the products or services, firms need to play different roles in social media marketing (Bock 2016, 254).

With the growth of the Internet and social network lately, it is easy for marketers to listen to what consumers are thinking about their products in real-time. The reviews are normally on delivery quality, customer services, prices and promotion campaigns. Observing all the reviews and determining consumption trends across different sites would build better customer understanding, drive to better marketing decisions and then lead to higher sales volumes. (Bock 2016, 255.)

Acting as influencers, a firm creates “buzz campaigns” and pro-actively encourage their targeted customers to join the communication (Bock 2016, 256). In these days, purchasing decisions are largely depended on online reviews, especially by online influencers (Bock 2016, 259). Moreover, marketing trends now see a dramatic decline of customers’ trust in public media and instead of that, fall for their virtual network which sounds more emotionally reliable (Agresta, Bough & Miletsky 2010, 7). Therefore, managing those online reviews are necessary for marketing people that would affect their sales results.

Social influencers are regarded as loyal customers, celebrities, famous online figures such as bloggers and friends on social media (Bock 2016, 259). The power of celebrities is certain, who are not only movie stars or sport heroes but also online celebrities such as YouTubers or Facebookers with at least thousands of followers. Regularly sharing their brand experiences, their knowledge and even scientific analyses, they have built their own considerable large virtual community that can be called “online fame”. Followers tend to believe in their reviews and have closer relationships with them. (Agresta, Bough & Miletsky 2010, 163.) When the firm has good reputation in the market, their products normally receive free positive reviews from real users. On the other hand, some lower-quality or infamous firms pay for each positive review that sometimes lead to fake reviews. Reviews, comments and feedback management system need to be under control by marketers. (Bock 2016, 259.)

The last but not least act of a firm in the online interaction is an actual participant. By this mean, a firm will present their viewpoints to their targeted audience on their social pages, invite users to send reviews and actively respond to audience’s comments (Bock 2016, 260). This role enables marketers to become leaders in posting news and to more closely interact with customers. They should find and write about interesting and read-worthy news that audience may want to read, feedback and viralize. As a result, the brand would appear in more reliable image and build closer customer relationship. (Bock 2016, 260.)

There appears a diversity of social media platforms for different business industries in different countries to attract different segments in the market, to leverage relationships with existing customers and to acquire new customers (Gruber 2014, 155). The success key of the most well-known social networks over the world today such as Facebook, Twitter, and LinkedIn is that they break down the barrier of traditional mass communication and bring out a new concept of “word-of-mouth” where messages are shared in an unbelievable speed and we can easily reach the most popular latest content appearing on “News feed” without clicking for search. (Agresta, Bough & Miletsky 2010, 6.)

Facebook

Gaining more than 1 billion monthly active users all over the world, Facebook is the most popular social network with largest population. Developing businesses on Facebook is vital for all companies to reach targeted customers, market them and finally turn into sales. (Ray 2012, 16.)

Facebook has been changing over time to time, therefore, it is critical for marketers to keep up-to-date and modify the Facebook page for better visibility and Facebook search. Information in the “About” section is the fundamental place that audience reach for when they look into your page. The more detailed the information you provide, the more capable your business is shown in the advanced search results. (Tsai 2013, 93.)

Display of a Facebook page would determine whether it is attractive enough for users to dig deep into and stay in touch. The first and foremost element that visitors look onto a page is the profile picture and cover photo, thus they should be well illustrated in high quality related to business characteristics (Ray 2012, 22).

What content should be built in the Facebook page is important to attract followers. Facebook is proved to have more interactions with audience that are “likes, comments, and shares” when the page displays images and videos instead of full of texts (Tsai

2013, 99). Different from blogs, Facebook is the place where brands engage and communicate with customers, not to educate them solely. Therefore, the information needs to stay up-to-date, content needs to be in multiple forms, comments need to be reacted, messages need to be replied. (Ray 2012, 31.) Facebook page provides a function of analyzing traffic on each posts and the whole page in the Insights dashboard (Ray 2012, 54-57).

Furthermore, on Facebook, brands would execute a lot of other ways to drive people to their business page and engage to it. The first tactic is building contests, polls and questions that marketers attract new visitors and increase traffic in the page. Contests are able to rapidly viral since people love competing and prizes. Polls are an effective way to collect customers' opinions from online users (Ray 2012, 33-35).

Moreover, marketers can advertise their page and promote each post on Facebook depending on their strategy and plan. Advertisements appear on Facebook of who is targeted either in the News Feed or in the right-hand column (Ray 2012, 61). This way of marketing is easy for everyone to execute, deeper engages with customers, precisely reach whom the brands target and cost-efficient over other mass media and Google Advertisement (Ray 2012, 61).

4.4 Integrated online marketing

Integrated online marketing can be defined as the seamless process of telling a comprehensive story or consistent messages about the products or the brand and communicate with targeted audience on all practical Internet channels (Behboudi & Hanafizadeh 2012, 1). When all of the methods are pointing at one place with relevant content, marketers would lower expenses, shorten time to attract new audience and retain customers. Because of different habits in segments, appropriate channels and methods to communicate need careful considerations. Repeating the marketing

campaigns through various marketing tools and channels would ensure the reach and increase traffic of the services business. (Gruber 2014, 160.)

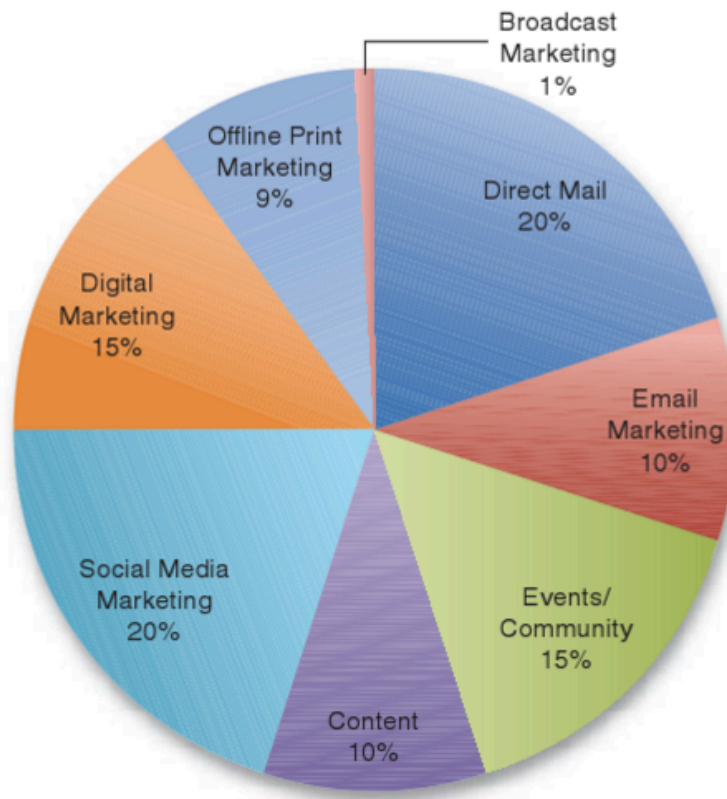


Figure 4: Proposed marketing allocation for high-growth marketing (Tsai 2013, 113).

In order to achieve high-growth in marketing success, marketing expenses are allocated in various online means (Tsai 2013, 109). Figure 4 presented in a pie chart suggesting how marketers should allocate their methods in an annual plan, both online and offline. Although it may happen differences in various businesses, firms might take this allocation plan as a recommendation when they plan marketing for highly growing business. (Tsai 2013, 110.) As seen in Figure 4, online marketing plays a dominant role in marketing plan that accounts for nearly 70% of all marketing approach. Social media marketing is the largest element contributing to the success of the marketing plan,

followed by digital marketing, email marketing and community building (Tsai 2013, 113). Those tools are the most likely to establish customer relationship and recruit new customers (Tsai 2013, 110). Promotion activities such as gift cards, gift sets, and discount coupons are publicized spread throughout all of the popular channels to increase consumer demand (Tsai 2013, 114).

5 CASE COMPANY

5.1 Antoree International Pte. Ltd.

Antoree International Pte. Ltd., in other words, Antoree is an Education-Technology (Ed-tech) start-up founded in Singapore in 2014. The start-up provides an online community for connecting English learners and teachers from all over the world through customized 1-on-1 virtual lessons. Antoree will take commissions from the tuition fees paid by learners. The idea of the founder, Ms. Van-Anh Pham, was curated from the basis of virtual mix-and-match, which is similar to Uber and Airbnb. Thanks to today's technology and the Internet, anyone from anywhere can connect to each other, with the purpose of entertainment, relationship building and better education. Antoree is aimed to provide private English teaching services at high quality yet affordable tuition fees.

Antoree teams are aware that the company now is still in the beginning stage of development and consumer market now is in Vietnam. However, they set the vision that "Strive to create the largest teaching and learning community in Asia when each individual can receive the personalized support to grow to the fullest". Their mission is "bringing personalized education to everyone" that the most popular language all over the world – English is the initial approach of Antoree's educational service. In the last months of 2016, Antoree has seen a dramatic growth rate of 40%, which is based on total sales revenues.

5.2 Segmentation and Targeting

Antoree is currently serving a wide range of customer segments at every age group, genders and occupations, from pupils, college students, to employees that would like to improve English proficiency depending on their demands and expectations. The marketing team separates customers into two major segments: a group of pupils at the age between 6 and 16 years old and a group of employees in large cities in Vietnam such as Hanoi, Hochiminh city, Nha Trang, Hue, and Da Nang, etc. Meanwhile, teachers registered at Antoree are connected from Vietnam, the Philippines, Thailand, Australia and the USA, etc.

In this thesis, the targeted segment would be the group of Vietnamese students in primary and middle secondary schools. Antoree Kid marketing team has been applied niche marketing targeting strategy since they focus on one target group. One consideration in marketing strategy is that the targeted buyers are normally different from the users of services. While users are students, parents are the ones who make final decisions and purchases. Moreover, in Vietnamese culture, Vietnamese parents tend to have influence on their children's education and career directions. They usually search information for quality academies and suggest their kids to enroll to those classes. Consequently, Antoree Kid marketing team has intention to approach Vietnamese parents at the age of 28 to 45 years old.

In addition, as the segment is from middle to high-class households, they are often located in big cities and urban areas in Vietnam. The targeted group, therefore, understands the importance of competency of foreign languages, in particular, English for the young generation. The purposes of reaching the services are to improve what have been learned at school everyday, to advance English skills for studying abroad opportunities and to build competitive advantages for future careers. Antoree considers this customer group a long-term relationship since there would be a huge growth potential to retain customers from the age of school kids to college students, until working people that course plan could be customized based on skills and demands of

users. Furthermore, in terms of technology habits and Internet behavior, Vietnamese parents often search online information on learning and teaching methods to apply.

5.3 Positioning

Antoree is regarded as one different approach of education service provider in Vietnamese market that executes entirely online. The concentration is teaching listening, speaking and communications skills, optimizing practicing English in daily lives besides theoretical grammar for children through private lessons. What make Antoree differentiated from other competitors are customized course plans with standardization based on levels, interests, and purposes of each student.

Unlike traditional classes when one teacher give lessons for several students, especially in Vietnam, normally the size of class is large including tens students per teacher, Antoree is where one teacher teaches one student. This approach is believed to bring out the best quality of lessons that students can improve at their best with the full support from teachers. Teachers gather from all over the world through virtual community that assessed and standardized by Antoree before they are counseled to customers. Currently, Antoree's teachers come from Vietnam and the Philippines as well as from native speaking countries such as Australia and the USA. Quality of English lessons is the most important selling point of Antoree to improve credibility in customers' mindset and to stand out among hundreds of good English teaching service competitors.

Antoree's positioning is a brand of high quality but affordable tuition fees where customers could easily find their suitable teachers, even from native speaking countries without spending too much money. The tuition fees in comparison with traditional class with native and/or quality teachers are kept to stay competitive. In the future, besides providing the best 1-on-1 English teacher services, Antoree plans to become the largest English teaching and learning community in Vietnam. The consistency of the brand remains in every marketing activity and campaign.

5.4 Marketing objectives

Antoree marketing team has set three main goals for their strategy. The first and foremost is raising impression, generating leads, and supporting sales team in increasing sales volumes through daily marketing activities and marketing channels. The second objective is to educate the targeted group about online learning and raising their awareness of this innovative teaching method. Last but not least, the brand image is built as a high quality service firm with high customer satisfaction rate.

6 ANTOREE INTERNET MARKETING ANALYSIS

6.1 SWOT Analysis

SWOT, which stands for Strengths, Weaknesses, Opportunities and Threats, is a sort of comprehensive analysis on key driven factors having influence on marketing strategy and marketing success (McDonald, Frow & Payne 2011, 58). Points in strengths and Weaknesses identify the internal resources of the company whereas opportunities and threats come from the external business environment surrounding the case company (McDonald, Frow & Payne 2011, 58).

The framework helps organizations to realize their capacities, competitive advantages in the targeted market at the real time of analysis. As a result, looking at a SWOT analysis, the firm would be able to keep going on advantages; avoid or reduce weak points; take advantage of opportunities and decrease the impact of threats or plan to face up with them. (Graham & Zehle 2010, 85.)

To carry out a complete SWOT analysis, all of the four parts should be related to each other. Strengths are considered strengths when firms can apply them in current regarded

opportunities or to avoid threats. Customer orientation is critical when providing input for strengths that competitive advantages of the brand meet customers' demands apparently. Besides, a disadvantage matters when it is relevant to threats. Sometimes, it is harder to figure out weaknesses compared to strengths; nonetheless, one applicable method is to visit current threats, opportunities and even competitors' strengths. (Graham & Zehle 2010, 86-87.)

In terms of opportunities and threats, these parts come from external business environment that may include information on policies, economy, technology, and customer behaviors, etc. In today's world, it is vital for the firm to bear in mind the rapid changes in the environment that elements could easily shift from opportunities to threats or the other way round. (Graham & Zehle 2010, 88.)

6.2 Antoree kid SWOT analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> - Quality source of teachers in Vietnam, the Philippines and other native countries - Strong & smart management team, aiming to become a magnet of talents regionally and globally especially in technology and digital marketing - Well-funded and strong cash flows - Strong product positioning in the market, combining quality, personalization and affordability 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> - Not yet standardized course plan - Not yet possessed virtual platform for teaching services (apparently relying on Skype as means) - Promotional messages still too simple, not yet creative and attractive to targeted audience
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - High potential in targeted market growth: 35% of population under 24 years old - Steady growth of economy: increasing service sector in GDP - Increase of motivation of improving English language proficiency - Rise in information technology and Internet popularity among targeted customers - Transformation into innovation in education system and methodologies 	<p>THREATS</p> <ul style="list-style-type: none"> - Technology infrastructure not sufficiently developed compared to demand - Middle-low income households in the world - Target customers not familiar with online studying habits - Other traditional English language academies are still popular and trying to expand as leaders

Table 1: SWOT analysis of Antoree

Table 1 summarized the SWOT analysis of Antoree at the moment based on customer orientation and focusing on marketing relevant.

Antoree acknowledges their strengths in the targeted market. At the moment, Antoree's teacher community contains of more than 1000 teachers from all over the world such as Vietnam, the Philippines, Argentina, Australia, the United Kingdom, and the United States. They all have to take exams to be qualified when registering to become a teacher; therefore Antoree always warranties the quality of teachers offered to customers.

Although Antoree is a newbie startup, the management team is intelligent and dedicated to the integrated success. Team bonding is at high level at Antoree that everyone understands the overall strategy and mission of the business. Working virtually is a core strong ability of every team member as the company offices are now located in Hanoi, Hochiminh and Nha Trang cities; particularly, I am now working from distance in Finland. Antoree has been funded by investors on account of their potential and their success in cash flow; however, details in monetary policy of the case company will not be described in the analysis. Last but not least, Antoree has a strong belief its product's high quality yet affordability. The unique feature of the service is customized and personalized courses offered to each student depending on their levels and expectations.

On the other hand, concerning weaknesses, in the beginning stage of development, course plan provided to kid customer segment is not yet standardized by any official publishers. Skype, additionally, is the only means of teaching at Antoree that teachers and students conduct all of the sessions via Skype. Not possessing their own platform is a weak point of Antoree that they have to depend completely on the Internet connection and power of Skype at real time. Regarding marketing activities, at the moment, promotional messages now are still too simple to attract the prospective customers. For instance, the company has not changed into any innovative messages or new promotions other than discounts, vouchers and free e-books. Changing in marketing campaigns to adapt to customer behaviors or to follow any holidays is still at slow pace.

The third part of analysis is regarding opportunities. First of all, according to the research result conducted by World Education Services in 2015, among the population of more than 90 million, number of Vietnamese youngsters under 24 years old, which includes mostly the target segment in Antoree, account for 35% (Fang, Roy & Ortiz 2015). This implicates a high potential in the targeted market growth that leads to opportunities of Antoree's development. Moreover, the sustainable development would be reached when they can retain customer relationship over years from primary, lower secondary school and upper level education.

To be specific about current situation of the economy, Vietnam has seen the steady annual growth of Gross Domestic Products (GDP); in particular, GDP in 2015 was at its fastest growth in the last five years that was 6,7% (Website of Asian Development Bank 2016). Service sector contributed 43,4% in 2014's GDP (Website of World Bank 2016). Even though the share of service sector is less than that in developed countries in the world, we can see gradually increase in the recent years. In total, 2015 recognized the boost of service industries by 5.9% compared to the previous year (Website of General Statistics Office of Vietnam 2016).

Vietnamese households spend a fortune on children's education and especially foreign language improvement. There is a high motivation to study English at school in Vietnam because of the popularity of English language used nationwide. More than 73% of the students choose English as their foreign language to study at school since primary schools (Website of World Wide Translations 2016). The major purposes of studying English are more opportunities for better jobs, overseas study, and ability to access the world's knowledge (Website of World Wide Translations 2016). Furthermore, the government concentrates on modifying curriculum that English teaching is completely available nationwide and would become the second language of Vietnam by the end of 2019 (Website of the Guardian 2016).

By 2015, there were 41 million Internet users in Vietnam out of 90 million of population (Website of Boston Global Forum 2016), which witnessed the gradual growth of active users of more than 10% per year (Website of Chabrol 2016).

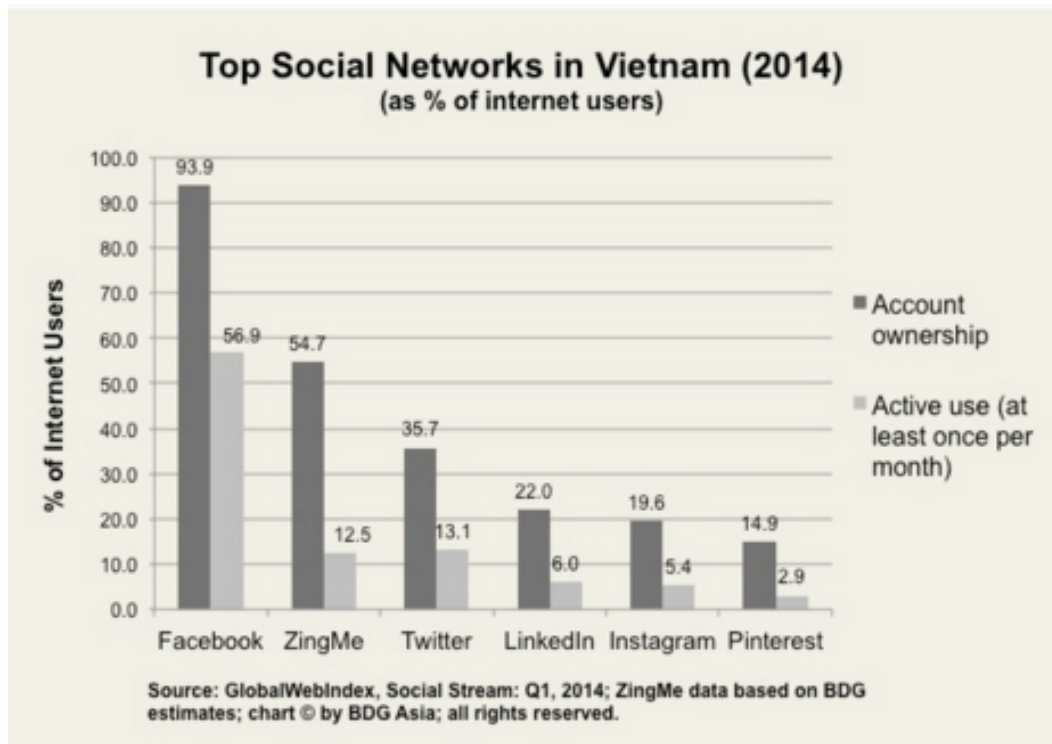


Figure 5: Top social networks in Vietnam (2014) (Website of BDG Asia 2016)

These days, Vietnamese Internet users tend to engage with brands and reach digital marketing messages via social media platforms. As shown in Figure 5, Facebook presents the dominant social network among the users, 94% of which has a Facebook account (Website of BDG Asia 2016). Noticeably, Vietnam has been considered one of the world's fastest growing markets for Facebook when monthly active user number increased from 10 million 2012 to 30 million in the first quarter of 2015 (Website of Thanh Nien News 2016).

Recognizing the essence of information technology application in education and training, Vietnam's education is nowadays shifting to introduce technology to students more into their curriculum (Website of Socialist Republic of Vietnam – Government Portal 2016). Internet is now regarded as the most popular resource in innovative and distant educational environment (Website of Boston Global Forum 2016).

The last but not least sector in SWOT is threats that Antoree is facing with. The current technology infrastructure in Vietnam has not been developed sufficiently to meet users' demand. The average Internet connection speed in 2015 was only 2,5 MBPS, which was much slower than that in Thailand (6,6 MBPS), France (6,9 MBPS), and the USA (11,5 MBPS) (Website of Chabrol 2015). Furthermore, GDP per capita in Vietnam was about 5300 USD in 2015, which was still much lower than that of other countries in the same region (Website of Trading Economics 2016). World Bank ranks Vietnam as a lower middle-income nation (Website of The World Bank 2016). Furthermore, even though there are a large number of Internet users in Vietnam, the main purposes of them are people connection and entertainment. They are not yet familiar with online learning methods. Parents still have intention to send their kids to traditional classes in English language centers after school. Those centers, which are considered major competitors of Antoree, are still popular and receive high reliability among potential customers.

6.3 Marketing mix of Antoree

6.3.1 Product

The core service product of Antoree is customized English course plans for each user. The course curriculum is developed by Academic Research and Development team of Antoree, which is based on the evaluation standard of Common European Framework of Reference ranging from Starters, Beginners, Elementary, Pre-Intermediate, Intermediate, Upper-Intermediate to Advance levels. The course would at heart concentrate on communications skills development for the Vietnamese youngsters. Besides, grammar, reading and writing course packages are also available options for customers. Product development and sales team develop customized course plans relying on levels, interests, habits and directions of different students. The core value of Antoree's service is to increase customers' confidence and fluency in communicating in English, as well as to improve comprehensively English proficiency with the support of qualified teachers from all over world including native speaking countries.

Besides the core benefits, Antoree would add values to customers through their augmented services. Suitable teachers and appropriate course plans would be counseled to customers by the service team as soon as possible the customers fill their request information on the website or call the hotline phone number. The customer service team always put effort to remain high satisfaction level by regular up-to-date students' progress, necessary modification and 24/7 consultancy. Extra information and knowledge is provided to the learner community by blog posts and online library built by the marketing team. A customer is able to choose a first free trial contact lesson with Vietnamese or Filipino teachers or 50% discounted on that one with native speaking teachers. Moreover, additional value of Antoree's product is free assessment test on English levels for first time users and regular tests after every 12-study hour to update the progress of learners.

The final element of product is the delivery process that Antoree always tries to simplify the service process offered to customer. After reviewing the input of customers on the online form, customer service team would work with academic management team to finalize suitable courses and find proper teachers to meet customers' demand. The service team, working completely via mobile phone and Skype, makes sure of the class schedule between teachers and students, collects advice from teachers and students on the courses, and updates the progress of customers regularly. Customers' rights are to receive quality English lessons, free consultancy but they are completely responsible for their hard work, practices and effort to improve English skills of their own.

6.3.2 Pricing

The pricing mix element of Antoree at the moment is affordability that the tuition fee is worth the value. The pricing strategy is a competitive advantage of Antoree because the operation costs decreased thanks to the Internet compared to other traditional English

centers. Antoree does not have to pay for classroom infrastructures, time management, electricity and other course material printed out.

There appear distinguished fees to study with teachers from different countries. The fees to study with Vietnamese and Filipino teachers are normally lower than ones from native speaking nations due to costs for teachers and quality in average. In addition, discounts for new customers through referral, group registration and for “loyal” customers are applied to acquire new customers and retain the relationship. Moreover, when starting every new course package, one free trial or discounted session is applied.

Customers have several options to purchase for their course package. Traditionally, customers come to Antoree offices in Hanoi, Hochiminh city or Nha Trang city to pay by cash. Otherwise, the other option is bank transferring to the bank account of Antoree, which can be implemented at bank branch offices or via Internet banking. Unfortunately, online payment such as card payment or PayPal, or other online payment is not yet included in the payment method of Antoree.

6.3.3 Place

The primary place for this case is on digital tools. The service at first takes place on the official website of Antoree when potential customers register in the online form. After that, customers will be contacted via phone call when customer service personnel will consult information on Antoree service.

The service at Antoree is able to perform from all over the world thanks to the Internet connection, however, at the moment the marketing place is focusing on Vietnamese market, especially in urban areas where there are more parents regularly reach information on the Internet. The core service is implemented on a third-party that is Skype. Via Skype video calls, teachers give lessons to users. This place of service is a

unique feature of the case company that gives convenience to both teachers and customers that they can connect to each other at any time from any where in the world.

6.3.4 Promotion

Since Antoree is a virtual company, the promotion strategy is e-promotion so far. The goals of promotion campaigns for marketing team are to force customers to register in the online form and to build brand image as a largest community of English teachers and learners in Vietnam. In advertising, Antoree conveys messages mostly through channels on the Internet where there are prospective purchasers and end users. At the moment, Facebook page “Antoree – English for Kids”, Antoree blog “English for Kids”, Google search engine and YouTube channel “Antoree.com – Channel for Kids” are the main online media Antoree is reaching their targeted audience. The advertising messages are about the notable features of products and current promotion campaigns. For instance, in the three months from August to October 2016, the marketing team conveyed three messages covering three phases of marketing. The first stage’s messages are “Online learning is the innovative useful method in the young generation”, “The Internet is the largest source of knowledge that we can build an e-learner community”. The next stage is to introduce Antoree that provides a service platform for the online learning demand. The promotional message in the last phase was “Antoree is a leader in online teaching in Vietnam with sustainable development”.

In personal selling, Antoree has a dedicated sales team that communicates directly with customers. Phone calling is the most popular means to provide sales service to potential customers. Next, a free or discounted first trial class is applied to customers when beginning the courses. Further promotional activities are continuously researched and developed by the marketing team depending on special occasions in Vietnam. Moreover, customers are able to receive discounts for retained customers, group registering and referred customers. Because of the nature of education industry, Antoree usually gives away free e-books that attract customers.



Picture 2: One promotion campaign of Antoree (Website of Antoree 2016)

In picture 2, we can see one promotion picture of Antoree that appeared on every online marketing channel of Antoree such as Facebook, blog, YouTube and website. The promotion campaign was executed during the upcoming new school year of 2016 – 2017 that applied to all primary and lower secondary school kids in Vietnam. The marketing message was “Back to school with 3 valuable gifts to master your English with Antoree”. When customers register on online form or call the hotline to buy the service from Antoree, they will receive a free trial session value of 150.000VND, free more contact sessions worth of 500.000VND after 70-hour package, and an e-book named “Mastering American Accent”. The design style was fun and attractive with a photo of a kid in the primary school with exciting face to catch the audience’s attention.

Last but not least, Antoree has not yet focused on public relation and branding campaigns. The reputation of the brand now relies on online word-of-mouth and the image of the founder, Ms. Pham. The story of Antoree’s founder when quitting a couple-of-thousand-dollar-salary job to start Antoree startup, which has been viral on online magazines and social media, is inspirational to the young generation. In addition, she

and the team have attended seminars and workshops for startups in major cities to educate audience in innovative ways of teaching and learning in Vietnam.

6.3.5 Physical evidence

Despite mostly online business, Antoree also enhances customers' experiences with tangible traits that are offices located in Vietnam. The registered headquarter of Antoree is in Singapore. Nonetheless, since the targeted market is in big cities in Vietnam, Antoree is now expanding its offices there. The first office is in Hanoi – the capital of Vietnam, which is also one of the most developed and innovative cities in the country. In summer 2016, Antoree has two new offices in Hochiminh city and Nha Trang city that means the company would be able reach more targeted customers from Northern to Southern Vietnam.



Picture 3: CEO Van-Anh Pham in Antoree's office in Hanoi (Vietnam) appeared in a TV talk show.

Picture 3 provided a brief description of Antoree's office in Hanoi, where the founder, also CEO, Ms. Pham appeared on a TV talk show. The offices are simple yet fully equipped with innovative technology infrastructure. With the aim of bringing professional experiences to customers, offices of Antoree are also professionally designed and decorated.



Picture 4: A part of Antoree team in uniforms during a company-bonding trip.

To become a professional and recognizable brand, all full-time staff of Antoree is provided uniforms, which are polo T-shirts in white and green – the signature color of Antoree. Picture 4 showed a part of Antoree team in a bonding trip wearing Antoree uniforms. However, this uniform is not compulsory during working time; employees are rather free to wear what they prefer at work as soon as it is professional and convenient.

6.3.6 Process

A standardized delivery process of Antoree is as short and uncomplicated as possible that customers can easily understand and follow the flow.



Figure 6: Antoree's general service process

Figure 6 summarized a typical service process of Antoree from pre-purchase to service experience and post-purchase service. After receiving and reviewing a lead's registration in one to two working days, a sales person will contact and consult him or her about the courses then introduce to them suitable teachers based on the profiles. Because the final users are kids, therefore sales persons usually reach the parents and mainly contact them for any decision. A trial contact lesson via Skype call with the chosen teacher by customers will be conducted after a few days. When both of the teacher and learner confirm to attend the course, the customer will make payment with Antoree and start learning with the teacher according to schedule. The core service, which is the English courses, will be completely implemented via Skype 1-on-1 video calls between the teacher and learner. Each session lasts for one hour. After 12-hour learning, Antoree will provide an online assessment test for learners to evaluate the contemporary progress and publish the result for parents and teachers then discuss with them how successful the course has been so far. A modification will be made if necessary. Antoree's customer

service team is supposed to follow up the study progress and try their best to bring out the best improvement for students. Reviews from customers are welcomed to publish on the company's website in the end of the courses.

6.3.7 Managing people

The last but not least element – management people is the most important factor for Antoree as education services require not only directly communicating with customers but also directly teaching learners. In service marketing, the involved people are customer service team, marketing team and teachers who directly deliver the teaching services. All of the team members starting from managers to executive teams and services team are integrated in marketing and business strategy as a whole to fulfill the ultimate marketing objectives. Marketing team is a strong point of Antoree when everyone is dedicated and has strong willingness to continuously learning and adapting innovative tactics.

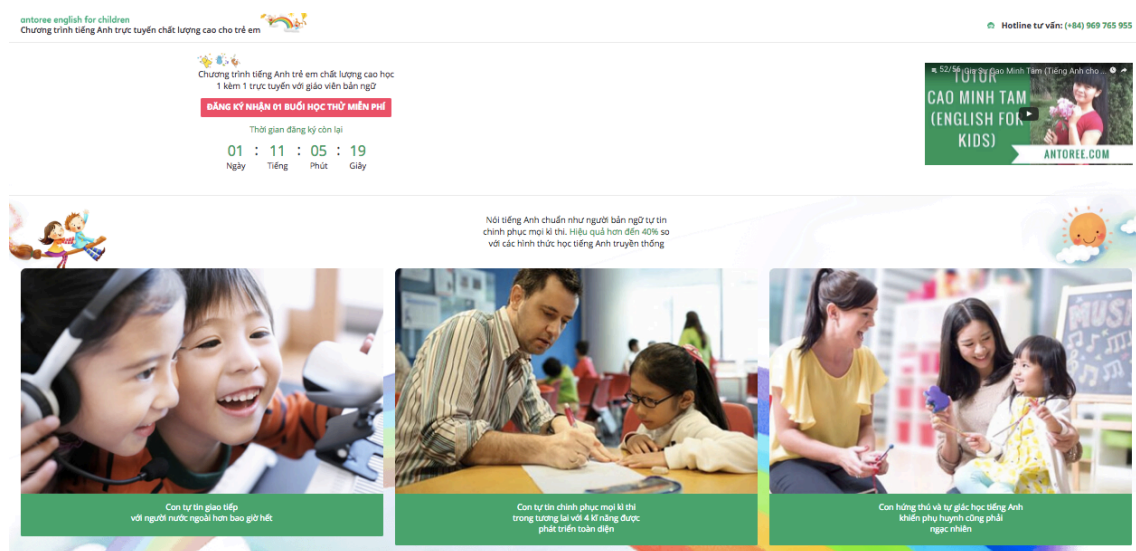
Customer service personnel are well trained to provide sufficient information and persuasive advice to customers. The first impression is the initial approach to customers that the team needs to stay professional and friendly in the conversation. Inter-personal skill is required in each member when one follows up the service performance. Additionally, teachers' teaching skills are as important as their background knowledge that they can understand students' habits and check up the learning advancement. The Internet has been a supportive means for the interested group that keeps track of lead contacts and saves time and costs of communication and service performance.

6.4 Internet marketing channels of Antoree

Without any offline activities, Antoree is now concentrating on four marketing channels on the Internet.

6.4.1 Website and search engines

Antoree has just launched a new landing page for the Kid segment, as it has become another major group of customers for a few months.



Picture 5: Front page of Antoree official website (Website of Antoree 2016)

Picture 5 captured the current landing page of Antoree English for children. On the top left we can see Antoree logo and the slogan “High quality online English programs for children”. A registration button with the call-to-action content of “Register to receive a free trial lesson” appears in the following part. A video cut from a demo class operated by Antoree is shown on the right of the page for users to better understand the service. Brief information about value of Antoree follows next in the page. The last part is the contact information about Antoree Company.

antoree english for children
Chương trình tiếng Anh trực tuyến chất lượng cao cho trẻ em

Hotline tư vấn: (+84) 969 765 955

Chương trình tiếng Anh trẻ em chất lượng cao
học 1 kèm 1 trực tuyến với giáo viên bản ngữ
(Chương trình dành cho bé từ 6-15 tuổi)

Phụ huynh vui lòng để lại thông tin chính xác.
Tư vấn viên sẽ liên hệ sắp xếp HỌC THỬ MIỄN PHÍ và tư vấn ĐĂNG ĐÚ THÔNG TIN sau 1-2 ngày.

Tên Phụ Huynh *

Số điện thoại liên hệ *

Địa chỉ email *

ĐĂNG KÝ

Thông tin đăng ký của bạn được bảo mật và chỉ sử dụng trong tư vấn liên quan đến ANTOREE

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10 Đường Anson #02-04, International Plaza, Singapore 079903

Picture 6: Online registration form for kids at Antoree (Website of Antoree 2016)

Picture 6 presented the current online registration form for English courses at Antoree that appears after a customer clicks to the “call-to-action” button from the landing page. On the top left of the page, there is a logo of Antoree while on the top right is the hotline number for customers to directly call the service team. Under the slogan of Antoree for Kids “Quality online 1-on-1 English programs for kids with native speaking teachers” in the middle, Antoree states that the sales team will contact the customers after they register on this form after one to two working days. The main part of the page is personal information that customers need to fill in which contains their names, phone numbers and email addresses.

As we can see on the both pictures, the design style of Antoree website is bright and simple for users. The main colors are green and white which are signature colors of Antoree brand. All of the instructions are presented in brief yet sufficient for users to search and fill information. Especially in the Kid registration form, the team designs the landing page in fun and attractive style but still user-friendly.

All marketing campaigns now mainly lead to the landing page and online registration form through search engines. Nonetheless, until now, the result from SEO has not been productive to increase traffic as expected while spending a lot of money every day.

Although Google is the most popular search engine in Vietnam nowadays, it costs a lot of money for advertising. Antoree is now trying CocCoc, which is a search engine from Vietnam raising popularity in the country recently and costing much less.

People do not have intention to directly search for a place to study English on search engines, they search for information on how to improve English language and which exact programs or courses to help them improve the competency. The marketing team is now focusing on advertising these sorts of keywords.

6.4.2 Blog

The screenshot displays the Antoree website's blog section. At the top, the navigation bar includes the Antoree logo, the tagline 'Học Tiếng Anh trực tuyến một kèm một', and menu items: 'TÌM GIÁO VIÊN', 'BLOG TIẾNG ANH', and 'VỀ CHÚNG TÔI'. A secondary navigation bar lists categories: 'Tiếng Anh công sở', 'Tiếng Anh chuyên ngành', 'Tiếng Anh trẻ em', 'Luyện thi chứng chỉ', 'Tin tức và sự kiện Antoree', and 'Khác'. A 'VIẾT BÀI' button is also present.

The main content area features several featured posts:

- A video post titled 'Ok, Invent, that means to make something new. For example, you invent a robot. Ok?' with a 'Marketing team' byline, dated 7 days ago.
- A post titled 'KHUYẾN MÃI KHỦNG MỪNG QUỐC KHÁNH 2/9-RINH NGAY QUÀ TẶNG TRỊ GIÁ 2.000.000 VND' by 'Yummy', dated 14 days ago.
- A post titled 'CHƯƠNG TRÌNH HỌC TIẾNG ANH CHO TRẺ EM 6 - 16 TUỔI TẠI ANTOREE' by 'Marketing team', dated 22 days ago.
- A post titled 'Cả nhà cùng karaoke bài hát tiếng Anh "You are my sunshine"' by 'Minh Tuấn', dated 29 days ago.

Below the featured posts is a section for 'Bài viết mới / Đọc nhiều' (New posts / Most read), featuring a post titled 'Nếu có ai hỏi mình bí quyết phân xạ tiếng Anh thì đây chính là hai bí quyết của mình' by 'Carlí', dated approximately 12 days ago.

On the right side, there is a registration form titled 'ĐĂNG KÝ HỌC THỬ MIỄN PHÍ CHO BÉ' (Sign up for a free trial for kids). The form includes fields for 'Tên phụ huynh' (Parent's name), 'Điện thoại' (Phone number), and 'Địa chỉ email' (Email address), followed by a red 'ĐĂNG KÝ' (Sign up) button. Below the form is a section titled 'Góc học viên và giáo viên' (Students and teachers' corner), containing two testimonials from 'Thị' and 'Ruth Sheffer'.

Picture 7: Antoree Blog – English for Kids (Website of Antoree 2016)

Picture 7 presented the landing page for Antoree blog for Kids (Website of Antoree 2016). Users can find the link to the blog from the front page of Antoree website. On the blog, there are the featured posts followed by the most updated entries column. On the right column, a registration form is placed to optimize the conversation rate. All blog

entries are created by the blog content team, Antoree teachers, Antoree learners and anyone who would like to join the community.

The blog team is aimed to become an Educator and Motivator in every post. Antoree English for Kids would like to educate the target audience about innovative learning methods using the Internet that there are blog entries about learning tips, English trial tests, and information about take the best out of the Internet in education. There are also blog posts about inspiring stories of learners or influencers to motivate audience to start learning innovatively and effectively. They will see the strengths of online learning and unique features of Antoree through detailed information before making decisions.

While building key words weekly, the team works closely with SEO team to promote attractive keywords that users might look for on search engines and considers special days or occasions. In each post, although the ideas are creative and topics are various, the editors need to follow several rules, for example: adding links to the landing page, using keywords accordingly, and creating concise attractive titles. Sharing posts on social networks such as Facebook page, Facebook groups, Google plus, LinkedIn and Pinterest, etc. is the next step of the team to increase traffic, generate leads, and raise keywords ranking in search engines.

The team is also planning to execute email marketing, which sends emails of updated blog posts and increases customer relationship with whom is interested in joining Antoree community of online learning for kids. Antoree would outsource free tools of email marketing including MailChimp and SendGrid. All of the marketing team would collaborate to collect email addresses from Facebook posts, subscription forms and from existing customers. Email marketing would generate emails from interested audience group, increase relationships with customers and increase brand awareness directly to target audience.

6.4.3 YouTube

Antoree released a YouTube channel named “Antoree.com – Channel for Kids” more than one month ago since the research started. This channel consists of animated videos made by the team about Antoree for Kids services, English songs for children, vocabulary learning in different topics, and clips from real classes operated by Antoree, for example. The main objectives of the YouTube channel is to increase awareness in multi media, raise followers, and increase interest in learning English online for Vietnamese children. Lead generation is also needed but not a main purpose at the moment since the channel has reached not many followers so far. The channel is also a regular content for Antoree blog and Facebook page to share the clips.

6.4.4 Facebook

The screenshot shows the Facebook profile of Antoree.com. The page name is "Antoree.com - Tiếng Anh Trẻ em chất lượng cao học trực tuyến 1 thầy-1 trò" (@antoree.school). The banner at the top lists three offers: "Phiếu học thử trị giá 150.000vnd", "05 buổi học trị giá 500.000vnd", and "Ebook phát âm trị giá 200.000vnd", along with the phone number "Hotline: (+84) 969 765 955". The page has a 5.0 star rating and 5,601 likes. A recent post from yesterday at 4:00pm discusses the benefits of learning English in 6 months. The 'About' section provides the address "10 Anson Road #26-04, International Business Centre, Singapore 10000" and the phone number "0969 765 955".

Picture 8: Facebook of Antoree – English for Children.

Picture 8 was a screen shot of Antoree Facebook page. The name of the page is in Vietnamese that is translated into English: “Antoree.com – High Quality 1-on-1 English programs for children”. The page has reached more than 5600 likes and received 5 stars from users mostly of who have been Antoree learners or their parents. The entire contact information and Antoree introduction is provided in the “About” section.

As an Influencer, Facebook team everyday produces posts about promotion campaigns, interesting clips about English learning, photos of English stories or new words, and sharing popular news of the day. The purpose is to motivate users to be aware of a new learning method and interested in trying Antoree services. Antoree also listens to and reads all of the reviews from customers on their page. In other Facebook groups,

updating trends in learning English, customer behaviors in online learning are also responsibilities of the team as a listener. Antoree Fan page is very responsive to customers' comments and reviews. They sometimes post small quizzes and mini games to increase interaction with followers and build a strong bond in the community.

Advertising on Facebook page is also implemented as the main source of lead generation for Antoree. Advertisements on Facebook is efficient when Antoree can reach precisely the targeted audience with the functions of filtering Ages, genders, locations and interests based on online habits. In addition, Antoree can evaluate the performance, mutual interaction with users effectively through likes, comments, replies and shares.

6.4.5 Integration of marketing activities

Every marketing channel of Antoree's collaborates with each other. Marketing strategy phases are integrated in all activities from blog posts, Facebook posts, and YouTube clips. The team members stay on the same page of executing campaigns. Mutual sharing is vital at its best to grow traffic for each channel, increase brand awareness and interactions. For example, a blog posts can be shared on the Facebook page with a link back to the blog page; or a YouTube clip's description box contains a link to the landing page of Antoree Kid. When carrying out one particular occasional campaign, the team produces consistent content to support the message and build strong bond in the team.

7 RESEARCH METHODS

7.1 Qualitative research method: Observation

Qualitative research is a method to gather in-depth insights and reasons into a reality based on a small number of respondents or observations that is conducted through an intense contact within the situation (Richards & Munsters 2010, 34). Observation is the first data collection method I conducted during the research.

Theoretically, observation is conducted when you follow and watch the activities of a person or a group of people to collect accurate insights into a performance, behavior or motivation of doing something (Polaine, Lvølie & Reason 2013, 54). The action of observation can last in short amount of time, for example: a few minutes from the starting point of the service performance until the final step of bill receiving after purchase. Otherwise, in in-depth observations, the shadowing activity lasts longer then more in-depth insights can be revealed. (Polaine, Lvølie & Reason 2013, 55.)

This method is quite time consuming when the observer needs to shadow every necessary activity that would affect the findings results. Moreover, customers or employees might feel uncomfortable while being observed that they may act differently from normal then would mislead the results. Therefore, it is critical that the observer conducts the research in the participants' natural atmosphere and environment. (Polaine, Lvølie & Reason 2013, 55.) There generally appear two ways of approach in this method. The first one is pretending not to be there and observe the participants, and the other is straight forward asking questions on their current activities in the context. The researcher should not add any personal emotion and perspective into the answers of the participants before analyzing results. (Polaine, Lvølie & Reason 2013, 56.)

7.2 Quantitative research method: Online survey

Quantitative research can be defined as a method to collect data based on a large population of respondents. Survey is one of the most popular methods in quantitative research that collects relatively small amount of data from large number of respondents. (Richards & Munsters 2010, 34.)

Theoretically, survey is the method to ask a selected group of people from a prepared questionnaire to gather information for further analyses. Online survey is another approach of surveying that collects data from targeted audience electronically using the Internet tools. (Bhaskaran & LeClaire 2010, 10-11.)

This is an effective and quick method to gather information from a wide range of people. However the survey designer needs to consider the boundaries such as targeted respondents, locations, implementation time frames and ways to spread as well as analyze the data (Steinberg & Steinberg 2015, 166). To plan an effective and successful survey research, one has to stay on track and deeply know the purposes of the survey as well as the topic he or she needs to discover (Steinberg & Steinberg 2015, 167).

7.3 Combination of qualitative and quantitative methods

In this project, there would be two research approaches to be applied that are qualitative and quantitative methods, which would be defined in the following paragraphs.

On one hand, quantitative method, which is an online survey in particular, is normally strictly structured and should be well prepared and planned beforehand. However, on the other hand, the qualitative method appears more flexible that analyses the data based on texts and words to gather insights. (Richards & Munsters 2010, 35.)

In the qualitative method, I executed observation to collect in-depth information about the customer insights and the company insights about the marketing team's performance. Additionally, in the quantitative method, a customer survey would be conducted to gather customer insights and to analyze the success of online marketing activities the company has implemented recently. Combination of the two quantitative and qualitative methods would result in both comprehensive and in-depth findings then would improve the validity of the research (Richards & Munsters 2010, 34).

8 IMPLEMENTATION OF THE RESEARCH

8.1 Observation

8.1.1 Planning and implementation

I found the observation method critical because I have been a part of the marketing team, thus I can understand the purposes, working process, and the culture of the company in general and marketing team in particular. I believed that from my observation, I would find out the marketing team insights, the case company insights as well as customer insights.

Throughout the observation, I planned to observe the performance of the marketing team for the kid segment, the collaboration of the team with other departments such as sales and customer service, and the behavior of target audience through the ways they engage with the brand in different online channels.

Although everyone in Antoree team knew about me, all of them did not acknowledge of my writing thesis about the company, except for the CEO and the marketing manager. In that situation, I am able to observe the performance of the team effectively. Because everyday I worked with the team, I could see the workflow and freely ask random questions to any team member to observe. Even though all of the observation was conducted via from the Internet through emails, messages, video calls and audio calls, I always tried my best to connect with the team to observe their performance as accurately as possible.

Moreover, I planned to collect insight data from the audience interacting with Antoree through online marketing activities. Since the team conducts marketing virtually, all of the data is available online. I could follow the interaction on Facebook posts, blog post

sharing and YouTube clip posts, etc. The way a person converts to a customer is also accessible through the online portal of Antoree. Therefore, the online behavior insight can be watched and analyzed in the findings.

8.1.2 Findings

In this part, I would only mention the most considerable information that I gathered throughout the time I observed which last from July until early October 2016.

Initially, the findings would concern the performance of the marketing team and the integration of the team internally and with other teams. As a member of Antoree marketing team, I experienced the empowerment among each employee. Everyone is encouraged to be creative and able to flexible at working time as long as they ensure the productivity. This culture works well at Antoree that makes people committed to their work. Since the team consists of young staff, the team is pro-actively and continuously mastering marketing skills with the full support of other colleagues.

Members understand that integration and collaboration is essential and required to gain stronger bonding within the team. The whole team has operated weekly Skype call meetings to check up the progress of all marketing activities, if all channels are going on a same page of strategy, raise recent problems and encourage everyone to come up with ideas and solutions to boost marketing and generate leads. Although there are sub-teams in responsible for blog, Facebook, YouTube and search engines advertisement, all employees are encouraged to raise their voice to support other teams if possible.

Furthermore, when I raised questions concerning the concrete brand image of Antoree, there was confusion among teams and so was the marketing manager. Antoree has been struggling in positioning to be either a platform of community of English learners and teachers or a service provider of customized online English programs. This can be a

huge problem to build blog content, Facebook posts, YouTube videos and marketing emails to spread in the targeted market.

In addition, while working with the marketing team, I also observed the interactions of users and Antoree teachers with the company. Customers tend to be attracted by posts about sharing learning tips, Antoree sample classes and sharing English exercises and trial exams as there have been more contacts generated from those posts compared to others. Moreover, among hundreds of registered teachers, not all of them are active in marketing channels. A few of them, however, are actively engaged with marketing channels as they would like to promote themselves on blog, YouTube or Facebook so that customers can notice them and have preferences on the teachers they would like to study with. Freely choosing teachers is one added value of Antoree that a lot of customers are interested in.

8.2 Survey

8.2.1 Planning

An online survey is the quantitative data collection method I decided to use to analyze the success of Antoree's marketing to targeted customers at the moment. Antoree would like to know the motivation and behavior of customers on online learning, to analyze if they have met the customer demands from service quality, service personnel, and promotions as well as to find out which points they should improve their performance. The topic of the survey is "Customer evaluation on Antoree online marketing activities". Because the existing customers would understand clearly the service and give the most precise evaluations on their experiences with Antoree as well as contributive ideas to marketing development, they are the targeted respondents of the survey. These customers are the learners' parents who made purchase decisions.

As almost every service point is performed online to customers, this survey also took advantage of the Internet. The questionnaire was made online using a free outsourced tool, which is Google Form. This tool provided several templates for designers to insert their own content for each question. The form is editable online for anyone who has the right of administration, hence I worked together with the marketing manager to tailor the questions. In addition, we designed the display of the form that included the logo of Antoree for respondents to recall the brand name. Finally, Google Form automatically calculated the answers and analyzed in different types of figures depending on different categories of questions.

8.2.2 Making questionnaire

The survey questionnaire included both close-ended and open-ended questions. All of the questions were critical to stay relevant to the topic and purpose of the survey. Close-ended questions are multiple-choice questions for respondents to choose their most suitable answers from a given series. Meanwhile, open-ended questions give respondents blank space to freely fill their answers with their own words. (Steinberg & Steinberg 2015, 167.)

In this survey, close-ended questions were about children's age groups, purposes of learning English, opinions of respondents about online learning, marketing channels of Antoree that reached the respondents and their opinions on the performance of those channels as well as evaluation of Antoree service and promotions. The purpose of those close-ended questions is to easily categorize answers for better analysis. Depending on types of questions, a few questions required only one answer option, for example: age group of their kids, how often they reach a certain channels of Antoree and how they evaluate quality of Antoree services. Besides, in other questions, people could tick on one or more answers that fit them such as from where they acknowledged of Antoree, reasons of study online, motivations of studying English, and ideas to contribute to Antoree marketing. An option of "Other" is included for respondents to express their

own unique answers. On the other hand, there were only a few open-ended questions in the questionnaire since it would be more complex to collect and analyze data. Open-ended questions give respondents opportunities to express their in-depth thoughts and reasons. Most of the questions were about personal information of respondents, which everyone was different from each other, and ideas to contribute to the improvement of Antoree. All in all, there were 22 questions presented in the survey.

The detailed questionnaire of the survey will be provided in Appendix 1. Because the survey was prepared in Vietnamese language, both original version and English translated version will be included.

8.2.3 Population and sample

A population in survey is the total number of people and cases that fit the specific requirements in the research. Because sometimes the population is too large to investigate the data, it is impossible, time-consuming and costly to research the whole population. Therefore, we collect some of the elements in the population to create a sample so that we estimate the findings from samples, which would reflect the findings from population entirely. (Maruyama & Ryan 2014, 231.)

The population of the research was 80 people since that was the number of existing customers of Antoree Kid at the time of research. Since the population is not too large, all of the customers would participate in the survey. In consequence, the survey would receive as precise as possible data findings. Only respondents to the questionnaire will be considered as a sample. The researcher will choose samples that satisfy their needs and requirements. (Maruyama & Ryan 2014, 236.) I will pick those respondents to represent the whole population of Antoree customers because I needed to investigate from the parents who actually took care of their kids' study places. I assumed that those parents were active on the Internet, sensitive to online marketing and willing to support their children's learning, especially in English. The target of respondent rate to a

successful research was set to be 35% minimum. As it was an online survey sent via email without any incentives to motivate respondents and the execution was only in 20 days, the team did not expect more than 35% of the population would respond.

8.2.4 Implementation

After the planning the questionnaire, the survey was implemented online. Collecting contact information of customers, which was available in the company portal internally, the marketing team spread the online survey via email. Email is the means of communication between Antoree and customers besides Skype. Nevertheless, some of the parents did not regularly check their email inbox, the team called each of them after three days or a week sending emails to confirm the email arrival and urge them to complete the questionnaire before the deadline. There was no incentive for customers to complete the survey, however, the customers was told directly that Antoree was always putting their best effort to meet customers' expectations, thus this survey was important to understand what customers think of Antoree and how it should improve.

The survey was sent out from 1 August 2016 until 20 August 2016, which last 20 days to collect the data for this research. Automatically, Google Form updated and calculated the results from the respondents. The team and I did not have to collect data manually.

8.2.5 Data collection

The survey was sent out to 80 customers and there were 39 respondents; therefore, the response rate was 48.75% that exceeded the expectation. Google Form helped to collect data and present the answers in charts. Depending on types of questions, especially in multiple choice questions, Google automatically created pie charts or bar charts based on the number of respondents. All of the detailed response would be described in Appendix 2 at the end of the thesis.

In the personal information part, not all respondents shared their names, phone numbers and their kids' names because these are not compulsory and this will be kept confidential. This step was to gather customers' information for customer service team and to make customers feel personally taken care of.

The kids in the survey were mainly at the age from 6 to 16 years old. The major age range of kids in the survey was between 10 and 13 years old, which accounted for 59%. The second group was between 6 and 9 years old (25,6%) that were followed by the 14-to-16-year-old group (12,8%).

In addition, most parents stated their purposes of their kids' learning English were to improve speaking and communication skills (79,5%), to seize opportunities to communicate with native teachers (56,4%) and to advance writing and reading skills (48,7%). Almost everyone supported the online learning methods that indicated the reasons were to help kids become more confident in English speaking (82,1%), improve independent study and time management ability (56,4%) as well as advance computer and Internet skills (48,7%).

Among all marketing channels, Facebook took over the channels customers started aware of Antoree that accounted for 64,1% followed by Google search engine (25,6%) and referrals (23,1%). Other sources such as news, magazines and directly on Antoree website were below 20% in total.

The next several questions were concerning how customers analyzed the performance of marketing channels such as website, Facebook page, blog, and email. According to 74,4% of the respondents, customers stated that Antoree's website was well designed and easy to read information. However, there was still 10,3% of them that never knew the website at all and 5,1% did not like the webpage design because of complication.

Next, the Facebook page channel resulted in different types of answers among respondents that none of them was dominant. 35,9% of the respondents often surfed on

the page whereas 30,8% of respondents never heard of Antoree Facebook page. In addition, the rest of the respondents always followed the page but only half of them actively reacted to the posts.

Concerning Antoree blog, 51,3% of respondents read Antoree blog from time to time, however 35,9% never reached the blog. The rest of them were active readers of Antoree blog.

In email marketing, more than 56% of the respondents said they regularly received emails from Antoree and had been replying. Almost 40% of the respondents received emails from time to time but did not care about them, while the rest never received anything from Antoree in their email inbox.

Since the YouTube has been a new channel, 64,1% among the respondents did not follow the channel. Meanwhile, 28,2% really liked Antoree YouTube's video clips. Only 1 person did not like the channel and 2 had "others" points of view.

In the next section, the respondents answered questions concerning service quality of Antoree. Most of them were new customers that have started learning with Antoree for less than 3 months. The rest of them have used the service for more than 3 months.

Concerning the core service, the survey asked two questions about the quality of teachers and study programs of Antoree for their kids. The parents were asked to give points in the ranking from 1 to 5 about their satisfaction with Antoree teachers in which 1 meant "very satisfied". There were 13 out of 39 respondents very satisfied with Antoree teachers that gave point 1. The following points were 2 and 3 received 22,2% and 27,8% of the respondents relatively that they felt rather happy with their teachers. Meanwhile, there were still 5 people not happy with their teachers at Antoree that gave the lowest points 4 and 5. Moreover, in the last part of the survey, there was free space for respondents to write down their comments on their experiences with Antoree. More than a half of 30 responses was complimenting on the ability teachers in helping their

kids to become more confident in using English in daily lives, along with the friendliness and commitment of teachers in the teaching methods.

In addition, they were asked to evaluate the English programs at Antoree that also ranked from 1 to 5 about their satisfaction in the same way as above. 62,1% of the customers were satisfied with the teaching programs; 21% felt neutral, whereas 16,2% of them did not like the programs. Customers also gave more detailed notes on the programs. Although most of them were satisfied with their kids' improvement in English skills, there were also a lot of complaints about lack of concrete curriculum for kids. Parents would like to know what their kids were going to learn in advance or what the standard of the curriculum was. They also would like to have more exams to tests the English skills of kids before, during and after studying with Antoree.

Concerning the registration process, 100% of the respondents saw it very simple and easy to follow. 84,2% of them was satisfied with the customer service quality of Antoree while 13,2% felt neutral and only one person was not satisfied. Furthermore, in pricing, more than half of people considered the tuition fee as worth the value. Nearly 90% of the respondents would like to recommend Antoree service to their relatives and friends.

In the last two parts, the survey asked for expectations of customers about promotion campaigns and service development. Most of the respondents would like to receive promotions for loyal customers that accounted for 73,7%. The two runner-up ideas were discounts on special occasions and operating more English contests for kids that accounted for 68,4% both. Promotions for referrals and free trial lessons were also popular ideas that people would like to have in promotion campaigns of Antoree. Only three of the customers did not care about the promotion information.

Finally, they had opportunity to give contributive opinions to help Antoree to develop the service quality. Almost 80% of the respondents would like to have more standardized and clearly defined study programs, which was relevant with the comments of them in the free comment part. Besides the willingness to enhance the quality of study

programs, the customers would like Antoree to improve the quality of teachers as they considered this is the second important role. About 45% of them would like to receive more promotion opportunities. However, there was 36% of the respondents would like to have better Internet connection option while learning online. The least ratio belonged to customer service improvement that accounted only for 26,3%.

8.3 Validity and reliability of the research

Both qualitative and quantitative methods would bring the big picture of marketing at Antoree and in-depth consumer insights along with company insights. I started the observation research when I began working with the team until the time writing the thesis report; therefore the information was up to date and reliable. Furthermore, the survey was conducted in August 2016, which was about two months before the analysis and the data was collected from current customers of Antoree. Consequently, it is certain that the findings were real data and valid.

It is undoubted that the response rate of the survey affects the validity and quality of the survey. The response rate was almost 50%, which exceeded the expectation hence the findings is reliable. Moreover, the quality of the survey was also influenced by the quality of the answers if the respondents put effort in answers questions or they just skip in the middle of questionnaire. From the response results, we received answers to all questions; besides, in the free space part, almost everyone took note in detail about their experiences and expectations on Antoree improvement. The marketing could rely on this information to analyze their marketing and service performance apparently.

8.4 Research result analysis

Combining the two researches' findings, I found out the thorough consumer insights in the targeted market and the success of Antoree marketing team at the moment from both personal perspective and customers' experience.

The initial part was to analyze the current consumer insights, about their behaviors and expectations on English online learning service Antoree is providing. Since most of the parents would like their kids to improve the communication skills, from my point of view, Antoree has been on the right track focusing on speaking skills, communication skills. In addition, since the parents would like their kids to improve comprehensively English skills according to the survey, they also cared about the relevant content of the messages they received everyday through Antoree's marketing channels. This was related to the findings in the observation that successful lead generation campaigns came from posts and campaigns about educating people about online learning tips, English speaking and vocabulary exercises.

Furthermore, based on the customer demands from the survey, they would like to have better retention policy for loyal customers and discounts for referrals and in special occasions. The parents were also in favor of their kids' joining contests on English skills.

In general, Vietnamese parents would like their kids to develop comprehensive English skills when sending them to extra academies besides daily school, especially focusing on communication skills and opportunities to learn with native speaking teachers. They strictly cared about the standard of study programs and followed the improvement of their kids regularly. At last, besides professional skills, enthusiasm along with teaching skills were all of the parents are looking at when choosing proper teachers for their kids.

The second part of the analysis was about the success of the marketing team focusing on marketing mix and channels in order to meet the marketing objectives. First, the product of Antoree is providing 1-on-1 online English courses. The competitive advantage of the product was customization to each student, which was the attractive unique feature to targeted customers. However, from the survey results, the product was making several customers confused and not fully satisfied. Even though the quality of study programs gained rather high score in satisfaction and most of the respondents saw the

improvement in their kids' English competency, they required more transparency in the study curriculum and program standards.

Second, the pricing strategy of Antoree has been rather successful that almost every customer felt the value they received worth the money they paid for. The positioning of Antoree is high quality service yet competitive affordable price because of no operation and infrastructure expenses. Therefore, this brought cost-effectiveness to both customers and Antoree Company.

The place factor in the marketing mix was not a major problem of Antoree, because the company is providing entire online services. Therefore, the place was not important for marketing team to focus in the research. However, if considering the Internet was a place of performance, the company has been successful that the customers were rather happy with the Internet connection and the way the courses were executed via Skype calls according to the results. This happened similar to Physical evidence part in the marketing mix. Since the company offices were well furnished, this did not have much impact on customers' experience since they would receive service straight from their home. The only impact of physical evidence in this case would be the improvement employee's satisfaction at work and willingness to engage with the company. In such case, according to the observation findings, I saw the happiness within the team, including myself while working at Antoree. Regular after work dinners and parties, open environment with flexible working time, and plans for professional and skills training sessions are satisfying employees in the company.

In Promotion, to meet the customer demands based on the analyses, in fact, Antoree has organized several English public speaking contests and singing contests recently depending on special occasions, such as "Mid-Autumn Festival in your eyes" speaking contest and "Your loved woman" singing contest on Vietnamese Women's Day. Although Antoree has always had retention and referral policies, the information was not transparent and online published to prospective customers to attract them. Even though from the observation, I saw the marketing campaigns of Antoree was still too plain and

simple, based on the survey results, the company actually has been executed similar to what customers are expecting.

Regarding the marketing channels of Antoree that were Facebook, blog, YouTube and email, though a lot of customers acknowledged of the channels, they were not actively interacting with the company through the channels. From the survey, we could see Facebook was the most important marketing channel to communicate with customers. However, there were only a few daily active members from real customers on that social network. This would affect the consumer awareness of Antoree as well as the reliability of the brand on social media.

Furthermore, according to the survey findings, the whole respondents found it very simple and easy to register to study with Antoree. There were also no complaints about service process from customers. A lot of the answers were even about their satisfaction with the service delivery process of Antoree.

People factor was the last but not least element in service marketing mix of Antoree. The people included marketing team, frontline staff and Antoree teachers. Based on what was observed, I was impressed by the commitment and the fast learning ability of the marketing employees. However, to improve the efficiency of marketing campaigns and content of marketing messages, the team needed more creativity and engagement to customers as well as collaboration with other departments such as sales and product development teams. Frontline staff received no serious complaints from customers in the survey; therefore, we could see the success in customer service quality of Antoree. Teachers' quality played the key role in the education service that in fact satisfied the customers based on the findings. A lot of customers gave compliments on their kids' teachers and how the teachers had helped their kids in learning English better.

9 CONCLUSIONS AND RECOMMENDATIONS

In summary, from the survey results merging with the observation findings, we can see the correlations between the customer expectations and their real experiences with Antoree as well as how the marketing has performed so far in the market according to the current customers. The team has not seen a lot of complaints or extremely considerable matters since I started working. This was relevant to the survey results that customers said they were happy with the experience with Antoree. Considering all of the marketing mix elements have been analyzed throughout the research, Antoree has been working rather well in marketing. Although there were not many major complaints, there were not any huge compliments from customers either that Antoree should work harder to improve their key unique values bringing to customers.

Based on the analysis and the real situations of the company's resources, I would like to propose several recommendations that would boost the marketing efficiency of Antoree. Since marketing employees of Antoree, from the observation, were qualified and dedicated to their jobs as well as willing to continuously develop their expertise, I would suggest Antoree to promote People as their key value in the service performance that includes not only service people but also teachers from Antoree. The unique feature of the service, which is completely online, would also be a strong point in attracting potential customers who would like to experience innovative learning methods.

In addition, as Facebook is now the most powerful in the market that is the major source in generating leads for Antoree, the company should keep focusing on creating attractive content and pull audience to engage to the page closer. Integrated content from all channels should keep improving that consists of educational or even controversial topics and inspiring stories about English learning tips. Facebook advertising, multi-media posts, mini-games, contests and online events implemented in a way of live stream demo classes or seminars would become a boom.

As the content of marketing messages still played the major role in communicating and engaging targeted audience, Antoree should build more creative messages in their

campaigns. The solid brand image through the messages should be clearly described. Different ways of promotion, besides discounts on special days, could be applied such as promoting the referral and retention policies, group registration promotions, free trial standardized tests for kids as well as seminars or workshops about raising and learning with kids innovatively.

Finally, I would also like to suggest for further studies for Antoree. My study was about Internet marketing strategy solely, however I would see the huge potential in developing offline and traditional marketing as well in this case that the company should consider in further steps. I would suggest Antoree study in traditional marketing methods and activities relevant to the nature of their business for example exhibitions, conferences and other offline events.

10 FINAL WORDS

After finishing the thesis, I feel satisfied with the outcome that has reached the objectives of the project about evaluating the current situation of the case company's marketing, understanding target customers' behaviors and proposing my recommendations to contribute to the team. The research was successfully conducted with the support of the whole team, especially the marketing manager and the CEO although the detailed information of the observation was kept confidential to ensure the natural environment. The team was presented the results and the managers were very satisfied with my study. They all see the potential in applying my analyses and recommendations into practice to improve their Internet marketing strategies immediately.

However, I did overcome several challenges that I have been working from distance to the team in Vietnam. All of the communication methods have been implemented virtually on Skype calls, emails, and the internal portal. The time-zone conflict and

Internet connection sometimes made me difficult to connect with the team in real time. Nevertheless, the service is online, therefore, the company and I have experienced in dealing with the problems. Concrete time frame for campaigns has been well planned and implemented to avoid those problems and reduce the risks. So far, there has not been any major mistakes or problems that affect the results of the project.

Furthermore, though the results may not reveal extremely surprising findings, most of the substantial elements have been well covered and analyzed. I would strongly believe my work was valuable to Antoree in developing the Internet marketing strategy to meet their marketing objectives.

With regard to my own competency development throughout the project, I am happy that I could gain working experiences in marketing in a real business. I better understood how to apply theories into a company for example: marketing mix and SWOT analysis. Especially in Internet marketing strategy that I had few experiences and skills, I have expanded my knowledge in different Internet marketing channels such as search engine, blog, Facebook and YouTube and integrated Internet marketing strategies. I could see the potential of developing digital marketing strategies in almost every business, especially in service industry from the study. Conducting customer surveys brought me knowledge in market research to analyze customer expectations and experiences to some extent. Working virtually with the team and independently was also what I learnt when working at Antoree.

In final words, if I had a chance to redo the project, I would still conduct the two research methods I used with the same implementation plan. However, I would somehow add branding questions into the customer survey to analyze how customers see Antoree as a brand. This would soon become my next step in working with Antoree in the future.

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APPENDIX 1

ENGLISH TRANSLATED CUSTOMER SURVEY

“ANTOREE’S ONLINE ENGLISH TEACHING SERVICE AND
MARKETING PERFORMANCE”

1. Full name of parents (compulsory):

Phone number:

2. Full name of kid: (compulsory):

Age of your kid:

- <6 years old
- 6-9 years old
- 10-13 years old
- 14-16 years old
- >16 years old

3. Your purposes of your kids’ learning English (Can tick more than one box)

- To start learning English from beginner level
- To keep up with the knowledge at school
- To advance the writing and reading skills (advanced level)
- To advance the speaking and listening skills (advanced level)
- To have opportunities to learn with native speaking teachers

4. Your viewpoint about online learning:

- Should
- Should not
- Other

5. Why did you choose to learn online? (Can tick more than one box)
- Parents do not have enough time to take their kids to academies
 - Kids can become confident to communicate with native speakers
 - Kids can gain concrete and comprehensive knowledge
 - Kids can improve computer and Internet using skills
 - Kids can improve self-confidence and time management
6. From where did you know about Antoree? (Can tick more than one box)
- Facebook
 - Google search
 - Website: antoree.com
 - News and magazines
 - Relatives or friends
 - Never know about Antoree
7. Your comment on Antoree website? (Can tick more than one box)
- Nicely designed interface
 - Simple to follow and search for information
 - Bad designed interface (color, logo, pictures...)
 - Complicated to follow
 - Never know about Antoree website
 - Other
8. Do you follow Antoree Facebook page?
- Yes, I always follow and actively comment
 - Yes, I follow but rarely comment
 - I sometimes surf the page
 - I never read posts on the page
 - Other
9. Do you read Antoree blog?
- Yes, I always follow, comment and share posts
 - I sometimes read posts
 - I never read Antoree blog posts
 - Other
10. Have you ever received emails from Antoree?

- I always receive emails from Antoree, I have read and answered
- I sometimes receive emails but do not care
- I never receive emails from Antoree

11. Do you follow Antoree YouTube channel?

- I follow and I like video clips from the channel
- I do not like the clips from the channel
- I do not follow the channel
- Other

12. How long have you used Antoree's service?

- More than 3 months
- Less than 3 months
- Never used
- Other

13. Rate quality of your current teacher:

Very satisfied 1 2 3 4 5 Not satisfied

14. Rate quality of your current study program:

Very satisfied 1 2 3 4 5 Not satisfied

15. Comment on registration process of Antoree:

- Very simple to register
- Very complicated to register
- Other

16. Comment on tuition fee at Antoree:

- Too expensive, not relative to quality
- Worth the value
- Very cheap, compared to other academies
- Other

17. Your expectation about Antoree promotion campaigns. (Can tick more than one box)

- Discounts on special occasions

- Discounts for loyal customers
- Discounts for referrals
- Free first trial class
- Organize English contests for kids
- I do not care about promotion campaigns
- Other

18. Comment on customer service of Antoree:

- Very satisfied
- Normal
- Not satisfied
- Other

19. Comment to contribute to Antoree service development. (Can tick more than one box)

- Better Internet connection
- Customer service
- Quality of study program and curriculum
- Standard of study program and curriculum
- Quality of teachers
- More promotion campaigns
- Other

20. Are you willing to recommend Antoree to your relatives and friends?

- Of course!
- Never
- Other

21. Please write something about your service experiences: your kids' improvement progress or quality of teachers, etc.

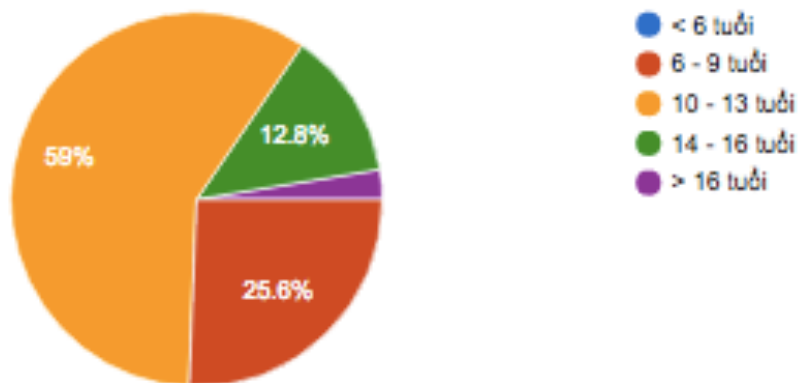
22. Please write something you do not like when learning with Antoree.

APPENDIX 2

CUSTOMER SURVEY RESPONSE RESULTS

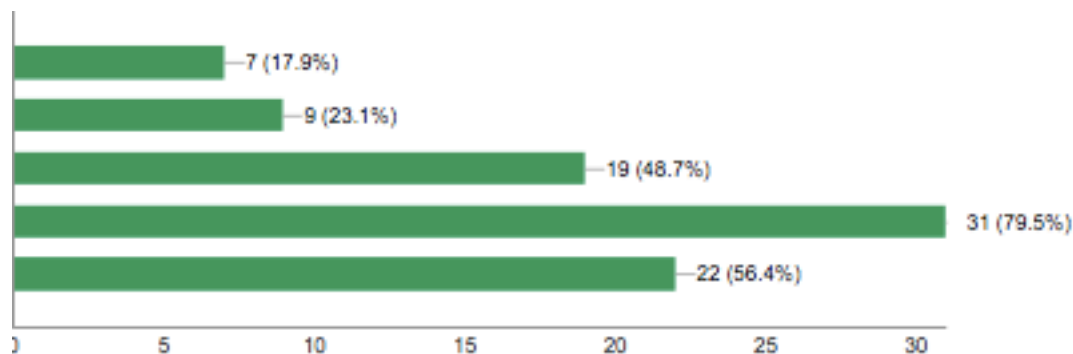
In this appendix, there present charts summarizing the responses from respondents. Because of the requirements of confidentiality, none of the personal information would be revealed in the response. In the last two questions, because of the requirements of the case company, answers by customers are not mentioned.

2. Age of your kid:

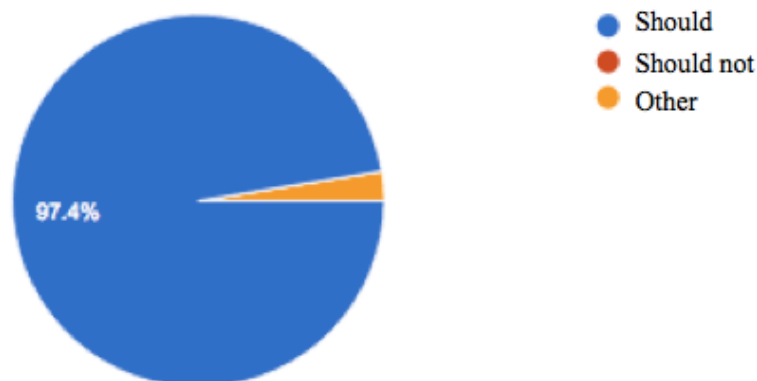


3. Your purposes of your kids' learning English (Can tick more than one box)

- To start learning English from beginner level
- To keep up with the knowledge at school
- To advance the writing and reading skills (advanced level)
- To advance the speaking and listening skills (advanced level)
- To have opportunities to learn with native speaking teachers

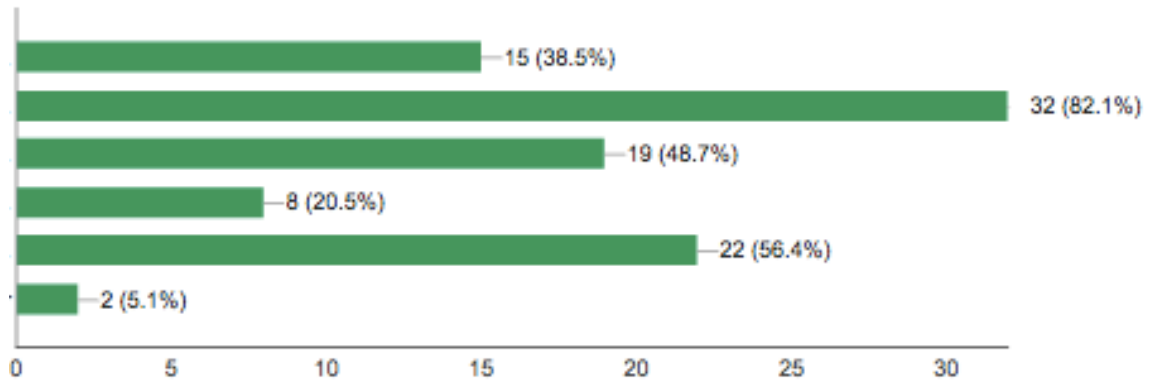


4. Your viewpoint about online learning:



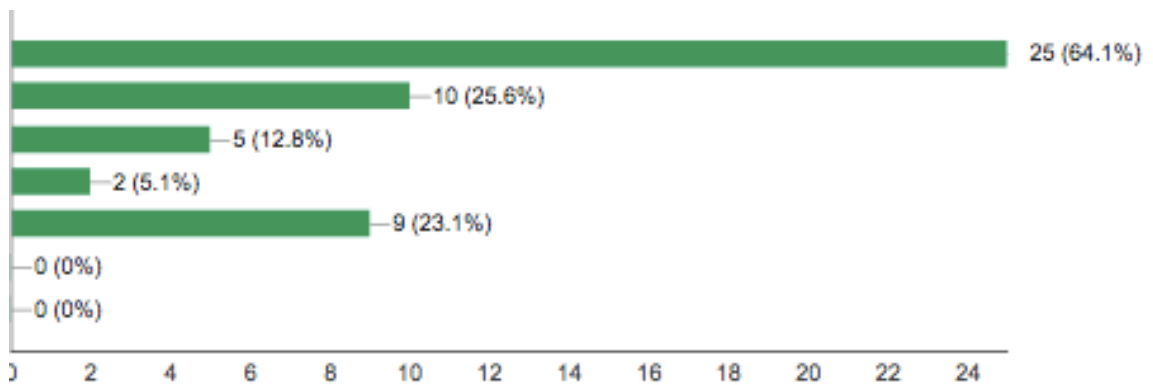
5. Why did you choose to learn online? (Can tick more than one box)

- Parents do not have enough time to take their kids to academies
- Kids can become confident to communicate with native speakers
- Kids can gain concrete and comprehensive knowledge
- Kids can improve computer and Internet using skills
- Kids can improve self-confidence and time management



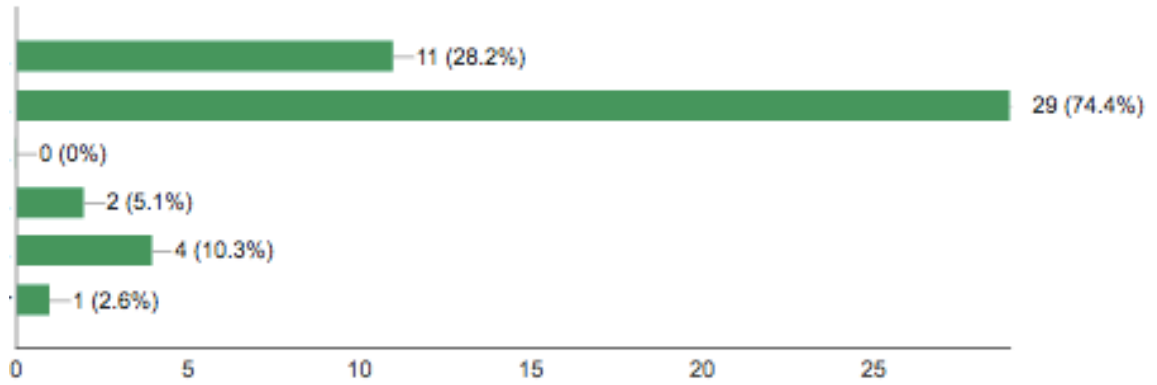
6. From where did you know about Antoree? (Can tick more than one box)

- Facebook
- Google search
- Website: antoree.com
- News and magazines
- Relatives or friends
- Never know about Antoree

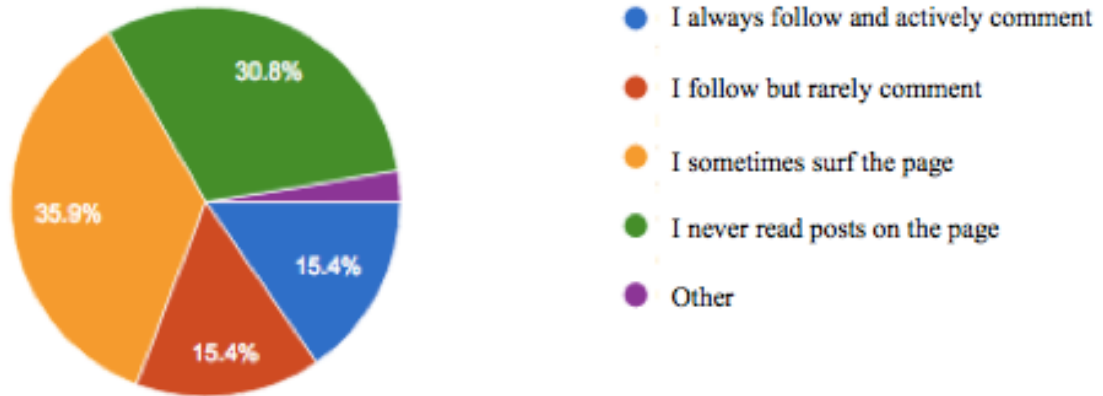


7. Your comment on Antoree website? (Can tick more than one box)

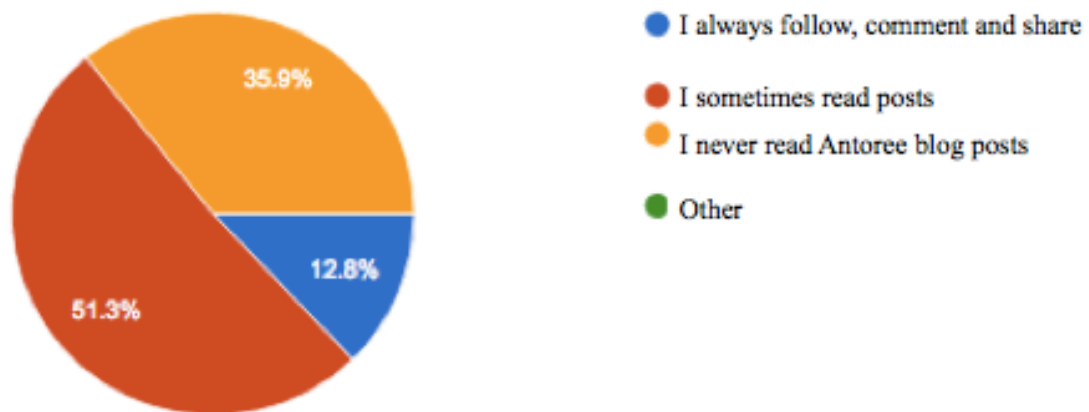
- Nicely designed interface
- Simple to follow and search for information
- Bad designed interface (color, logo, pictures...)
- Complicated to follow
- Never know about Antoree website



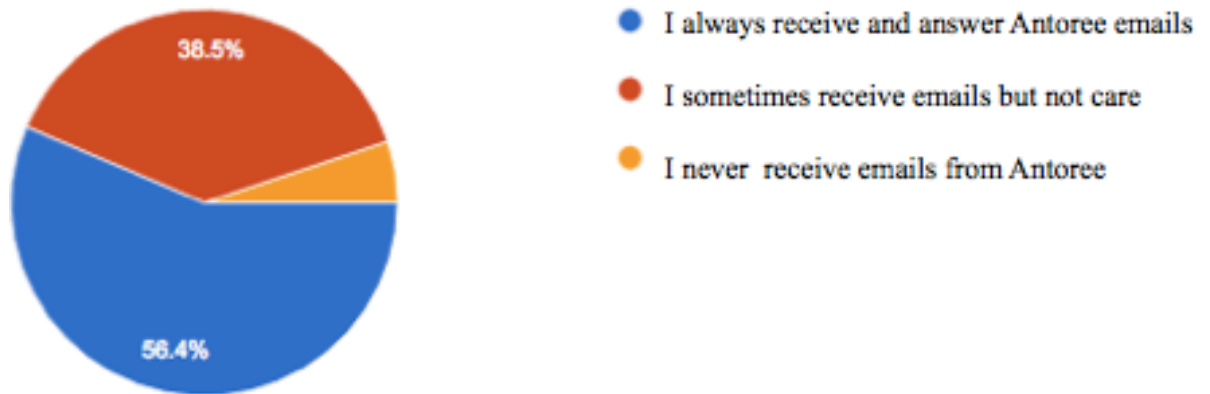
8. Do you follow Antoree Facebook page?



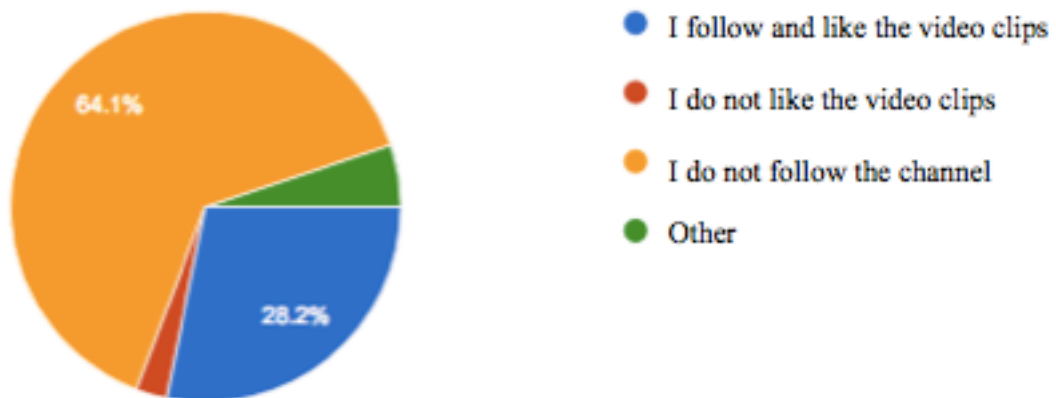
9. Do you read Antoree blog?



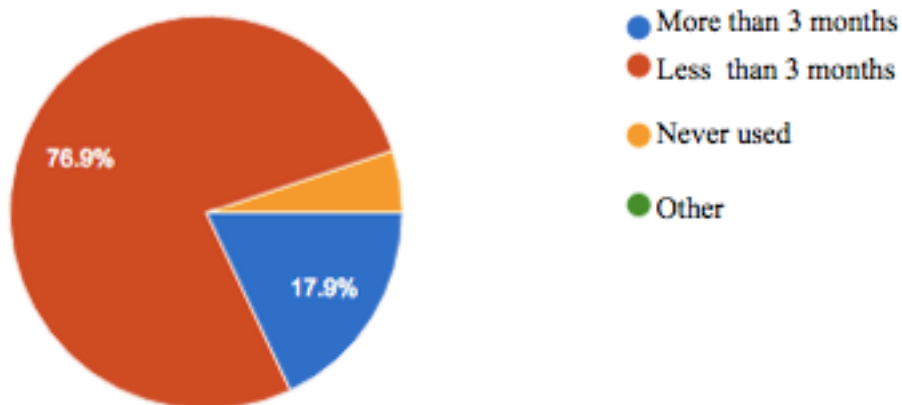
10. Have you ever received emails from Antoree?



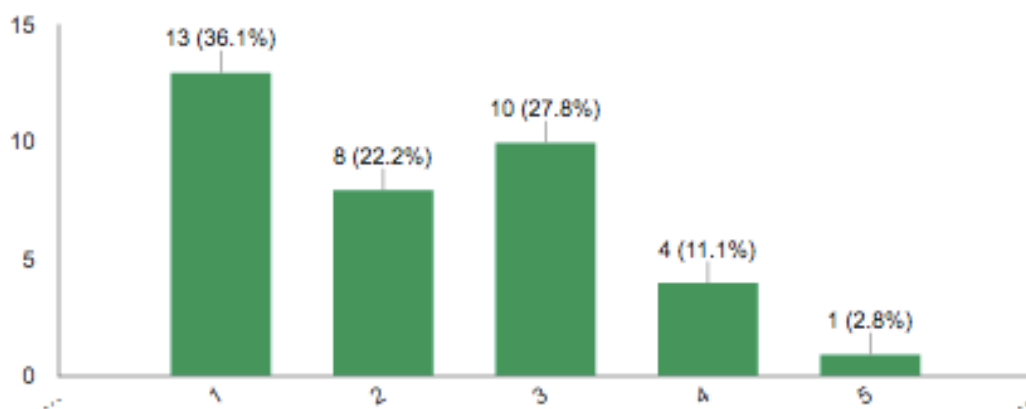
11. Do you follow Antoree YouTube channel?



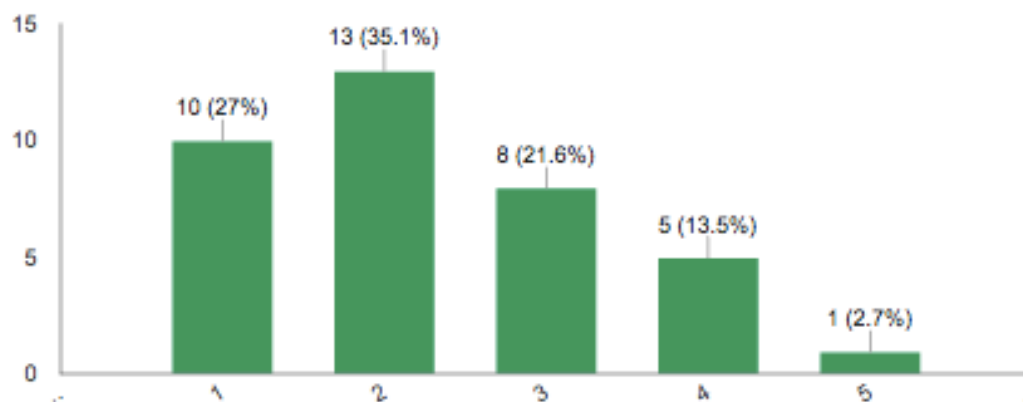
12. How long have you used Antoree's service?



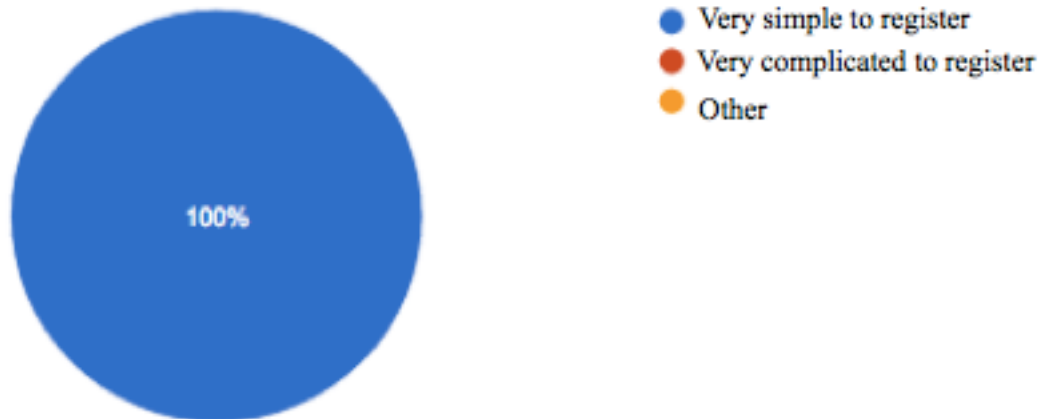
13. Rate quality of your current teacher:



14. Rate quality of your current study program:



15. Comment on registration process of Antoree:

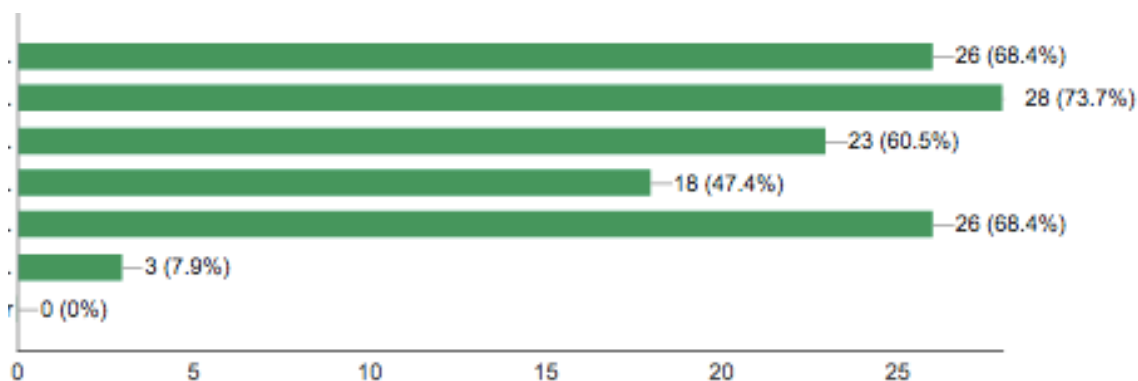


16. Comment on tuition fee at Antoree:

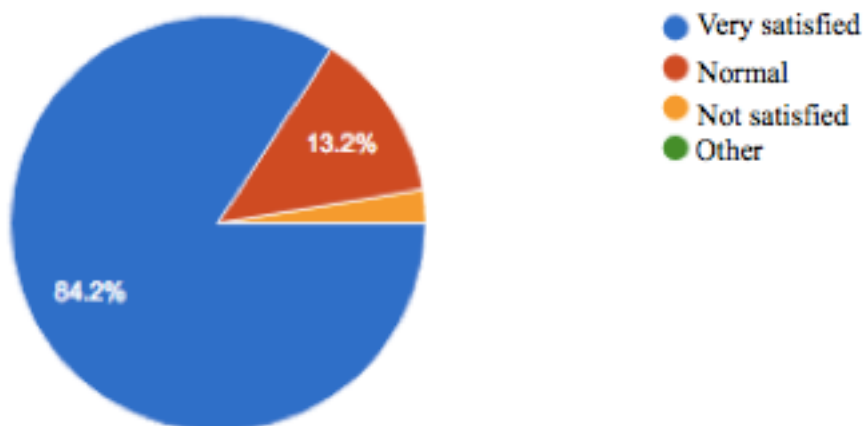


17. Your expectation about Antoree promotion campaigns. (Can tick more than one box)

- Discounts on special occasions
- Discounts for loyal customers
- Discounts for referrals
- Free first trial class
- Organize English contests for kids
- I do not care about promotion campaigns
- Other



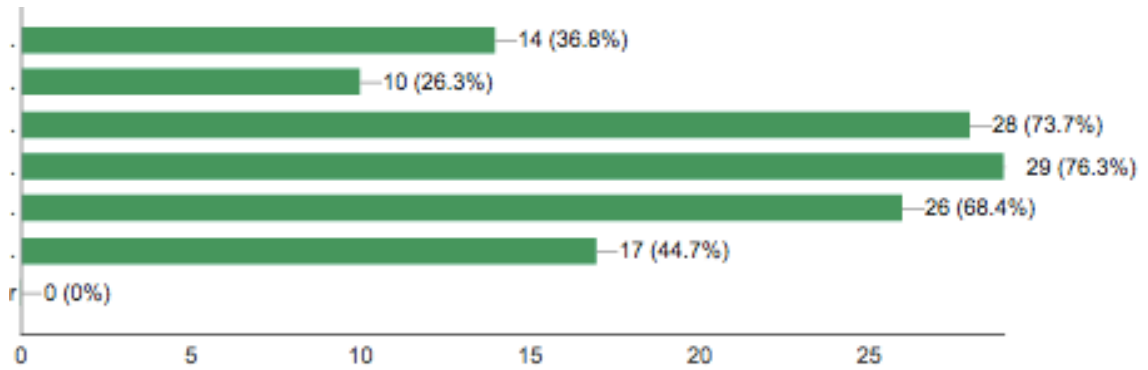
18. Comment on customer service of Antoree:



19. Comment to contribute to Antoree service development. (Can tick more than one box)

- Better Internet connection
- Customer service
- Quality of study program and curriculum

- Standard of study program and curriculum
- Quality of teachers
- More promotion campaigns
- Other



20. Are you willing to recommend Antoree to your relatives and friends?

