Developing Online Promotion Mix For Mobile Application

Case: Company X and Vietnamese market

Lahti University of Applied Sciences
Degree Programme in International Business

TRAN, THI DIEU HONG: Developing online promotion mix for
mobile application
Case: Company X and Vietnamese
market

Bachelor's Thesis in International Business   90 pages, 1 page of appendix

Autumn 2013

ABSTRACT

The proliferation of mobile phones has led to a growing number of mobile applications on the market. As a result, the mobile application market has been more competitive than ever with many players. This requires any mobile application company to adopt a strategic online promotion mix to increase its market share and user base.

Company X is a mobile application company whose main product is a mobile web browser called product X. Product X aims at providing better browsing experiences to the users. The company is expanding its market in Vietnam and looking forward to increasing the user base for product X.

The thesis attempts to develop a new online promotion mix for product X to achieve its objectives by reviewing literature and practices about online promotion tools.

The author employs qualitative method and deductive approach in the research. Data is obtained from both primary and secondary sources. Primary data is collected through an unstructured interview with the country manager and the author's observations. Secondary sources vary from books, articles, journals to industry reports.

Theoretically, the author reviews SOSTAC planning process which is used as the framework for the thesis. The concepts of Internet marketing and online promotion tools are also explained clearly. In the empirical part, the author analyzes the company situation in terms of the company itself, competition, industry environment and demand. The objectives and the strategy are examined carefully. Later, the current online promotion mix is described thanks to information provided by the manager. Based on the Case Company's analysis and theoretical reviews, the author comes up with a new online promotion mix for the company to apply in its marketing plan in 2014. In short, the thesis develops the new online promotion mix for the Case Company to acquire more users and grow its market share.

Key words: online promotion mix, mobile application, Company X, product X, user base, market share.

CONTENTS

LIST OF FIGURES

LIST OF TABLES

GLOSSARY

AD	Advertisement
ADS	Advertisements
AMA	American Marketing Association
APP	Application
APPS	Applications
CPA	Cost per Acquisition
CPC	Cost per Click
CPM	Cost per Mille
IDC	International Data Cooperation
IDC	International Data Center
IT	Information Technology
KPI	Key Performance Indicator
Netizen	Internet Citizen
PPC	Pay per click
PR	Public Relations
R&D	Research and Development
SEO	Search Engine Optimization
WAP	Wireless Application Protocol

1   INTRODUCTION

1.1   Background

Since its introduction, the mobile phone has changed the way people communicate dramatically. Originally a luxurious device, the mobile phone has become an essential and affordable electronic accessory for a majority of people. According to the IDC (2012), more than 1.7 billion cell phones were shipped globally by phone vendors in 2012. Two billion mobile phones are predicted to be sold by the end of 2016. These numbers present potential in the development of the mobile phone market which could be fully utilized by businesses. Mobile phones have advanced from their basic communication function. A new term "smartphone" is currently introduced to describe phones that are integrated with the most recent technology, applications and services. The increasing usage of mobile phones stimulates the explosion of mobile applications (Tweney 2013). World Mobile Applications Market report suggests that the value of the global mobile application market will be worth US$25 billion by 2015, representing a 400% increase from US$6.8 billion in 2010 (Marketsandmarkets 2010). It was also revealed that the number of mobile application downloads on all mobile platforms totaled 10 billion in 2010 and would surpass 100 billion by 2015 (Berg Insight 2013).

The foreseeable profitability has triggered the proliferation of mobile applications, resulting in fierce competition within the market. Therefore, businesses are concerned about how to get their applications promoted effectively to target users. Some applications have successfully reached out to a wide audience while some need more tactical approaches to promotion in the market. The author, using her eight-month experience at a mobile application company, is interested in discovering which promotional activities should be applied to increase the number of users and the market share.

The Case Company – company X is expanding its market in Vietnam. Its flagship product – product X is a mobile browser running on all mobile platforms. This thesis is designed to develop a new online promotion mix for product X based on the company's current online promotion mix and the theories suggested by

literature. The author hopes that this thesis will provide useful recommendations for the Case Company to apply in the promotion strategy in Vietnam.

1.2   Thesis objectives and research questions

The major objective of this thesis is to develop a new online promotion mix for the mobile app of the Case Company. Specifically, this research, first, reviews the literature related to online promotion. The author, then, attempts to finalize the new mix using information about the online promotion theories and the current online promotion mix of the Case Company.

In short, the thesis aims at addressing the main question: How to develop the new online promotion mix for product X in the Vietnamese market?

In order to provide the answers, the key question is broken down into the following sub-questions:

- What online promotion tools are available?
- What are the features of the Vietnamese mobile Internet market?
- What is the Case Company's current situation?
- What are the Case Company's promotion objectives?
- Who are the Case Company's target users?
- How does the Case Company employ online promotion tools?
- What techniques should be included in the new online promotion mix?

1.3   Thesis structure

Chapter one provides readers with the background information and the objectives of the thesis. The main question is raised and broken into sub-questions for further examination throughout the thesis. Moreover, in this chapter, the author outlines the thesis's structure and the theoretical framework to show insights about the research process.

Chapter two and three explain the theoretical framework for the thesis by introducing SOSTAC – a marketing planning framework and reviewing literature related to Internet marketing and online promotion. Chapter four is focused on

explaining the Case Company's situation and analyzing the company's current online promotion mix using some analysis tools. Chapter five is dedicated to restructuring the new online promotional mix for product X with detailed actions. Chapter six concludes the thesis with major findings and recommendations. Finally, chapter seven summarizes the thesis in its entirety with some main points.

```
┌──────────────┐      ┌──────────────┐      ┌──────────────┐
│ INTRODUCTION │  →   │   SOSTAC     │  →   │   INTERNET   │
│              │      │   PLANNING   │      │ MARKETING AND│
│              │      │  FRAMEWORK   │      │    ONLINE    │
│              │      │              │      │  PROMOTION   │
└──────────────┘      └──────────────┘      └──────────────┘
                                                    ↓
┌──────────────┐      ┌──────────────┐      ┌──────────────┐
│  CONCLUSION  │  ←   │ REORGANIZED  │  ←   │ CASE COMPANY │
│              │      │    ONLINE    │      │   ANALYSIS   │
│              │      │ PROMOTION MIX│      │              │
└──────────────┘      └──────────────┘      └──────────────┘
        ↓
┌──────────────┐
│   SUMMARY    │
│              │
└──────────────┘
```
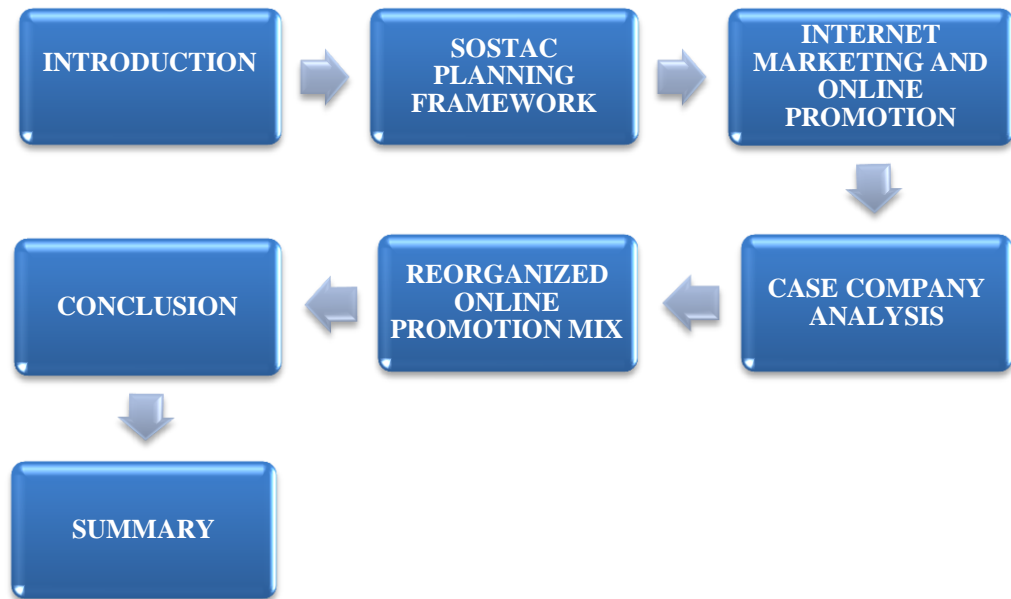
FIGURE 1. Thesis structure

1.4   Research methodology

This chapter explains in detail the research method the author uses. Below is the overview flow of the research design.

Research approach	• Deductive
Rearch method	• Qualitative
Data collection	• Primary data • Secondary data
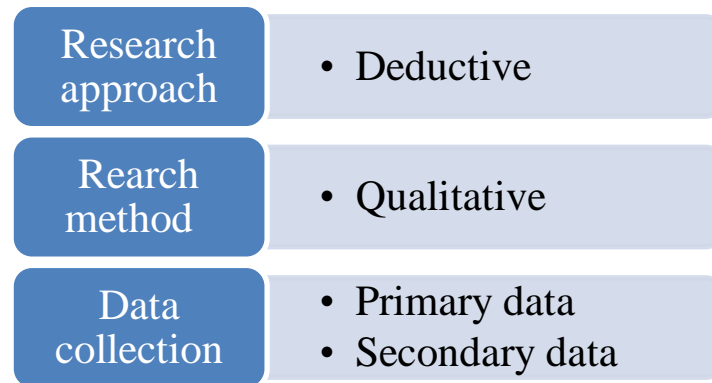
FIGURE 2. Overview of the research process

The author discusses each step further in the following part.

Research Approach

When it comes to business research, there are two popular approaches: deductive approach and inductive approach. In deductive approaches, theories or hypotheses are generated and later tested through empirical observations. Reversely, inductive approaches develop theories or hypotheses in order to provide explanations for empirical observations in reality. Simply explained, the deductive research goes from theories or hypotheses to observations while the inductive research begins from observations to explanations (Lancaster 2005, 23). In addition to these approaches, there is a combined technique which integrates both deduction and induction. Creswell (2002) points out two most important criteria for selecting a research approach: the emphasis of the research and the nature of the research topic.

This study is established on the academic literature ground which enables the author to build a theoretical framework. The case study is, then, analyzed and explained based on the theories. Consequently, the author decides to approach the research deductively.

Research method

Different research methods can be used in different contexts. However, there are two most commonly used methods in research namely qualitative and quantitative methods. Quantitative research mainly deals with numerical data. On the other hand, qualitative research is concerned with *"qualitative phenomena, i.e., phenomena relating to or involving quality or kind"* (Kothari 2012, 43). Furthermore, some researchers use a mixed research method which combines qualitative and quantitative methods. The use of both methods improves the quality of the research, especially in the case where the quantitative research justifies qualitative findings with numerical presentations (Cooper 2003, 52).

Ranjit Kumar (2005, 67) claims the choice between quantitative and qualitative methods should depend upon:

- Aim of inquiry: exploration, confirmation or quantification.
- Use of the findings: policy formulation or process understanding.

The thesis bears exploratory and interpretive characteristics. Moreover, the qualitative research seeks answers to questions such as what, why and how (Keegan 2009, 11). It is, therefore, reasonable to adopt the qualitative research method in this study.

Data collection

Data collection is a crucial step in the academic research since it gives researchers information to study the topic. Data can be collected through either primary or secondary sources. Primary data is first-hand data created by researchers themselves for a specific purpose whereas secondary data is the data that has been collected and made available from other sources. Both primary and secondary sources are used to explore and understand the case study. Celsi et al. (2011, 198) maintain that if the study is exploratory, the researcher collects narrative data through the use of focus groups, personal interviews or by observing behaviors and events. In this case, primary data is gathered from an unstructured interview with the Case Company's country manager. The use of interviews provides reliable and valid data which is relevant to the research's objectives (Saunders et

al. 2009, 201). The author's observations during her internship also become a useful source of primary data. Secondary data is taken from books, industry reports, academic journals, articles and newspapers.

1.5   Theoretical framework

The author briefly introduces the theoretical framework for the thesis. Details can be found in the graph below.

FIGURE 3. Theoretical Framework

The theoretical framework consists of two main parts: SOSTAC planning model and the online promotion mix. SOSTAC planning model gives a structured skeleton for planning. Six components of SOSTAC model are situation analysis, objectives, strategy, tactics, actions and control which are introduced separately in chapter two. Online promotion tactics are described in chapter three. Some tactics

are search engine marketing, online PR, online partnership, interactive advertising, opt-in-email and social media marketing.

1.6   Scope and Limitations

This thesis concentrates on the combination of different online promotion tools to create a suitable mix for the mobile application in the Vietnamese market. The main topics which are covered in the thesis are SOSTAC marketing planning process, online promotion techniques, analysis of the Case Company's online promotion mix, re-organization of the online promotion mix with detailed action plans and control methods.

The thesis does not take into consideration the budget for the marketing activities of the Case Company due to lack of access to financial information. Therefore, when the plan is put into practice, the intensity of use of online promotion techniques will be adjusted.

Moreover, the new online promotion mix does not take into account the online promotion mix of company X's competitors because the new online promotion mix is developed for 2014 and the author is facing the lack of knowledge about the competitors' strategies.

Finally, the market of focus is Vietnam. Applications in other markets should make necessary alterations due to differences in cultures and user's habits.

2   SOSTAC PLANNING MODEL

In academic literature, myriads of marketing plan models have been developed. There is, nonetheless, no universal planning framework. Each model has its own strengths and weaknesses but certain must-have elements should be included in any marketing plan.

PR Smith (1999) develops a planning system called SOSTAC which serves as a "*simple aide-mémoire*" (Chaffey & Smith 2008, 3). SOSTAC stands for situation, objectives, strategy, tactics, actions and control. These components of SOSTAC are essential in any plan.

S Situation - Where are we now?   *O Objectives – Where do we want to go?*

S Strategy – How do we get there?   *T Tactics – How exactly do we get there?*

A Actions – What is our plan?   *C Control – Did we get there?*
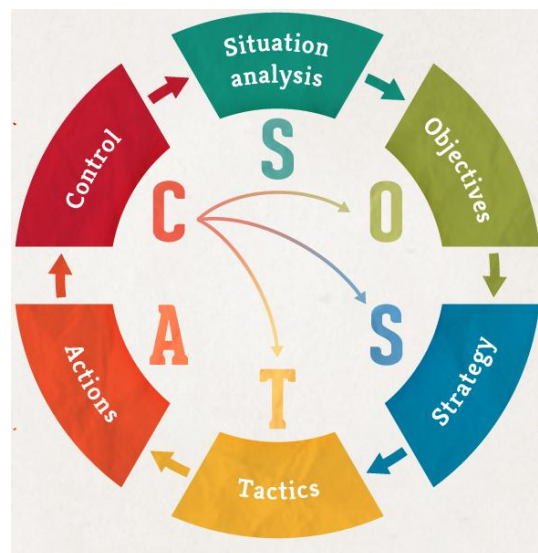
FIGURE 4. SOSTAC planning system (Chaffey 2012)

The SOSTAC model is applicable in a range of contexts from general marketing plans to marketing communication plans to Internet marketing. In some cases,

SOSTAC can be used for planning any single communication tool such as direct mail. (Chaffey & Smith 2008, 3-4.) The later parts of this chapter are devoted to explaining each component of the SOSTAC model.

2.1   Situation Analysis

Situation analysis seeks the answer to the question "Where are we now?". In this step, the company reviews its internal resources and analyzes business environment which includes micro and macro environment factors. The key areas of examination in the situation analysis are SWOT, PEST, competitor analysis and demand analysis (Chaffey & Smith 2008, 444-445).
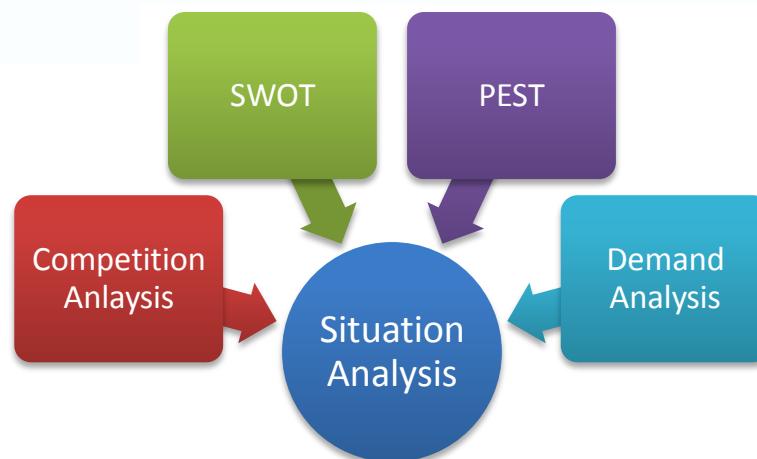
FIGURE 5. Situation analysis tools (adapted from Chaffey & Smith 2008, 27)

SWOT

SWOT is an acronym for strengths, weaknesses, opportunities and threats. Porter (1981) regards SWOT as a framework which combines some important factors to assess a company's strategic situation (Stonehouse & Snowdon 2007). It is acknowledged as one of the most predominant tools for strategic planning (Glaister & Falshaw 1999). SWOT looks at internal and external factors for analysis (Novicevic et al. 2004). The internal factors include natural resources, capacity capabilities, and capital structures while the external factors are customers, competitors, stakeholders, technological trends and environmental

matters (Helms et al. 2011). Understanding the internal and external factors helps planners decide on how to capitalize on their strengths, improve their weaknesses, grasp opportunities and avoid potential threats. In the context of Internet marketing, companies should conduct SWOT in the Internet environment (Chaffey 2006, 167). Both the external factors and the internal factors reviewed should be Internet-relevant. After analyzing each component, the company has to utilize the information to develop marketing strategies. The ideal strategy is the synthesis of the strengths and the opportunities (Chaffey 2006, 167-168).

PEST

PEST stands for political, economic, social and technological. PEST framework examines political, economic, social and technological factors affecting a company's business environment (Walsh 2005). The company has no control over these external forces. PEST analysis is the prevalent method for understanding the macro-environment and assessing changes.

- Political factors include government's Internet legislation, regulations, policies, restrictions and political stability.
- Economic factors can be economic growth, exchange rates, interest rates and inflation.
- Social factors cover demographics, consumer perceptions, cultural and religious differences.
- Technological factors include technological developments, innovations and R&D activities.

Given the Internet context of this thesis, the marketers should evaluate and focus on the dimensions which are more critical. Chaffey (2006, 108) believes that technological factors have dominant influences on the Internet marketing strategy.

Demand analysis

Demand analysis is defined as an assessment of demands for online services among current and potential customers. It provides information about the current and future demands of online services. Moreover, demand analysis can predict scales of opportunities which direct a company's plan. (Chaffey 2006, 166.)

Combe (2006, 121) lists some essential information that the demand analysis should offer:

- The level of connectivity to the Internet by customers;
- The level of interactivity by those with Internet access;
- The number of customers who purchase products or services via the Internet;
- The number of customers who access websites but who do not purchase via the Internet;
- Identifying the barriers to using the Internet for purchasing purposes

Competitor analysis

Understanding competition is the key in today's dynamic business. The competitor analysis collects information about who competitors are, what their products or services are, their market performance, their marketing strategies and their communication channels. This information can be obtained from competitors' websites, suppliers, customers and rival products or services.

2.2 Objectives

Objectives define what a company wants to achieve. They serve as guides for implementation and provide a basis for evaluating and controlling marketing activities (Day 1981). The Internet marketing plan is based on clearly defined objectives. The optimal objectives should follow SMART rule. SMART is the abbreviation of specific, measurable, attainable, relevant and time-constraint.

- Specific: describe exactly what a company wants to achieve.
- Measurable: objectives should be quantifiable to keep track and evaluate
- Attainable: make sure if objectives can be achieved considering the a company's capabilities and resources
- Relevant: objectives should be relevant to a company's vision, business and values
- Time-constraint: objectives should be defined within a period of time.

Internet marketing objectives differ greatly depending on the level of involvement of the Internet in a firm's business. If the company's core business is heavily dependent on the Internet, its Internet marketing objectives are more specific and well-established than the one whose activities are mostly offline.

Chaffey and Smith (2012, 22-23) summarize five broad e-marketing objectives as 5S – sell, serve, speak, save and sizzle.

- Sell: grow sales, some key objectives are direct online revenue contribution, indirect online revenue contribution and reach of a website within its target audience
- Serve: add value to customers using the Internet at different stages of the buying process
- Speak: get closer to customers by using the Internet as a communications tool
- Save: save costs by using digital channels
- Sizzle: build and strengthen a brand online

2.3 Strategy

Strategy specifies how to achieve objectives and guide subsequent tactics. The online marketing strategy differs from the traditional marketing strategy in a way that it is under the influence of the Internet, digital content and data (Chaffey & Smith 2008, 232). Perspectives on the online marketing strategy vary among marketers depending on time length. In the long run, strategy is about establishing an integrated database whereas in a shorter term, some marketers believe that e-marketing strategy is just about traffic building. Chaffey and Smith (2012, 41) clarify some must-have components of e-marketing strategy.

- Crystal clear objectives
- Segmentation, target markets, positioning and propositions
- Online marketing mix.

Segmentation

The idea of market segmentation is dividing a market into smaller groups based on the similar characteristics. Segmentation creates a ground for choosing the target markets. Market segmentation assists marketers in formulating marketing strategies to differentiate its offerings among segments as well as from its competitors. Some variables of segmentation are behavioral, psychographic and profile segmentation (Jobber & Chadwick 2010, 260-261).

Target markets

Target market is a market segment that a company chooses to serve. Targeting involves the evaluation of each segment and the decisions on which segment the company should develop. Since customers in the target market share common characteristics, marketers can deploy a single marketing strategy to meet the objectives (Jobber & Chadwick 2010, 260).

Positioning

After segmentation and targeting, a company must focus on creating, communicating and delivering the value offerings to the target markets. This can be done by positioning which makes consumers understand the products' abilities to fulfill their needs and wants (Johnston & Marshall 2009, 260). Positioning is the process of determining a position of the brand or the product in the mind of the consumers (West et al. 2010, 171).

There are two decisions should be made in the stage of positioning:

- Target market: where a company wants to compete
- Differential advantage: how a company wishes to differentiate. (Jobber & Chadwick 2010, 285.)

In the e-marketing context, differential advantages are developed through online value proposition (OVP). Online value proposition is a list of benefits of the online services which reinforces the core proposition and differentiates from the organization's offline offerings and those of competitors (Chaffey 2006, 187).

Strategy

One of the most popular marketing strategy models for growth is Ansoff matrix. Ansoff matrix is useful in determining the growth strategy that a company would like to employ. Ansoff matrix helps companies assess opportunities for growth by combining present and new products, and present and new markets (Jobber & Chadwick 2010, 371).
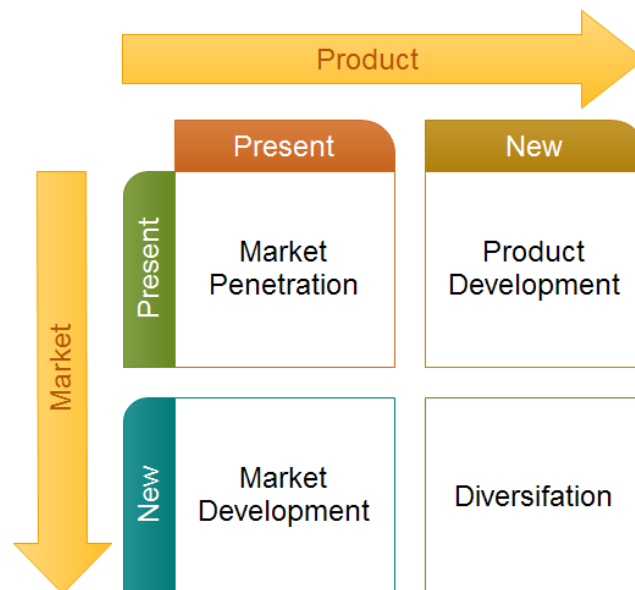
FIGURE 6. Product growth strategies: the Ansoff matrix (eDraw 2013)

Four available strategies in Ansoff matrix are market penetration, market development, product development and diversification.

Market penetration is a strategy where a firm wants to sell existing products in existing markets. Companies can either try to win competitors' customers or buy competitor companies or discourage the competitive entry (Jobber & Chadwick 2010, 371-372). This strategy can be done by applying more effective promotion, distribution and price tactics.

Market development strategy aims at selling current products in new markets. Some possibilities of developing new markets are targeting new customers depending on geography or demography, using new promotion or distribution channels and implementing different pricing schemes.

Product development means introducing new products in present markets. Firms can offer modified, related or new products to existing markets. Products are specifically developed to satisfy customers' demands and compete with competitors.

Diversification is an approach where a firm offers totally new products into new markets. This strategy is considered having the highest risk of all four strategies. However, high risks can result in high returns.

Because the thesis is concentrated on promotion, it is relevant to mention about promotion strategy. There are two main promotion strategies: push strategy and pull strategy.

- Pull strategy influences end-user customers
- Push strategy influences marketing channel buyers. (Fill 2005, 331.)

Pull strategy targets at the end-user customers to increase the levels of awareness, change or reinforce attitudes and stimulate demand to obtain the product distribution (Lamb et al. 2009, 413). Basically, pull strategy tries to create demands so that customers pull products through the channel of distribution. The traditional approach is to use mass media advertising, campaigns and coupons. However, direct marketing and Internet promotion have been increasingly employed to reach audiences. (Fill 2005, 334.)

In contrast, push strategy aims at encouraging trade channel organizations. The producers try to convince the trade channel buyers to stock and sell their products. Then, the trade channel buyers must push the products through retailers, and the retailers push the products to the end-user customers. (Lamb et al. 2009, 413.) Personal selling, trade advertising and trade sales promotions are important elements of push strategy (Fill 2005, 337-338).

Beside targeting and positioning which provide guidance on how organizations deliver the value to customers online, marketers must make decisions on the marketing mix - 4Ps of which promotion will be introduced in the following chapter.

2.4   Tactics

Tactics are details of the strategy. E-marketing tactics are concerned with the optimum marketing mix (Chaffey & Smith 2008, 465). Since the thesis focuses on promotion, e-tools here are described as online promotion tools. These tools are discussed thoroughly in the later chapter.

2.5   Actions

Once objectives, strategies and tactics are defined, marketers must execute their plans. Chaffey (2012, 469) considers each tactic as a mini project which contains a series of actions. Each project has an action plan which entails a responsible person and a time frame for each task. An effective tool for the action plan is Gantt chart which was developed by Henry Gantt. The chart specifies tasks on a time scale (Chaffey 2012, 469). The action stage is the key to any good strategy. It requires a good action plan together with suitable resources.

2.6   Control

Control is the process of monitoring and evaluating whether objectives are being achieved and corrective actions are taken if necessary. At this stage, the actual performance is compared to the projected performance. Controls should be performed regularly to check whether the plan is working or not.

Chaffey (2012, 474) develops a diagnostic framework which includes the key metrics that should be measured.

- Business contribution: online revenue contribution, cost and profitability
- Marketing outcomes: leads, sales, conversion and retention efficiencies
- Customer satisfaction: site usability, opinions, attitudes and brand impact
- Customer behavior (web analytics): profiles, segmentation, clickstreams and site actions
- Site promotion: attraction efficiency, cost of acquisition and reach, search engine visibility and link building

Web analytics is a tool of tracking, collecting, measuring, reporting and analyzing the quantitative Internet data to optimize websites and web marketing initiatives (Kaushik 2007, 2). Organizations use the web analytics as an evaluative tool to understand their customers and direct the tactics accordingly (Nakatani & Chuang 2011). Some data that the web analytics provides: website traffic, visitor's sources and locations, unique visitors, repeat visitors and new visitors.

Taking corrective actions is an indispensable part of controlling. If the objectives are not achieved or there is a deviation during the goal achievement progress, corrective actions must be taken immediately.

3 INTERNET MARKETING AND ONLINE PROMOTION

This chapter explains the definition of Internet marketing and online promotion. Each of the online promotion tools is also described carefully.

3.1 Marketing and Internet marketing

In order to understand the concept of Internet marketing, it is necessary to define what marketing is first. A plethora of marketing definitions have been introduced and gradually altered to the evolution of marketing activities. The very first and basic definition of marketing was raised by American Marketing Association (AMA) in 1937. AMA conceived marketing as *"business activities involved in the flow of goods and services from production to consumption"* (AMA 1937, according to Lusch 2007). As the nature of marketing evolved, the marketing definition was altered accordingly. The most recent and well-known concept entails a wider scope of marketing. Marketing is now recognized as *"the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large"*. (Lusch 2007)

The information technology development undoubtedly has created a significant impact on marketing activities. Internet population has been growing exponentially in the past decade. The Internet is a global marketing channel where companies can communicate with their customers (T.C. Melewar, 2003). As a result, a majority of companies are now having Internet-based strategies to stay competitive in the market (Hamill 1997). The new term "Internet marketing" was coined among practitioners and academics. Chaffey et al. (2006, 8-9) define Internet marketing as the application of the Internet and related digital technologies in conjunction with traditional communications to achieve marketing objectives. Digital technologies in this concept are identified as Internet media such as websites, emails, mobile and other media. Another definition of Internet marketing is proposed by Mohammed et al (2001, 4) as *"the process of building and maintaining relationships through online activities to facilitate the exchange of ideas, products and services that satisfy the goals of both parties"*. In addition to Internet marketing, similar terms such as "digital marketing" and "e-marketing"

are used interchangeably. However, e-marketing seems to have a wider scope because the term includes not only digital media such as web, email, and wireless media but also management of digital data and electronic customer relationship management systems (Chaffey et al. 2006, 9). Digital marketing encompasses a broader sense as well. Digital marketing refers to the management and the execution of marketing using electronic channels such as websites, emails, interactive TV, wireless media together with digital data about customers. To put it briefly, Internet marketing is the use of the Internet to achieve marketing objectives while digital marketing and e-marketing are the use of digital technology to deliver marketing results. (Chaffey et al. 2006, 10.) In this research, Internet marketing and online marketing are considered being identical since the term "online" is strongly associated with the Internet.

3.2   Promotion

Promotion or marketing communications is one of the core elements of 4Ps (product, price, promotion and placement) – the marketing mix developed by McCarthy (1964). Marketing mix is the principal concept of marketing. McCarthy and Perreault (1987) regard the marketing mix as the controllable variables that organizations can coordinate to satisfy their target markets. Later, Kotler and Armstrong also agree with McCarthy's concept. McCarthy's framework is well-recognized and widely used as a firm foundation for any marketing plan. (Vignali 2001.)

Kotler and Armstrong (2006, 435) hold that promotion includes activities that communicate products or services and their merits to target customers and persuade them to buy. Promotion aims at presenting product offerings or brands to a variety of audiences in order to achieve their marketing and business objectives. Therefore, promotion is seen as an audience-centered activity (Fill 2005, 9). Fill (2011, 10) notes that the ultimate role of promotion is to engage audiences. Engagement helps connect brands or organizations with target audiences and create mutual values for both participants. In general, marketing communications have to fulfill the following tasks: informing target audiences of the company's products, persuading them of the mutual values, reinforcing experiences by

reminding the assurance of benefits and differentiating the company's products and brands from other competitors (Fill 2011, 9-11).

Promotion mix is a combination of three important elements namely tools, media and messages. The tools are the methods of communicating with customers while the media are the means of communicating. These traditional promotion tools are advertising, sales promotion, personal selling, public relations and direct marketing (Fill 2011, 20).

FIGURE 7. Traditional marketing communication tools (adapted from Fill 2011, 20)

Additional tools are direct mail, exhibitions, merchandising, packing and word-of-mouth.

3.3   Online promotion mix

The growing popularity of the Internet has introduced a new channel of communications for marketers. Consequently, the promotion tools have been adjusted with the Internet channel. Since this thesis is about online promotion, the author discusses only the Internet or online promotion tools.
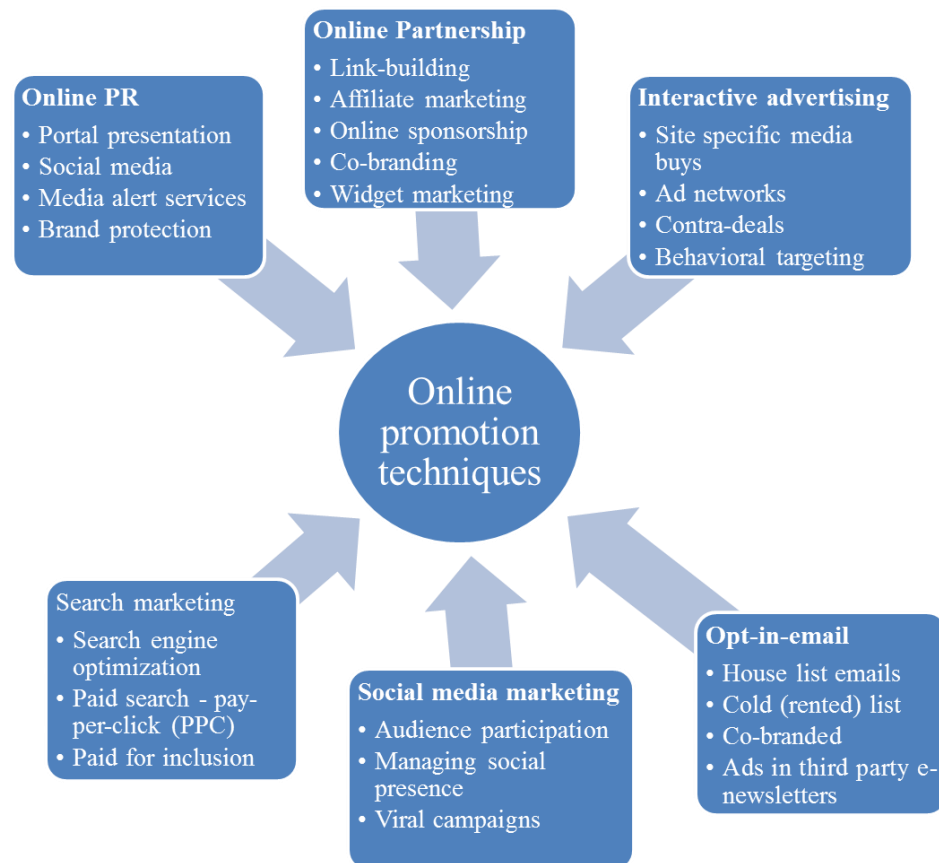
FIGURE 8. Options available in the online promotion mix (adapted from Chaffey 2011, 499)

Chaffey (2011, 499) offers six online promotion tools: search engine marketing, online PR, online partnerships, interactive ads, opt-in-e-mail, and social media marketing. Each tool is explained in the following section.

3.3.1   Search engine marketing

Search engines are websites that help users search for requested information on the Internet. Searching makes up a high proportion of all Internet activities. There are a few giant search engines such as Google and Yahoo. (Roberst & Zahay 2012, 198.) Marketers have realized the growing power of search marketing and started to capitalize on search marketing activities. Search engine marketing is an Internet marketing activity aiming at increasing the visibility of a website, a link, a product or service in the result pages of search engines (Keyes 2009, 121). It helps drive traffic to websites, do branding and lead sales. There are four common search engine marketing methods: search engine optimization (SEO), paid search and paid for inclusion feeds.

Search engine optimization

Search engine optimization is the process through which the presence of a website or a web page in search engines is improved via the "*natural*", "*unpaid*", "*organic*", or "*algorithmic*" search results (Mitchell 2012, 21). Natural search is essential due to the fact that every day, more than two billion searches are requested, 62% of search inquirers will click on a link on the first page of the search engine results pages and 90% will click on the links on the first three pages (iProspect 2006). Thus, the earlier a website is displayed on the search results page, the more optimal and frequently visited the website is. It is important for SEO practitioners to interpret what people often search for, which search terms or keywords are, how search engine works, and which search engines are preferred. After gaining insights into the search habits, websites are optimized by either changing text, HTML code or using formatted text, documents to connect with the search engines or directing the traffic from other sources by creating listings or attracting links. (Mitchell 2012, 21.) Keywords are divided into two forms: long-tail and short-tail keywords. Short-tail keywords are short and generic words related to a topic while long-tail keywords are longer and highly specific search terms (Deconetwork 2013). Besides, there are two optimization approaches namely on-site optimization and off-site optimization. On-site optimization deals

with the website itself whereas off-site optimization is done outside of the website. The success of any search engine optimization strategy lies in the competition of other websites (Charlesworth 2009, 204). Therefore, marketers have to analyze competitors' SEO activities and decide the suitable timing for their SEO strategy.

Paid search

Paid search marketing or pay per click (PPC) is a method of attracting traffic to a website by buying a boxed text advertisement (ad) which usually appears on the top or the right hand side of the search result page, marked as a sponsored link or an advertisement with a link to the website (Mohr et al. 2010, 383). With PPC search, advertisers only pay when a visitor clicks an ad which leads to the advertiser's website.

FIGURE 9. Example of paid search marketing

However, PPC is costly and competitive for some companies because costs per click for each phrase and keyword are based on the bidding system. Moreover, it is crucial for advertisers to measure the effectiveness of the campaign by calculating the conversion rate for desirable actions.

Paid for inclusion feeds

Paid for inclusion feeds is the service provided by search engines to include a website in their search index. It ensures that the website is always incorporated in the search engine. Even though paid for inclusion is available on many search engines, Google, known as the giant player in the search market, refuses to offer this service. Trusted feed is another form of paid for inclusion. Trusted feed program lists your website in the organic search results. In this program, you do not have to pay for the page inclusion but do pay for the traffic driven to the site by the search engine. Nowadays, paid for inclusion and trusted feed are not popular anymore. (Kent 2012, 45; Chaffey et al. 2006, 383.)

3.3.2   Online public relations

Public indicates anyone, internal or external to the organization, with whom the organization communicates (Egan 2007, 245). Public Relationships Consultants Association (2005) defines PR as "*the managed process of communication between one group and another ... [it] is the method of defining messages and communicating them to target audiences in order to influence a desired response*" (Chaffey et al. 2006).

Online public relation (PR) or e-PR is a process of carrying PR activities via the Internet. The main objective of online PR is to gain favorable and positive opinions of an organization, its product, service, brand or website on the third-party websites. Online PR activities include portal presentation, social media (blogs, feeds and communities), media alerting services and brand protection.

Portal presentation

Portal presentation is an activity in which information about a company, its brand, product or service is presented in the third-party portals. Online PR professionals use portals to distribute press releases or any news related to the company and its offerings.

Social media

Social media consists of blogs, communities, podcasts and feeds. A blog is an easy tool to keep audiences updated with news or events. Podcasts are similar to blogs except for their form. Podcasts are formatted as audios or ,in some cases, videos. RSS stands for really simple syndication. It is an add-on of the blog where subscribers are informed of any update from subscribed sources. Social media marketers can consider disseminating their messages via those above-mentioned places. Moreover, companies can post or create topics in online communities to gain visibility and engagement from audiences.

Media alert services

Media advices are services that help inform journalists and other third-parties of news from an organization. Media owners are the ones who decide whether they will release the news or not.

Brand protection

Brand protection monitors and directs a brand in a favorable way. Negative PR needs to be managed and dealt with to avoid unwanted images.

3.3.3   Online Partnership

Partnership is the collaboration between two or more parties to create mutual benefits. The partnership takes advantage of each other's strengths to bring greater value for involved organizations. As a result, the partnership becomes a part of the strategic business plan of many organizations. The same importance applies for online partnership. There are five main types of online partnership: link-building, affiliate marketing, online sponsorship, widget marketing and co-branding.

Link-building

Link-building is one of the marketing strategies in which a link to a website from another site is created. It is effective in gaining direct traffic and improving search engine rankings (Sostre & LeClaire 2007, 149). One of the determinants for a

site's rank is the link popularity which includes the quantity and the quality of links leading to the website. Therefore, link-building can be one element of both SEO and online PR by getting visibility on the third-party sites. Six approaches to link-building are natural link-building by quality content, inbound (one-way) links from partners, reciprocal links which are agreed between one company and another organization, bought links, external links in blogs and online communities, generating buzz through PR including links back to websites (Chaffey & Smith 2008, 311). McGaffin (2004) concludes that the key purpose of link-building is creating great content, linking to great content and having the great content linked to you. (Chaffey 2007).

Affiliate marketing

Affiliate marketing is the web-based marketing arrangement where one firm pays its affiliates for each visitor, customer or sale brought due to the affiliate's marketing efforts (Brown 2009, 17). Affiliate marketing is the performance-based tool which means that the business only rewards its affiliate once a transaction has been generated or a lead has been created. In reality, affiliate marketing can be simply putting links to a company's website on its affiliated websites (Goldschmidt et al. 2003, 43). Some main benefits of affiliate marketing are increasing visibility, increasing a brand's reach, being cost effective and generating awareness. Nonetheless, it takes time and money to manage since the company needs to keep good relations with its affiliates and the company's brand reputation is vulnerable if links are placed on the sites which are inconsistent with the brand's image. The flow chart below illustrates the model of affiliate marketing.
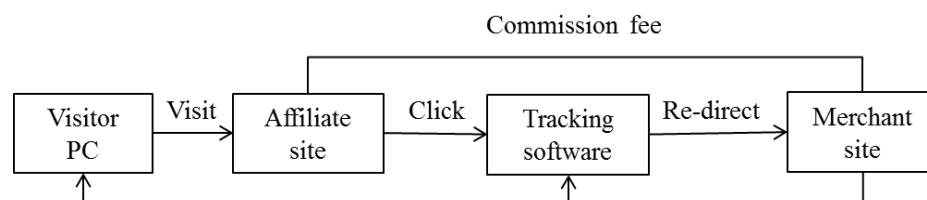
FIGURE 10. Model of affiliate marketing (adapted from Goldschmidt et al. 2003, 152)

The process starts when an affiliate embeds a hyperlink to a merchant's website on an affiliate's site. When a visitor clicks on the hyperlink, he/she will be directed to the merchant site. The tracking software will record if the purchase or expected outcome occurs. Then, the affiliate will receive commission based on its performance of leading sales or generating transactions.

There are two affiliate marketing options: in-house affiliate and brokered affiliate. In-house affiliate program is established by merchants, while brokered affiliate is a program where there is a third party between affiliates and merchants (Goldschmidt et al. 2003, 46).

Online sponsorship

Online sponsorship is sponsorship conducted in an online or the Internet environment. Ryan and Whiteman (2000) describes online sponsorship as " *the linking of a brand with related content or context for the purpose of creating brand awareness and strengthening brand appeal in a form that is clearly distinguishable from a banner, button or other standardized ad unit*" (Chaffey 2012, 317). Smith and Taylor (2004, 448) list some objectives of sponsorship: increase awareness, build an image, improve or maintain relations and increase sales.

Co-branding

Co-branding is one method of sponsorship with less expense. According to Boad and Blackkett (1999), co-branding is the marketing arrangement that associates a single product or service with more than one brand name, or otherwise associates a product with someone other than the principal producer (Hultman 2002). Co-branding capitalizes on synergies between different brands to generate greater value.

Widget marketing

A widget is a small application available on a website or desktop to provide functionality or information (Chaffey & Smith 2008, 316). It can be incorporated into different places such as websites, Google, desktops, social media and

Facebook applications (Diamond 2008, 75). Widgets allow users to put content such as videos and pictures of companies on many channels. Widgets create a platform to distribute content in various forms to the interested readers.

3.3.4 Interactive advertising

Interactive advertising is a method of advertising in which an organization sends its promotional messages to stimulate the recipient's active engagement in promotional efforts. In Boone's opinion, marketers are interested in this method because it is more effective in achieving promotional objectives (Boone & Kurtz 2011, 534). Interactive advertising enables two-way communications between marketers and target audiences. Moreover, it provides instant responses to consumers' requests for information that is far less time-consuming than the traditional advertising. The pivotal objective of interactive advertising is to drive traffic from other sources to organizations' destination sites or media owners' sites through advertisements. There are five key techniques in interactive advertising: site specific media buys, ad networks, contra-deals, sponsorship and behavioral targeting.

Site specific media buys

Site specific media buy is the buying process where advertising space is purchased on a specific site. Targeting can be achieved by using information of users on the sites. From personal information on the sites, customized ad and ad in the email are utilized to approach audiences.

Ad networks

Advertising network is an advertising agency which connects websites that want to place advertisements for revenue with advertisers who want to purchase advertisements (Poonia 2010, 48). Ad network's publishing platforms can be websites, mobile applications, emails, softwares and ad-wares. Each advertising network owns online advertising inventory which can be in different forms such as banner ads, rich media (interactive images or videos), text links and emails. Some common payments for ad networks are CPM, CPC and CPA. CPM stands for cost per thousand which means advertisers pay an amount of money for a

thousand impressions. CPC is an abbreviation of cost per click which requires advertisers pay once an ad is clicked (Michie 2006, 33). CPA, which is short for cost per acquisition or action, is a cost scheme in which advertisers pay when a user performs a qualifying action; for example, purchasing, installing and registering (Szetela & Kerschbaum 2010, 81).

Contra-deals

Contra-deal refers to a non-monetary exchange arrangement between two companies to place each other's advertisement as a part of co-branding efforts (Chaffey 2006, 539). It should be noted that two brands or products or services are complementary but not competitive.

Behavioral targeting

Behavioral targeting is a method of targeting based on search behaviors and web-surfing habits (Ledford 2009, 162). Relevant ads which match with visitor's interests will be targeted to increase impressions.

3.3.5   Opt-in email

Email occupies a fundamental role in any marketing mix. Email is reckoned a powerful tool in improving brand image and marketing success (Tezinde et al. 2012). Unlike web advertising which happens only when there is a visitor to a site, email marketing takes a more active approach. It allows a message to be pushed directly to customers. Opt-in email or permission-based email is an email given by customers allowing communications via emails about certain information of their preferences, for example, product releases. In contrast with opt-in email, spamming is unintended by users which may cause bad impressions about advertisements. Opt-in email is more effective and less intrusive than spamming emails. (Chang et al. 2013.) There are four main options of email marketing: house list email, cold list, co-branded email and third-party e-newsletter. House list email is an opt-in email of prospects and customers obtained by a company itself. Cold email is an email which is rented from email list providers. Co-branded email is an email with an offer from one company distributed by another company it has strong relationships with. Third-party e-

newsletter is a newsletter of another company which allows advertisements, sponsorship or promotional articles from other companies.

3.3.6 Social media marketing

The development and prevalence of social media sites have opened up unparalleled opportunities for marketers to promote their products or services and building relationships with customers. Kaplan and Haenlein (2010) define social media as "*a group of Internet-based applications that build on the ideological and technical foundations of Web 2.0, and that allow the creation and exchange of user generated content*". Marketers of many organizations are very agile in catching on with the current trends to utilize social media in their marketing strategies. The term "social media marketing", then, is introduced as "*a system that allows marketers to engage, collaborate, interact, and harness collective intelligence crowd sourcing for marketing purpose*" (Chikandiwa et al. 2013).

Viral campaign

A viral campaign is a marketing activity which is designed to prompt audiences to spread a promotional message to others. The viral campaign is believed to involve "*informal, peer-to-peer electronic exchange of information about an identifiable product or service*" (Cruz & Fill 2008).

Two underlying mechanisms of any viral campaigns are:

- Incentive program: often called refer-a-friend program. Existing customers will be rewarded an incentive such as discounts or gifts if they persuade someone to do a desired action such as becoming a customer or purchasing
- Compelling content: marketers can create such appealing content that an audience feels like sharing it with her friends.

(Miletsky 2010, 395)

Apart from the mechanism of the campaign, marketing professionals need to pay attention to three elements of any viral campaigns which are:

- Creative material: developing viral agent which includes a message and a format of the message (text, picture or video).
- Seeding: spreading content to websites, blogs or people
- Tracking: keeping track of the results of the campaign for assessment

(Chaffey 2007, 423)

4   CASE ANALYSIS: COMPANY X

The purpose of this chapter is to provide insights into the Case Company. Firstly, the author investigates the Case Company's external and internal environment. The objectives and promotion strategies are likewise discussed. The author, then, uncovers the current online promotion mix of the Case Company.

4.1   Company Overview

Company X is a Chinese mobile Internet application technology company. In 2004, the company introduced its flagship product – product X - a mobile browser app which functions similar to a desktop web browser but on mobile phones. The company currently employs more than 1800 employees, 80% of which are working in R&D (Company X 2012). One of company X's core competencies is the technology which is prioritized to enhance the user experiences. Its mission is to provide better mobile Internet experiences to billions of users around the world. At the end of 2011, the company decided to expand its business globally by releasing product X in different languages. The product is "glocalized" to serve international users. The international markets that company X has been developing are India, Vietnam, Indonesia, Arabic speaking countries, Latin America and Russia. (Hon 2013.) According to Statcounter – an Internet analytics tool, by June 2013, product X has 44.6% market share in China and 28.4% in India (StatCounter 2013).

Product Presentation

Product X is compatible with almost all mobile operating systems of mobile phones such as Java, Symbian, Android, iOS, Windows Phone and Black Berry OS. It is available in 10 languages including Chinese, English, Vietnamese, Russian, Indonesian, French, Spanish, Portuguese, Arabic and Farsi. In 2010, product X served more than 400 million users all over the world. The core technology foundations which lie in product X are U3 proprietary kernel, powerful data compression servers and cloud computing.

Some key features of product X are:

- Fast, smooth and cost-saving browsing experience rendered by compression technology
- Functionality: beside some basic functions of a browser, product X provides users with more handy functions to create better user experiences.
- Value-added content: product X incorporates customized content such as news, websites, and games for users.
- Security: product X creates a secured surfing environment by warning users against malicious websites and protecting user data. (Hon 2013.)

Business model

The diagram below demonstrates the business model of company X.
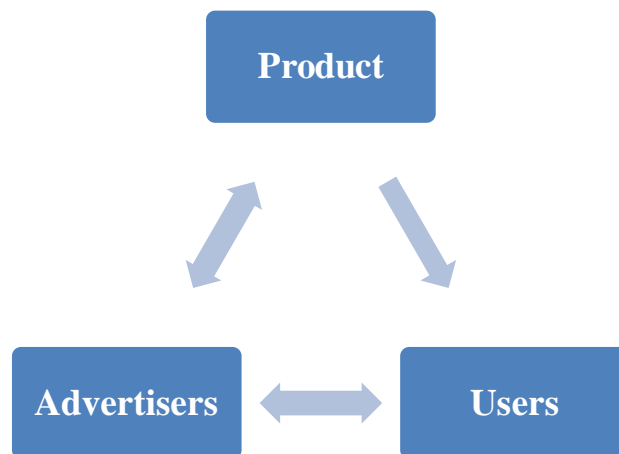
FIGURE 11. Company X's business model

Company X offers product X for free to consumers. When company X has its user base, the company starts to commercialize by selling ad spaces in the browser to advertisers. Users will be exposed to these ads in the browser. Advertisers pay product X with the hope that users will carry out their desirable actions through ads.

Main streams of revenue are:

- Advertising or in-app advertising: product X monetizes different positions in the browser for advertisements. Payment types can be either PPC (pay per click) or CPM (cost per mille).
- Value-added services: product X acts as a third-party distribution platform of mobile value-added services such as mobile applications and games. Revenue will be collected as commission or CPA (cost per action).

Vietnamese market presentation

Company X started penetrating the Vietnamese market at the beginning of 2012 by releasing product X Vietnamese version on Java and Symbian – two most popular operating systems at that time. In the latter half of 2012, the versions on other platforms were gradually introduced to the Vietnamese users. Up to now, company X has had the Vietnamese version of product X available on a variety of operating systems including Java, Symbian, Android, iOS and Windows Phone. Currently, product X has A million Vietnamese users, representing AA% market share. The remarkable market share can be attributed to the continuous product localization not only in languages but also in functions and well-built partnerships. (Hon 2013.)

Mobile phones are divided into two types: feature phones and smartphones. Feature phones are low-end phones with limited features while smartphones are high-end ones with advanced functionality. A majority of product X users have feature phones. Nonetheless, the company has witnessed an increasing number of its users having smartphones in recent years (Hon 2013).

With more than a year of business in Vietnam, company X has cooperated with more than AAAA thousand WAP sites and websites to increase installations. The company is also in negotiations with many Internet companies and network operators to expand further into the Vietnamese market. The manager maintains that developing partnership, especially online partnership, is one of the focus areas to successfully penetrate the Vietnamese market. (Hon 2013.)

4.2   Situation analysis

This chapter is designed to analyze the current situation of company X using PESTEL, SWOT, demand and competitor analysis tools.

4.2.1   PESTEL about the mobile Internet market

Political Factors

Political factors can have significant impacts on company X's operation in Vietnam. For more than a decade, China and Vietnam have been disputing over the maritime territory. The dispute has been escalated since the Chinese government involved the army on the territory and attacked Vietnamese fishermen. The Chinese belligerent action worsens political relations between China and Vietnam. There are many organized demonstrations in front of the Chinese embassy in Vietnam to show dissent. Therefore, the boycott of Chinese products is inevitable. The political conflict poses a growing menace to the market growth of product X in Vietnam. (BBC Vietnam 2011.)

Besides, the Communist Party wields ultimate legislative power. The Party has either direct or indirect control over most of the Internet service providers. Therefore, the Party's influences on these providers' decisions are considerable.

Economic factors

The economy shows an increasing trend in GDP per capita. In 2011, GDP per capita of Vietnam was US$1,408. This number rose to US$1,595.8 by the end of 2012. (World Bank 2012.) Annual disposable income is predicted to follow the same pattern as consumer expenditure. Total annual disposable income will increase and reach US$98,493 by the end of 2013. The inflation rate was exceptionally high at 18.7% in 2011 and dropped to 9.1% in 2012. The rate is expected by economists to be at 6.7% in 2013. In addition, it is forecast that consumer expenditure in 2013 will be US$92,103, demonstrating a growth compared to last year. (EuroMonitor 2012.) Because the income and the consumer expenditure will both increase, phone and Internet service purchasing potential will be enormous.

Social factors

The total population of Vietnam is 92 million people, ranking 14th in the world (CIA 2013). The Vietnamese population is quite young. The majority of the population (63.1%) aged from 15 to 54 years old in which 19% are from 15-24 years old and 44.1% are from 25-54 years old (Index Mundi 2013). 31% of the population resides in urban areas while the rest lives in rural areas. Regarding education, the literacy rate is 93.4%. Besides, 49.5% of the Vietnamese are males and 50.5% of them are females. The gender ratio will change in favor of male in the future owing to 1.09% increase in men and 1.04% increase in women. (CIA 2013.) These numbers offer company X plenty of opportunity because a great number of mobile Internet users are from 18 to 35 years old and three fourths of them are males (Vserv Mobi 2013).

It is worth noting that the perception of the Vietnamese towards Chinese products is not favorable. It has been continuously reported that some consumer goods which are originated from China contain toxics. As a result, there are many campaigns organized in Vietnam to boycott Chinese products (Pham 2012). This creates serious obstacles for company X to promote the browser in Vietnam.

Technological factors

In the past decade, Vietnam has witnessed rapid information and communications technology developments. Substantial investments have been made in improving the infrastructure. The Internet broadband facilities have been developed quickly. In terms of equipment, Internet cables and base transceiver stations are strengthened to help the Internet reach out widely to rural areas. The infrastructure for 3G is set up and upgraded. The government launched satellite Vinasat-2 into the space for widespread network coverage (Nguyen 2012). The 3G infrastructure investment totals 1.3 million US dollars that the 3G coverage increases to 93.68% (Tran 2011). However, the data transferring quality is still slow and overloaded network occurs very often in urban areas (Pham 2013). Internet broadband is only available to 76% of rural population with low-quality service (Tran 2011).

Environmental factors

Environmental factors are not discussed due to its negligible influence.

Legal factors

The Vietnamese government establishes a legislative framework to control Internet activities. It is stated in the Vietnamese law that domestic and foreign individuals and organizations involved in Internet activities in Vietnam are legally responsible for content created, disseminated and stored (ONI Access 2013). The areas of control that the government practices are editorial influence, filtering, censorship and surveillance. The Internet Management decree writes that any foreign company should maintain physically in Vietnam and collect information of users if requested. The strict surveillance of the government creates a dilemma for company X: trade-off between users' privacy and legislation. Additionally, some social networking sites are blocked by the government due to its inappropriate content dissemination. This influences the choice of promotional channels. (Nguyen 2013.)

TABLE 1. PESTEL analysis of the Vietnamese mobile Internet market

Political factors	- China and Vietnam are disputing over the territory - The Communist Party has control over service providers. The Party's decision has impact on company X
Economic factors	- Increasing disposable income - Increasing consumer expenditure - Decreasing inflation rate
Social factors	- Growing population - Majority aged between 15 and 54 years old - Unfavorable perception towards Chinese products
Technological factors	- Heavy investments in infrastructure developments of 3G and Internet broadband - Slow data transferring and overloading happens often in urban areas - Low rate of coverage in rural areas - Low-quality service in rural areas
Legal factors	- Surveillance is exercised on foreign Internet companies. - Social network sites are blocked.

The table summarizes some factors that may affect company X's business in the Vietnamese market. The company should be cautious about political and legal factors because these two factors create a lot of obstacles for company X to operate in Vietnam.

4.2.2 Mobile Internet demand analysis

This part assesses the demand of consumers in Vietnam for the Internet and mobile applications like product X. The demand for product X depends on the following factors: the number of phones, the number of smartphones, the Internet connectivity (3G and broadband), the Internet rate and the mobile application usage trend (Hon 2013).

Some figures about the mobile phone market are:

- The total number of mobile phones in Vietnam is 140 million, higher than the population. On average, each person owns 1.4 cell phones (Do 2013).
- US$4.47 billion was spent on mobile phone imports in 2012. The number of smartphone shipments is expected to be 6 million in 2013 (Do 2013).
- Smartphones become cheaper. The number of smartphone users will make up 21% of total phone users (Ericsson Consumer Lab 2012).
- The usage of mobile apps will increase from 35% to 40% in 2013 (Nguyen 2012).

Some details about mobile network and mobile Internet are:

- 127 million mobile subscriptions of which 19 million are 3G subscriptions, increasing by 3.2 million from 2011.
- The number of Internet broadband is 5.3 million.
- The rates of 3G or Internet broadband are quite low, only US$3 for unlimited data monthly.
- 56% of the Vietnamese Internet users access the Internet through their mobile devices.
- More than 70% of smartphone users in the country access the Internet every day. (We Are Social 2012 & VNS 2013.)

As can be seen from above figures, the mobile Internet access percentage will increase in the future thanks to the popularity of smartphones and low 3G rates. This statement has been supported by Yahoo! Vietnam who predicts that the number of mobile Internet users will increase by 30% annually (PCWorld VN 2012).

4.2.3 Company X SWOT analysis

Strengths

One of the strengths of company X lies in the long experiences in the mobile Internet industry. During nine years of operation, the company has gained first-hand experiences not only in technology but also in business to adapt to current trends. As the author has mentioned, product X has the huge market share in emerging markets like China and India. Given the fact that Vietnam is an emerging economy, the Vietnamese market may share some similarities with these countries. This makes previous experiences become so valuable that they can be applicable to the Vietnamese market.

Moreover, product X differentiates itself from other competitors' products. Product X brings enhanced localized browsing experiences for users with speed, security, smart features and value-added services. Product X whose functions exceed basic browser offers the users multiple add-on features. The browser is entirely localized for the Vietnamese users in terms of languages, features and content. The product manager has done in-depth research into the Vietnamese Internet surfing habits and user expectations to adapt the product accordingly. Hence, company X has developed some features which are specially designed for the Vietnamese users.

As being the core competency, the company's technology is continuously improved and kept up-to-date. Company X invests intensively in research and development in order to pioneer in the field of mobile Internet. The company has obtained approximately 200 patents in mobile browsing (Company X 2013). A majority of staff is involved in research and development.

Last but not least, the Case Company considers the Vietnamese market as one of its focus markets. Financial and technological resources are allocated into the market to increase the market share and the user base.

Weaknesses

Product X is a new entrant to the Vietnamese mobile Internet market. Due to being a newcomer, the marketing team has not fully understood the market insights and the business environment. What is more, all staff working for the Vietnamese team of company X is based in China. The team works virtually which limits practical aspects of the market understanding. In addition, it is laborious to create partnerships with other companies when the company is still new on the market. Company X does not have many big partners in Vietnam because they prefer working with long-established companies.

The lack of the strategic plan for the Vietnamese market is another weakness of company X. Even though the goals are clearly identified, there is no well-structured strategic plan to implement. This causes wasted resources and inefficient coordination between marketing, product and operation team. The strategic plan is necessary for controlling and taking corrective actions to achieve goals.

At the time of the interview with the Vietnamese country manager, there were only three people doing marketing for company X in the Vietnamese market. The team has insufficient human resources. Because of this lack, a person takes charge of many marketing activities and does not specialize in any specific marketing activity (Hon 2013).

As company X is a large-sized company, the level of bureaucracy is high. In the fast-growing and volatile Internet industry, the high level of bureaucracy brings the company with disadvantages. Bureaucracy prolongs the decision-making process because a decision needs to go through different levels of management before it is made. It also involves procedures and paper work for many activities.

Opportunities

One of the most excellent opportunities that exists in the Vietnamese market is the dramatic increase in the Internet population. According to VNNIC (2012), Vietnam has the 18th largest Internet population in the world with the penetration rate of 35.6%. The number of Internet users is 31.2 million out of 91 million people, representing an enormous increase in comparison with 3.1 million in 2003. (eMarketer, 2012.) Even better than the Internet, the mobile penetration rate is incredibly high at 139%. The total number of mobile subscriptions is 127 million which is higher than the country's population. 3G subscribers reach 19 million, making up 14% of the total mobile subscription. In urban areas, more than 60% of the mobile subscribers use 3G services. 56% out of 31.2 million people access the Internet via their mobile phones. (We Are Social 2012.) The 3G rate in Vietnam is affordable with only US$3 (We Are Social 2012 & VNS 2013). The exponential growth in the number of mobile phones also presents another available opportunity. IDC (2013) claims that the number of phones shipped to Vietnam was 5.8 million in the second quarter of 2013. Unexpectedly, more than 30% were smartphones, increasing by 14.7% compared to the same quarter of last year. (Ha 2013.) Currently, there are about 20 million smartphones which are accessible to the Internet using 3G (Vietnamnews 2013). Furthermore, the heavy investment in infrastructure from the government stimulates the development of the Vietnamese market. The government has decided to invest US$8.5 billion in ICT from 2010 to 2020. ICT infrastructure will be improved and upgraded to reach the Internet coverage level of 90% and mobile broadband of 95%. (Rao 2012.)

These figures represent the increases of Internet adoption, mobile subscription, mobile Internet users and smartphones together with improved infrastructure. The potential opens up a wealth of opportunities for company X to attract more users in the Vietnamese market.

Threats

The political tension between China and Vietnam over the island dispute can pose a serious threat to company X's activities. Many people show their anger and

disagreement with the Chinese government by boycotting Chinese products. One example is WeChat – a Chinese over-the-air chat app. This app is boycotted in Vietnam because the map inside the app shows incorrectly the Vietnamese territory. (Ha 2013.)

The competition in mobile browsing is extremely intense because there are so many players such as product Y, Chrome and Safari. Most of them have been operating in Vietnam for a long time with an enviable reputation. This creates a barrier for company X to establish its brand here.

The Vietnamese government's policies can be another threat to company X. Some regulations regarding foreign IT companies can be harmful to the business. For example, recently, Decree 72 Internet regulations force foreign Internet companies to locate their servers in Vietnam for the state surveillance (redOrbit 2013).

S Strengths	W Weaknesses
• Experiences in China and India can be applicable to Vietnam • Good product with strong localization • Technology is the priority • Resources investment in Vietnamese market	• A newcomer in the market • Lack of strategic plans • Lack of human resources • High level of bureaucracy
O Opportunities	T Threats
• Huge Internet population • High mobile penetration rate • Large number of smartphones and mobile Internet users • Cheap 3G rate • Heavy investment in infrastructure	• Political tension between Vietnam and China • Fierce competition • Government policies can be detrimental

FIGURE 12. Company X SWOT Analysis

The table gives a brief analysis of strengths, weaknesses, opportunities and threats of company X in the Vietnamese market. These factors should be taken into consideration when the company decides its marketing strategy by capitalizing on strengths and opportunities while mitigating threats.

4.2.4   Competitor's SWOT analysis

Athena Hon – the country manager of company X categorizes competitors into two types: native browsing applications and third-party browsers. A native browser is a built-in browsing app which is readily available on the phone operating system. Some examples of native browsers are Safari on iOS (iPhone) and Internet Explorer on Windows Phone. The market shares of the native browsers depend on the market shares of their operating systems. No marketing or localization activity is carried out for the native browsers. In contrast, a third-party browser is a web browsing app developed by a third-party developer and requires installations. The third-party browser offers a lot of added value and features to users. In Hon's opinion, the native browsers are not the primary competitors of product X. She explains that product X is the third-party web browser with compression technology and value-added services. Therefore, its biggest competitor is product Y – a popular third-party browser in the Vietnamese market. (Hon 2013.)
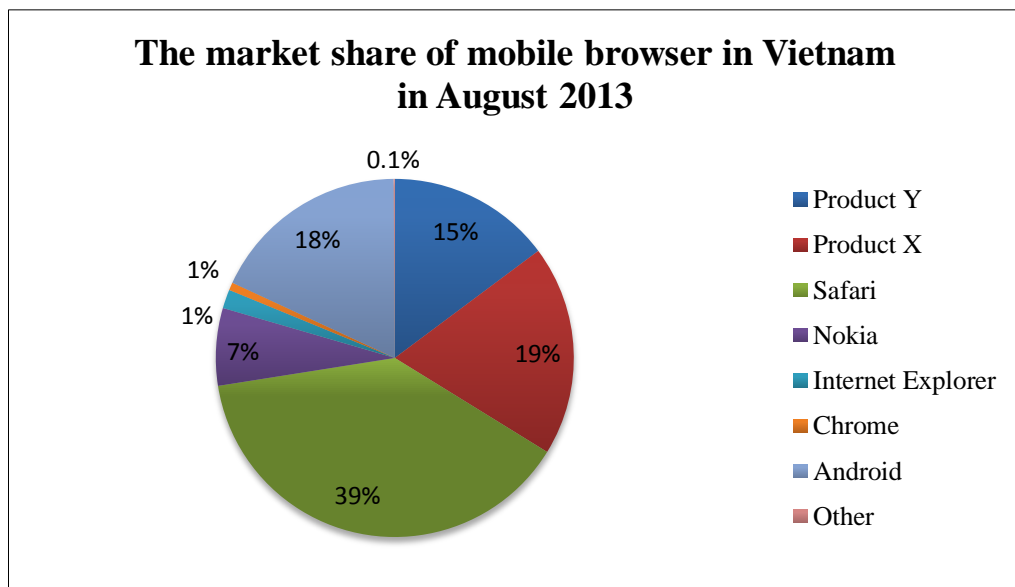
FIGURE 13. The market share of mobile browser in Vietnam in August 2013 (adapted from StatCounter 2013)

Company Y is the major competitor of company X in the Vietnamese market. Company Y is a company specialized in web browsing software. The company develops browsers working on computers, mobile, tablets, smart TVs and other connected devices. In 2013, the company claims to have more than 250 million users on mobile devices globally. Its main product – product Y is available on multiple mobile platforms and 100 languages including Vietnamese. (Company Y 2013.) Product Y was introduced in Vietnam quite early and acquired a great reputation. When Company Y entered the Vietnamese market, the rate of mobile Internet was expensive and feature phones were popular. Product Y, with its data compression technology, rapidly gained popularity in feature phones due to its cost-effectiveness for users. However, the market share of product Y has been falling considerably from 24% in August 2012 to 14.8% in August 2013 in Vietnam (StatCounter 2013).

With regards to company Y's promotion activities, one of its main focuses is partnership with local companies. It has recently closed deals with two biggest Vietnamese mobile operators to provide users with cheap data package plan using product Y (Vinaphone 2013 & Mobifone 2013). This strategy is successful because company Y can attract current users of the network operators to use its browser. Moreover, portal presentation activities of company Y are strong. There is an abundance of news about product Y in a variety of portals and newspaper in Vietnam as company Y fosters good relations with the portals and newspapers (Hon 2013). In some portals, company Y regularly organizes viral contests such as sharing product Y experience which attracts approximately 1000 pieces of writing (Tinhte 2013). Nonetheless, in social networks, company Y does not have as many activities as in the portals. Posting in the social networks are not very often and the content of the posts are not interesting to the fans (Hon 2013). Lastly, product Y ranks on different app stores are generally high. It takes the 8th place in the overall ranking on Google Play and the 2nd place in the productivity category in Apple Store (App Annie 2013).

Company Y SWOT analysis

Strengths

One of the strengths is its long presence in the Vietnamese market. Company Y has seven years of experiences in Vietnam which advances the understanding of the Vietnamese users. Furthermore, Company Y hires experienced staff in telecommunications and Internet industry to do marketing in Vietnam. Experienced staff is an asset to Company Y's market penetration and development. Another strength lies in the simplicity of product Y. Product Y is a simple and basic mobile web browser which provides comfortable browsing experiences for average Internet users. Lastly, as the partnership with local companies is the main strategy to expand massively, company Y has been developing relations with numerous Internet and telecommunications companies. (Hon 2013.)

Weaknesses

Product Y does not offer personal customization and convenient features. The features on product Y are so limited and basic that it cannot address some needs of users. In addition, the localization of product Y is limited to languages only. Its functions and features are standardized for all international versions. Product Y is slow in adapting to new market trends. In detail, product Y is not compatible on some new operating systems such as Windows Phone whose market share is increasing considerably in the Vietnamese market (Ha 2013).

Opportunities

Company Y shares the same opportunities with company X. High 3G and Internet adoption along with an increasing number of smartphones which are explained previously create chances for expansion. Moreover, the low 3G rate makes mobile Internet more affordable to consumers. One unique opportunity for company Y is the users' tendency to use the same brand when they change to smartphones. It means that people who already use product Y on their feature phones will still use product Y on their new smartphones. (Hon 2013.)

Threats

The government's policies can be a threat to foreign Internet companies. Browsing surveillance is imposed by the government to control the public (Nguyen 2013). In addition, there are now more players than ever before in the mobile web browsing app market which makes the competition more severe.

FIGURE 14. Company Y SWOT analysis

This table sums up the current situation of company Y in Vietnam. This information will be considered when company X develops the marketing strategy.

4.3   Objectives of COMPANY X in the Vietnamese market

According to Chaffey and Smith's 5S objectives, COMPANY X specifies its objective as selling. The company wants to grow the market share and increase the user base in the Vietnamese market.

The objectives of COMPANY X in the Vietnamese market are:

-     Gain AA% market share by the end of 2014
-     Increase the user base to A million by the end of 2014 (Hon 2013.)

The key performance indicator of online promotion is the amount of installations. By breaking down the overall objectives above, the number of installations which is needed to achieve is B million installations in 2014.

4.4   Promotion strategies

Target market

Company X's target users are the ones who meet all of the following criteria:

- People aged from 15 to 34 years old
- People own Internet-accessible phones
- People have 2.5G or 3G subscription or Wi-Fi access (Hon 2013.)

Due to the fact that 80% of the mobile Internet users are less than 35 years old, company X's target users share some similarities with them. According to the research by Vserv (2013), some features of these users are presented in the following table.

TABLE 2. Features of the Vietnamese mobile Internet users (adapted from Cimigo 2011; Admicro 2013 & Vserv 2013)

Gender	72% are men, 28% are women
Education level	- 34% have education up to 12 years - 32% are university graduates or postgraduates - 21% have diploma or doing university - 14% are illiterate
Occupation	- A third are students - Another third are full-time employees
Location	- 63% from the North - 32% from the South - Only 5% from the central part
Operating system	47% are iOS, 29% are Android and 16% are Symbian
User behavior	- 70% have downloaded game or app, more than 50% have downloaded a video on their devices - 35% of mobile Internet users access social media - A majority of them go online to search and read news

Overall, some characteristics of company X's target users have been researched. Company X can utilize this information to design the most suitable promotion strategy.

Value proposition

Product X provides better mobile browsing experiences for the Vietnamese users. Product X can help you surf webs on mobile phones faster and more economically thanks to the data compression technology, which can reduce the data size by up to 80%. Product X also offers numerous features such as download manager, night-reading mode to make browsing more convenient and comfortable. On top of that, product X is 100% localized with the functions that are specially designed for the Vietnamese users. (Hon 2013.)

Market growth strategy

As pointed out in the objectives, the company wants to increase the market share and the user base in the Vietnamese market. Therefore, according to Ansoff matrix, the company follows the market penetration strategy because it wants to have more users and win competitors' customers. It is suggested that the company should invest more in promotion and distribution activities to surpass its competitors.

Promotion strategy

When the company adopts the penetration strategy, having exposure becomes crucial. Therefore, the manager decides to use the pull strategy which aims at the end-user customers (Hon 2013). The company spends on advertising and consumer promotion to stimulate demand for product X.

4.5   Current online promotion mix

The interview with the country manager gives the author insights into the promotion tools that the company is using in the Vietnamese market. In this chapter, the author analyzes techniques included in company X's current online promotion mix in more detail.

4.5.1 Search engine marketing

SEO

The Vietnamese marketing team has started conducting SEO activities since the beginning of 2013. The optimization is mainly done on-site. HTML codes of company X's official website are integrated with search keywords to connect with search engines. The company chooses to do SEO only on Google due to Google's popularity in the country (Alexa 2013). The focus of SEO is long-tail keywords. The interviewee believes that the long-tail SEO draws more quality traffic to the site due to the specificity of user searches. The long-tail search terms are added and kept updated monthly. When the country manager tests the effects of long-tail SEO efforts, the results are not satisfactory. That leaves a lot of space for improvements in SEO activities. (Hon 2013.)

Paid search

The other methods of search marketing are pay per click (PPC) and inclusion feeds. Company X does not use PPC method as it is costly (Hon 2103). The price mechanism of PPC is bidding which makes prices escalated due to high demands from many companies. Extortionately high PPC increases cost per installation.

Inclusion feed

Inclusion feed is not available in Google – the dominant search engine in Vietnam (Alexa 2013). The official website is already listed in Google search engine. For that reason, company X does not have to buy any inclusion feed.

4.5.2 Online PR

In general, the team undertakes a few PR activities such as portal presentation and social media. Other activities like media alert services and brand protection have never been carried out before.

Portal presentation

Whenever the company has a new version, the press release is posted in several IT portals. There are two ways to have the version announcement posted. One way is to pay the portals, the other way is to pay the journalists of the portals to write and post the announcement. Apart from the ways to release the announcement, it is important to recognize the effects of political issues on PR. As explained in the previous chapter, the relation between China and Vietnam is poor as a consequence of the territorial conflict. Therefore, the portal owners and writers are very cautious about posting or writing any articles about product X. The team has tried to contact with big IT portal owners and famous writers but got many refusals. Possible explanations for this are political sensitivity and potential risks of the portals being boycotted by the public. Consequently, it becomes very challenging to get the product release posted in any popular IT portal. So far, the team has managed to get only three articles in three small portals. (Hon 2013.)

Social media

Two most commonly-used types of social media are online communities and Facebook. Online communities are channels for company X to introduce every new version of product X. Discussions about product X features and feedback are also gathered in online communities. Because of the huge number of online communities and limited human resources, posting and managing posts are outsourced to a part-time coordinator. He is responsible for promoting product releases in more than 100 online communities and managing audiences. Moreover, neutral product reviews written by a journalist are posted one week after every product announcement. The reviews provide insights into the new version and analyze its pros and cons.

Social network - Facebook is helpful in promoting product X online. The company has set up its own Vietnamese product X page to keep the users updated with product releases, browsing tips, corporate news and some technology-related information. The fans of the page are welcome to leave their comments and request any information. The person managing the fan page tries to address all the comments and concerns. The page is active daily with the latest information,

pictures and videos. Other than posting interesting content, the team does not use any method to increase likes. The page virally attracts 19,000 likes at the moment. The average weekly reach is roughly 40,000 people. The manager states that company X will focus on increasing the number of likes and the interaction because Facebook is the online platform where the majority of Vietnamese netizens use the most. (Hon 2013.)

FIGURE 15. Product X Vietnam's Facebook page

Briefly, Hon (2013) thinks that online PR is an effective method to promote product X thanks to its nature of two-way communication. Yet, political issues create a barrier to online PR. Any PR activities should be carefully considered to avoid involving in politics. (Hon 2013.)

4.5.3   Online partnership

Online partnership is carried out through co-branding activities. Co-branding is said to bring scores of people to use product X (Hon 2013).

Co-branding

Co-branding is a new marketing approach in which company X has little experience. The company has cooperated with one local online music service provider in co-branding. Two companies organized a campaign which lasted for one month. The arrangement of the campaign was that if users from the partner's company installed and used product X, they would be granted free access to five songs per day. Reciprocally, all product X users could listen to five songs per day for free from the partner's service. The partner advertised this campaign to the users through its own marketing channels. Company X introduced the music service and free songs to the users on the website directory displayed in the home page of the browser. From the manager's point of view, this campaign utilized the strengths of both companies and delivered added value to the users. Despite having minor costs, the campaign was proved to successfully increase the user base for both firms. (Hon 2013.)

4.5.4 Interactive advertising

Interactive advertising is the key activity in company X's online marketing mix. The company is running site-specific media buys, ad network campaigns and contra-deals.

Site-specific media buys

The company buys advertising space in a variety of sites. Since the company is interested in mobile traffic, the sites are required to have mobile versions. What is more, company X wants to use cost per acquisition scheme for buying the advertisements as one of the KPIs is the number of installations. Unfortunately, the payment models that most of the sites offer are cost per click (CPC), cost per mille (CPM), and cost per duration (CPD). Cost per acquisition (CPA) which is still in its infancy is supported by a few sites only. As a result, company X has to be selective in buying advertisements. (Hon 2013.)

The mechanism of media buys is that the attractive banners or text links are placed on the mobile versions of the sites. When the users click on the banners or text links, they are asked whether they would like to download product X or not.

If they choose yes, installation packages are downloaded to their mobile phones. Once the users open the installation packages and install product X, their installations are recorded as acquisitions.

Hon (2013) highlights that the effective types of sites for advertisement are multimedia sites and download sites as the conversion rates are high.

Ad networks

Company X has long-term cooperation with two big local ad networks which accept CPA. These ad networks can obtain a large amount of users. Their sources of installations originate from their partners such as mobile sites, mobile applications and emails. The ad networks are needed when the company wants to gain more users on smartphones. The company can adjust the advertising budget daily to meet its objectives. Since each ad network can have a different conversion rate, company X usually runs a trial campaign to check the conversion rate. If the conversion rate is reasonable, the company will continue the cooperation for a longer period. (Hon 2013.)

Contra-deals

Contra-deal with sites or companies is one of company X's marketing specializations that no competitor in the Vietnamese market offers. The company creates in-house exchange with partners. Both parties can either exchange traffic versus traffic or traffic versus installation. Company X promises to bring the traffic from its users to the partners' sites or services using the navigation section on product X.

FIGURE 16. The navigation section of product X for returning traffic

In return, the partners help gain product X installations from their visitors or service users. The exchange ratio is dependent on the chosen modes. More details are explained in the following table.

TABLE 3. Company X's contra deal exchange mode

Exchange mode	Exchange ratio	Explanation
Traffic versus traffic	1:A	One click to company X's official download site is exchanged by A click to the partner's site.
Installations versus traffic	1:B	One product X installation is exchanged by B clicks to the partner's site.

The manager cites a reason for exchange mode instead of payment is that company X has what websites and online services want and vice versa (Hon 2013). Company X realizes that it can increase traffic for some websites and online services from its user base while the partners can bring product X installations. Therefore, company X proposes an exchange solution which is cost-effective and beneficial for both sides. The company established a tracking system to evaluate the results of the cooperation.

Two types of partners that company X is cooperating with are WAP sites and mobile versions of websites. The team targets at the sites with the traffic coming from mobile phones. Hon reveals that the result of contra deals is positive by staying focused on the mobile traffic only. However, one problem arises from implementing the contra deals. Many partners produce disappointing results which, thereby, leads to a waste of human resources and the traffic from company X. (Hon 2013.)

4.5.5 Opt-in-email

The team never plans to do any opt-in-email marketing. The manager justifies that opt-in-email can lower the values of the brand (Hon 2013).

4.5.6 Social media marketing

As described earlier, the company does online PR through social media channels like Facebook and online communities where the target users are engaged and managed. In addition to social media presence, viral campaigns are held to promote the product.

Viral campaign

Four viral campaigns have been organized on Facebook to enhance fan engagement, increase likes as well as spread brand awareness. These campaigns usually last for three to five days. The procedures start when the users click like button on product X's Facebook page. The participants, then, have to answer questions and share the campaigns to their friends on Facebook. The criteria for the winners can differ from each campaign. Normally, the winners will be chosen

based on the result of a lucky draw. Many prizes are given to encourage fans to share with their friends. It should be noted that the prizes are always embedded with the company's logo. For instance, if the prize is a memory stick, there will be the logo of product X on it. (Hon 2013.)

Company X also runs campaigns on its partner's websites. The goal is to increase the number of downloads and the exposure to target audiences. The visitors of the sites need to download product X and share the campaigns in their personal Facebook accounts.

In Hon's opinion, social media marketing creates growing impacts on overall promotion objectives (Hon 2013). The viral campaign is one of the most important techniques that should be applied owing to a high degree of interaction. Most of the viral campaigns that company X has run, however, are relatively small. In the future, the company will put more efforts in organizing the viral campaigns on a bigger scale.

4.5.7   App store optimization

Apart from all these online promotion techniques, Hon (2013) notes that company X has conducted optimization activities in the official app stores. The app stores are the leading platform where the applications are distributed for devices using a specific operating system. Some examples of the official app stores are Google Play for Android devices, Apple app store for Apple devices and Market place for Windows phones. App store optimization functions similar to search engine optimization. Its main purpose is to increase the exposure of an app to users in the official app store by ranking higher in the app store search results (Ganguly 2013). Company X optimizes its app stores by improving and localizing product X app description. The app description is carefully localized in Vietnamese with a short list of outstanding features. In addition, high-resolution screenshots, good app icon, contact information and some user reviews are included in the app description. The team also controls reviews from the users to build a positive brand image on the app stores by encouraging the users to review and preventing negative reviews.

The table below summarizes all the tools that company X employs in its online promotion mix.

Search Marketing	• Search engine optimization
Online PR	• Portal presentation • Social media
Online Partnership	• Co-branding
Interactive Advertising	• Site-specific media buys • Ad networks • Contra-deals
Social Media Marketing	• Social media presence • Viral campaigns
App store optimization	• App description optimization • Review controlling

FIGURE 17. Company X's current online promotion mix

In summary, company X online promotion mix includes search engine optimization, portal presentation, social media, co-branding, site-specific media buys, ad networks, contra-deals, viral campaigns, app description optimization and app review controlling. Specifically, the company resorts to site-specific media buys, ad networks and contra-deals as a major contributor to its objective achievement. Online partnership is becoming more and more relevant to gain users. Currently, the company uses only co-branding with the content service provider in the online partnership. Social media marketing has proven its importance by the high level of exposure of the viral campaigns. Posting articles and managing social media are essential in informing the audiences of product X and maintaining relationships with them. Search engine optimization has been conducted regarding long-tail keywords. The outcome, nonetheless, is rather unsatisfactory that urges further improvements. Last but not least, the app store optimization is limited to the optimization of the app description and the user review controlling only.

5   REORGANIZED ONLINE PROMOTION MIX

In the previous chapter, the author collects information about the current online promotion mix of company X. This chapter is devoted to reorganizing the new online promotion mix so that the promotion objectives will be obtained. Specifically, the author suggests which tools should be used with rational explanations. The detailed action plans and control methods are developed for future use.

5.1   Suggested online promotion mix

This sub-chapter describes which online promotion techniques should be included in the new online promotion mix. The figure below summarizes the new online promotion mix in terms of priority. The methods which are highlighted in red are the priority ones that company X should focus on to achieve its promotion objectives. These methods are interactive advertising, app store optimization and online partnership.
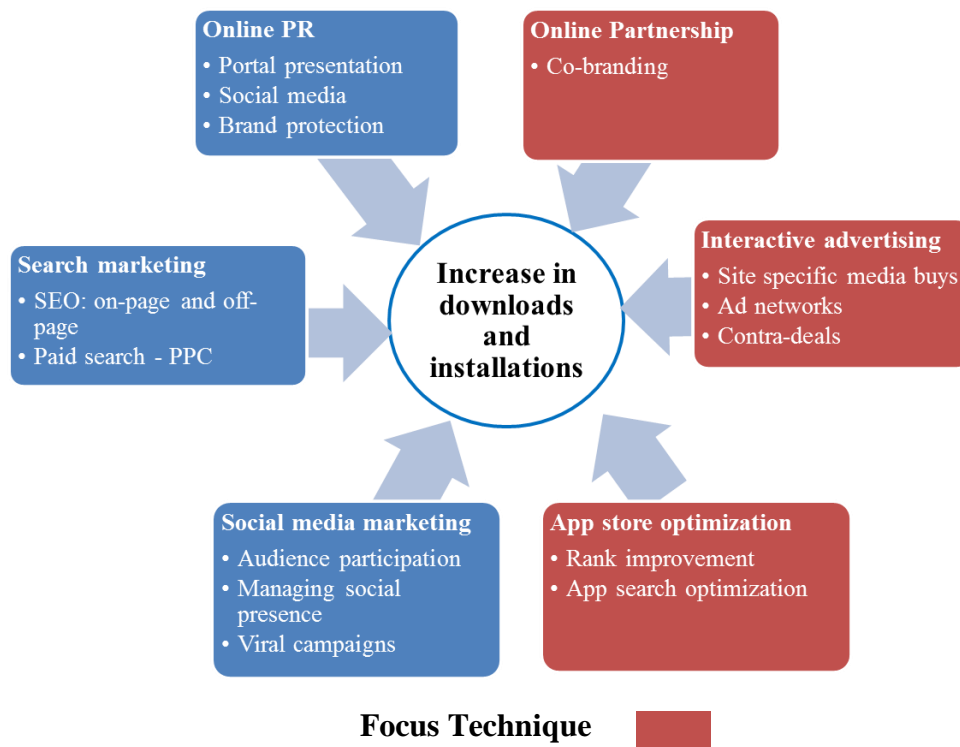
FIGURE 18. The reorganized online promotion mix

Under the focus methods, the most critical techniques that should be included in the new online promotion mix are contra-deals, ad networks, site-specific media buys, co-branding activities, app store rank improvement and app search optimization since these techniques create installations directly. Search engine marketing, online PR and social media marketing will still be employed with less focus due to their long-term effects and fierce competition. The techniques under these methods are SEO, paid search, portal presentation, brand protection, social media presence and viral campaign. The author justifies the use of each technique with rational explanations later in this sub-chapter.

Contra-deals

Contra-deal remains the key online promotion tactic for the Vietnamese market since it brings company X a huge source of installations for free. Company X should continue to run and manage its in-house contra-deal program. Two modes of exchange are still traffic for traffic and traffic for installation. The exchange ratio will be kept the same as it is previously.

According to the data from We Are Social (2012), a majority of mobile Internet users downloaded and used mobile apps. As a result, company X should start cooperating with mobile apps where it can meet the target users. The exchange mode will be one installation versus one installation.

As the manager complains about the poor performances of some partners, the author, hereby, puts forward a solution. The core of the solution is to have a trial run. When company X has a new partner, both parties will join the trial. During the trial period, if the partner cannot satisfy the minimum quantity of installations set by company X, the contra-deal will be terminated. If the partner meets the requirement, the deal will keep on going. This trial program will create a filter which eliminates incompetent partners and retain productive ones. In practice, first, company X needs to determine the minimum quantity of installations that the partners are obliged to achieve. The minimum amount and the terms of trial run will be stated precisely in the deal's agreement. The new partners who do not return the acceptably smallest number of installations will be rejected.

Another suggestion is to create a competitive environment among company X's partners. Every quarter, an incentive program will be executed to give recognition to partners who actively participate and bring the highest number of installations. The reward will be in monetary terms. For instance, from January 1 to March 31, any partner who returns the most installations will be rewarded US$500.

Ad networks

Ad networks can bring a lot of product X installations from smartphones in a short period of time. As company X wants to increase the number of smartphone users, using ad networks is a smart choice. CPA is the only acceptable method of payment. For ad networks, the budget should be set daily due to the fact that ad networks collect a huge portfolio of sites and mobile applications. Without the daily budget, the expenses will exceed the online promotion budget. Running a trial campaign for some days will be helpful to determine whether the company should continue the campaign or not. When the trial campaign ends, the company will check the conversion rate to make a decision.

Site-specific media buys

The mobile versions of websites generate plenty of installations for company X. Since a majority of the mobile Internet users go online to read news, buying ads on the mobile versions of news sites help aim at the target users better. Thus, it will be effective for company X to buy advertisements on the news sites together with multimedia and entertainment sites. CPA will be kept as the payment calculation method. A weekly budget should be set in advance to prevent overspending on the site-specific media buys. The advertisements can be bought for one week at first. After one week, the team will evaluate the conversion rate and the number of installations that the site brings. If all the indicators are not sufficient, company X can stop buying the advertisements on the site and move to a more effective site.

App search optimization

App store optimization is also important because app stores are the major places where people get to know about the apps. Optimization activities will be

broadened. A study conducted by Forrester Research (2012) discovers that 63% of people find apps by searching (Lomas 2013). Therefore, it is integral to optimize the app search by keywords. The team will find out which relevant keywords are used by the target users. These most common keywords will be put into the app description in order to appear first in the search results. The team will continuously optimize the app search and watch out for the competitor's keywords.

App rank improvement

At the moment, product X ranks the 48th place in the overall ranking on Google Play while product Y ranks the 8th (App Annie 2013). Therefore, app store optimization should be done is to improve the rank in the app stores. Two most common determinants for the ranks among different app stores are the number of installations and review ratings (Thurner 2012). Usually the more installations an app has, the higher it ranks. Company X may promote installations by using the ad networks and site-specific media buys which will link to product X's addresses on the app stores. This action will stimulate the target users to install directly from the stores. Besides, the external links to the app store's address on social media may help increase the number of installations.

Co-branding

Having seen the success of the co-branding campaign by taking advantage of the partners' reputation, company X will find more partners with complementary products to plan such campaigns to a greater extent. The target partners are online content providers. For example, game download sites can become possible partners for the campaigns. The process of the campaign is similar to the earlier campaign which company X has run. Product X users who access the partners' services or sites will get some online content for free. Reciprocally, the partners will encourage their users to use product X. If they use, they will get some online content free of charge.

SEO

According to Net Index report, 96% of the Internet users search online (Yahoo! Southeast Asia & TNS Media Vietnam 2011). 67% of the mobile Internet users claim that they use search sites (Asia Digital Marketing Association 2012). Of all search engines, Google takes the first place in the ranking with the biggest traffic (Alex 2013). As a result, SEO on Google becomes essential for company X in the long run.

Company X will continue doing SEO activities. However, more methods should be applied to make the official website be placed on the first page of search results. Company X should optimize its on-page SEO with long-tail keywords to boost the official site to the top on the search result list. Short-tail keywords are very competitive because many websites use them. Company X, therefore, should not optimize short-tail keywords at the moment because it may lead to low results and a waste of human resources. In addition to on-page SEO, company X will focus on off-page optimization. Many webmasters understate the value of off-page optimization. However, off-page optimization is a powerful tool to increase search results (Fleischner 2009, 52). Two Google's determinants for the page rank are the number of links connected to a page and the quality of these links. Hence, link-building is one of the vital elements of SEO. Out of six approaches to link-building, company X will adopt two ways: inbound (one-way) links and external links in the online communities. As company X has many partner websites and WAP sites from the contra-deal program, the possibilities of building inbound links with these sites are high. Besides, most of these sites have relatively good ranks on Google search page and relevant content with company X's official site (Hon 2013). Making use of these sites can help improve the search result and the page rank which, in turn, generate bigger traffic to the official site. Putting external links to the official site in online communities will be also effective. Company X has created numerous topics and articles in social networks and online communities. It is necessary that the links of the official site will be placed in all these social media postings.

Paid search

Since the company has not bought any paid search on Google, there is no proof of the end results. The author suggests that the company should run paid search campaign on Google for one month. After one month, the team can calculate the amount of traffic, the click-through-rate and the conversion rate to assess the outcomes. Google offers paid search services which can target audiences using different devices. This means that the campaign will target Google ads only on mobile phone WAPs. The ads will be strictly targeted at the mobile Internet users who search specific terms related to the mobile browser. The terms can be decided later by the company after a thorough research of user search behavior. The company will set a clear monthly budget for the campaign. When the campaign ends, the manager will have to evaluate the impacts of the campaign and decide whether to buy paid search in the future.

Portal presentation

When conducting portal presentation activities, company X will face political difficulties and intense competition from company Y. However, portal presentation is a necessity for company X in the long run since it aims at gaining favorable and positive opinions from target audiences. It is a fact that company X is not the only technology company who enters the Vietnamese market. There are a lot of other mobile phone manufacturers whose products have gained awareness on the market. These companies can become role models for company X to learn how to present in the IT portals in Vietnam. The team will research which portals and writers have posted news about Chinese products recently. If these portals and writers have written something about Chinese products, it proves that they are not politically involved. From the result of the research, the team will consolidate a list of possible portals and writers who may agree to write or introduce product X. By learning from the predecessors, the team will save a lot of efforts in posting articles in the IT portals. In addition to product releases, product reviews should be presented in the IT portals to maintain its neutrality and gain favors from readers.

Social media

Company X should keep using online communities and social network as PR channels because 35% of the target users access social media (We Are Social 2012). Regarding the online communities, company X should continue outsourcing posting and managing topics to a freelancer due to limited human resources. Posting content varies from product news, product releases to product reviews. The freelancer should stimulate discussions in any post to create relations with readers and collect feedback from them.

The activities of company Y in social networks are not intense. Company X, therefore, will have much space to promote its product. On Facebook, the team will increase the number of likes. Comparing with A million product X users and 8.5 million Facebook users in Vietnam, the number of fans of product X's fan page on Facebook is considerably low. This results in the poor reach to Facebook users. The author proposes that company X should embed a Facebook page box on the official website to drive visitors of the site to like its page. By having the page plugin, company X informs the site's visitors of its Facebook page's existence and encourages them to like. Whenever company X posts articles, a link to its Facebook page should be embedded as well. Moreover, regular giveaways can be organized on the Facebook page. For example, the 20,000[th] fan of the product X page will receive a gift or the next 100 fan will get giveaways. Running giveaways will grow "like" counts and makes the page go viral faster. Additionally, the team should utilize Facebook Insights – an analytics tool for the fan page. This tool allows the page admin to gain insights into the demographic of fans, the sources of "like" and the total reach. Using this information will help the team adjust the method of increasing likes.

Since there is a possibility that the government can restrict access to Facebook, having an alternative social media channel is the best choice for company X (Nguyen 2013). In Vietnam, there is another social network called Zing Me whose users total 8.2 million. According to a report by We Are Social (2012), 77% of Zing Me users are under 25 years old. The group of 13 to 17 years old and the group of 18 to 24 years old makes up 38% and 39% respectively. Interestingly, 47% of the mobile Internet users happen to be under 25 years old too (Vserv Mobi

2013). Hence, company X should create another page on Zing Me to expand its reach to users. The page will function basically the same as the Facebook page. It will aim at delivering information about product X, company X and technological news. Some viral content such as captivating pictures or videos will also be posted to increase the amount of "likes" for the page. Simultaneously, the page will become a platform for users to send their feedback and get responses from company X's representatives. In the stage of building fans, the page will have to attract as many likes as possible. One way of getting more likes is to expose the page on different channels. Any article should contain a link connected to the product X page on Zing Me. A link to the page should be visible on the product X home page to introduce the users about the new page.

Brand protection

In parallel with portal presentation and social media PR, company X should control users' comments to create a good brand image. This requires close connections between the company and the online communities' administrators. Negative and not constructive comments and topics will be reported to the administrators and removed.

Viral campaign

Viral campaigns should be organized on a bigger scale and more regularly in order to compete with product Y's campaigns. Every three months, one viral campaign should be established. It should last from two to four weeks to really become viral. The platforms of having viral campaigns can be Facebook, Zing Me, partners' sites and online forums. The author suggests that all of the campaigns should be more action-oriented. Precisely, the campaigns will require participants to download, install and use product X for the first time. Then, they have to share about the campaigns to their friends in social networks using product X. Company X will announce the winners of the campaigns by a lucky draw. For online forums, company X can hold writing competitions for product reviews. Participants whose writings are rated one of the best will go to a final round. In the final round, the winner will be selected by having the greatest number of "likes" for their reviews. The prizes for all viral campaigns can be

mobile phones with installed product X and other company X's merchandize for branding. In summary, viral campaigns will be held on different channels during a longer time period with more orientation towards actions.

To sum up, the author recommends company X to focus on some techniques which create installations directly such as contra-deals, ad networks, site-specific media buys, co-branding activities, app search optimization and app rank improvement. Other techniques including SEO, paid search, portal presentation, brand protection, social media presence and viral campaigns will still be included in the new mix but with less focus because they are more competitive and long-term. As far as the contra-deals are concerned, a trial run will be organized to select effective partners for long-term cooperation. The regular reward program will be held to encourage contra-deal partners to gain more installations. Moreover, the team will run ad network campaigns to increase installations on smartphones in the app stores. As regards to media buys, company X will focus on buying advertisements on mobile versions of multimedia, entertainment and news sites. App store optimization will be extended to app search optimization and app rank improvement. Company X will intensify co-branding activities with more content partners. SEO for long-tail keywords will be improved. Off-page optimization will be conducted through building links with partners and online communities. Company X should also try to buy paid search on Google and check the effectiveness. When it comes to online PR, company X will maintain posting and managing in various online communities. Finding out suitable portals for press releases is essential to boost PR activities. Company X can gain more fans of the Facebook page by using Facebook Plugin to present on other channels and by giving gifts to the fans. Branding protection should take place on all PR channels to keep up the good image. Lastly, viral campaigns should be arranged more often and on a bigger scale.

5.2   Actions

Interactive advertising

In interactive advertising, the company will employ site-specific media buys, ad networks and contra-deals.

TABLE 4. Gantt chart for interactive advertising activities

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Site specific media buys												
Buy ads (CPA)			■				■				■	
Evaluate outcomes				■				■				■
Ad networks												
Buy CPA from smartphones	■	■			■				■			
Evaluate outcomes		■				■				■		
Contra deals												
Find partners for contra-deals	■	■	■	■	■	■	■	■	■	■	■	■
Run trial program for new partners	■	■	■	■	■	■	■	■	■	■	■	■
Run incentive program							■	■				

Advertisements will be bought in March, July and November. The publishing sites are multimedia, entertainment and news sites which people use every day. As a result, the timing of ads on the website is of minimal importance. However, in March, July and November, there are not many activities. Having advertisements during these months will make it easier for company X to assign the task to one person only. The evaluation will be done when the advertisements stop.

As the author mentions previously, ad networks are used to buy installations from smartphones only. Therefore, timing is important because people in Vietnam are changing from feature phones to smartphones. There are three occasions people usually receive bonuses in Vietnam: December of the lunar year, May Day (1st of May) and Independence Day (2nd of September). During these periods, phone retailers have many discounts as well as promotion activities to stimulate smartphone purchases. As a result, the purchasing power and the possibilities of getting smartphones increase. Company X needs to grab these precious opportunities in these months to quickly run the ad network campaigns.

Advertising text links or banners should lead to the official download platform or the address of the app store to increase the rank of product X.

Contacting and negotiating with partners for contra-deals are daily tasks. The trial program will be organized when new partners agree to join the deals. The incentive program will be scheduled to run in July and August. Most of the visitors of the partners' sites are students under 25 years old. These two months are summer holiday when they have more time for leisure activities, resulting in higher traffic on the sites. Consequently, running the incentive program in July and August will be more effective than in other months.

Online partnership

In online partnership, company X will utilize the co-branding technique only. The table below presents a time schedule to conduct co-branding activities.

TABLE 5. Gantt chart for online partnership activities

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Co-branding												
Find more partners												
Negotiate with partners												
Hold co-branding campaign	Depending on the time of having partners											

Getting more partners to organize co-branding activities is a monthly task. Since the author is not sure when company X will cooperate with the partners, the time for the co-branding campaigns will be left open.

App store optimization

The activities of improving app rank are integrated into the activities of online PR, ad networks and site-specific media buys which have been explained previously. The only activity left is optimizing search result. Keywords that users search should be researched carefully at the beginning of the year. The keyword research

will repeat every two months to update and stay with the users' search trends. The app description will be modified accordingly with the result of the search keywords.

TABLE 6. Gantt chart for app store optimization activities

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
App store optimization												
Key word research	■		■		■		■		■		■	
Description optimization	■		■		■		■				■	
Evaluation		■		■		■		■		■		■

The evaluation for the app store optimization will be done every two months because one month is an appropriate length for the optimization to be in effect.

Search engine marketing

Search marketing techniques include SEO and paid search. The action timeline is illustrated in the following table.

TABLE 7. Gantt chart for search engine marketing activities

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
SEO												
Optimize long tail keywords	■		■		■		■		■		■	
Inbound link building	■	■	■	■	■	■	■	■	■	■	■	■
External links in online communities	■	■	■	■	■	■	■	■	■	■	■	■
Paid search												
Buy Google paid search	■											
Evaluate result of paid search		■										

For SEO, optimization of long-tail keywords will be done once every two months. The assessment of the results will be done one month after the long tail keywords are optimized. The optimization process should be done in a repeated way that one month for improving, the next month for checking effects and assessment. Inbound link building will be done together with negotiations for either co-branding or contra-deals. It should be carried out every month due to the large database of partners company X have. The team will place external links in every article in online communities.

Company X will start buying Google paid search ads at the beginning of the year 2014. The period of buying is one month. This period is regarded as a trial. After one month, company X will check the conversion rate. If the rate is acceptable, company X will continue in the future.

Online PR

The research about portals which have posted about Chinese products before will be conducted in January to prepare for the product release during the year. When the result comes out, the team will build a database containing names of portals, address, contact person and some basic information. In February, the person in charge of PR will contact and negotiate with these portals to post articles about product X when it is needed. Once the relationships with the portals are set up, the flow of PR will be more efficient and sustainable. Posting time will totally depend on the finish date of product. The product department usually introduces one new version every two months. Therefore, the posting time will be tentative.

TABLE 8. Gantt chart for online PR activities

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Portal presentation												
Portals research	■											
Build portal list	■											
Contact portals		■										
Posting	Depend on the product release date											
Social media												
Embed Facebook plugin	■	■	■	■	■	■	■	■	■	■	■	■
Giveaway campaign				■				■				
Open Zing Me page	■											
Manage and control online communities	■	■	■	■	■	■	■	■	■	■	■	■
Post and respond on social media	■	■	■	■	■	■	■	■	■	■	■	■

Company X will embed the Facebook Plugin on different channels such as the official site, online communities and social media to increase the number of followers. This will be done simultaneously with the time of posting news in social networks and online communities. When a new version is released, the posting should be done with the links of the app stores and company X's official download platform. Giveaway campaigns will be put into play in April and August because during this time, company X does not have any big promotion activity. The human resources will be available to manage the campaigns. Product X's fan page on Zing Me will be launched in January because the fan page will support viral campaigns later. Posting, answering users' inquiries, managing and controlling will be performed on a daily basis.

Social media marketing

Viral campaigns in social networks will be planned on big occasions. These occasions will become the themes of the campaigns. The suggested months are

February (Lunar New Year and Valentine), June (beginning of the summer holiday) and December (Christmas).

TABLE 9. Gantt chart for social media marketing activities

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Viral campaigns												
Viral campaigns on social networks		▓				▓						▓
Viral campaigns on online forums (product review)				▓						▓		

The viral campaigns in online forums will depend on the product releases. The proposed months are in April and October. These months are the time after many new versions are introduced to users (Hon 2013).

5.3   Control

After implementing the promotion plan, the team should measure the results. This step is designed to assess the effectiveness of the online promotion mix against the objectives and take corrective actions if needed. In order to evaluate whether the objectives are achieved, there are some metrics that should be taken into consideration:

- The volume of traffic to the official download platform and app store sites
- Click through rate: the rate at which people click on the ads
- Conversion rate: the rate shows how many percent of people who click on advertisements/download link actually install product X
- Cost per acquisition: in this context, it can be taken as cost per installation

Extra metrics are provided for SEO, social media marketing, online PR and app store optimization. For SEO, PageRank and relevant search keyword visibility will be assessed. For social media marketing and online PR, the number of incremental likes and the number of social network shares will be also examined.

The rank of product X in different app stores is an important success indicator for app store optimization.

Company X has its own analytics system which allows the manager to track the amount of traffic to the official site, the click through rate, the conversion rate and the number of installations. Moreover, the system can identify the source of the installations. The team can use the analytics system to compare the effectiveness of different online promotion techniques. Cost per acquisition will be calculated by dividing how much company X has to spend for a campaign or technique over the total number of installations it can create. Using the information about CPA and the effectiveness of each technique, the budget will be adjusted to the one which can generate more wanted installations within a defined period of time.

For SEO assessment, the team can use third-party web analytics service. In this case, the author suggests using Alexa service because it gives a comprehensive monthly SEO audit. The service analyzes thoroughly SEO situation and produces SEO recommendations for the site.

On Facebook, the team can use Facebook Insights which contain useful analyses of the page. The tool gives details about total likes, friends of fans and total reach. The information of the demographics is also available. Zing Me has not offered any page's analytics tool and there is no third-party analytics system. Therefore, the control over Zing Me fan page will be limited.

For the rank of product X in the app stores, the company can use third-party app analytics providers to monitor app store optimization efforts. App Annie is the most popular and complete app analytics provider on the market now. App Annie produces analytics for major stores such as Apple app store, Google Play and Windows Store. App Annie provides information about app metrics such as download, ranks, ratings and reviews (App Annie 2013). The company can use these metrics statistics to enhance the optimization process.

In short, the company can use a variety of analytics tools to observe and control over the new online promotion mix. The use of third-party analytics service is compulsory since it gives more extensive statistics. Corrective actions should be taken if the progress toward goals is not as planned.

6 CONCLUSION AND FINDINGS

This chapter covers three main objectives. Firstly, it provides brief answers to all the research sub-questions at the beginning of the thesis. Secondly, the author assesses the reliability and validity of the research. Finally, some recommendations are put forward and further research is suggested.

6.1 Findings

The thesis sets out to determine a new online promotion mix for the Case Company. In order to arrive at the answer to the thesis's main question, the author acquires information from literature, the interview with the manager and personal observations in the Case Company.

Company X is looking for expanding the market share and the user base in Vietnam. Therefore, the new online promotion mix should be accommodating to achieve B million product X installations. Table 11 summarizes the main findings of the thesis by answering the research sub-questions.

As Chaffey and Smith suggest, the available online promotion tools are search engine marketing, online PR, online partnership, interactive advertising, opt-in-email and social media marketing. In order to design a suitable strategy for company X, the author points out some characteristics of the Vietnamese mobile Internet market. During the past few years, Vietnam has witnessed a rising number of mobile phones together with the cheap mobile Internet rates. This leads to the proliferation of mobile Internet which stands at the rate of 56%. It is interesting to note that most of mobile Internet users are still students less than 35 years old. The Case Company's current situation is, then, analyzed to answer the third sub-question. Product X has A million users, covering AA% of the mobile browser market in Vietnam. Most of the users are feature phone users.

TABLE 10. Major findings of the thesis

Thesis sub-questions	Findings
1. What are the available online promotion tools?	Search engine marketing, online PR, online partnership, interactive advertising, opt-in-email and social media marketing.
2. What are the features of the Vietnamese mobile Internet market?	- Fast growth in mobile phones, especially smartphones. - Cheap rate of mobile Internet - 56% of the Internet users are mobile Internet users, 80% of which are still students less than 25 years old.
3. What is the Case Company's current situation?	- A million users in Vietnam, AA% market share in Vietnam - Most of its users are feature phone users.
4. What are the Case Company's promotion objectives?	- Gain AA% market share by the end of 2014 - Increase user base to A million by the end of 2014
5. Who are the Case Company's target users?	- People aged from 15 to 34 years old - People own Internet-accessible phones - People have 2.5G or 3G subscription or Wi-Fi access
6. How does the Case Company employ online promotion tools?	These techniques that company X employs are SEO, portal presentation, co-branding, site-specific media buys, ad networks, contra-deals, social media presence, viral campaigns, app description optimization and app review controlling.
7. What techniques should be included in the company's new online promotion mix?	Critical techniques are contra-deals, ad networks, site-specific media buys, co-branding activities, app store search optimization and app store rank improvement. SEO, paid search, portal presentation, brand protection, social media presence and viral campaigns are conducted but with less focus.

Moreover, the manager shares company X's objectives and the target users which are the main determinants of the online promotion mix. The company would like to achieve AA% market share and gain A million users by the end of 2014. The target users are people who are less than 35 years old, own Internet-accessible phones and have 2.5G or 3G subscription or Wi-Fi access. With respect to the current online promotion mix, company X employs SEO, portal presentation, co-branding, site-specific media buys, ad networks, contra-deals, social media presence, viral campaigns, app description optimization and app review controlling. Based on the available tools and collected information, the new online promotion mix is developed with the focus on the techniques which directly achieve the promotional objectives such as contra-deals, ad networks, site-specific media buys, co-branding activities, app store search optimization and app store rank improvement. SEO, paid search, portal presentation, brand protection, social media presence and viral campaigns will still be included in the new mix but with less focus.

6.2   Reliability and validity

The empirical information is taken from the interview with Athena Hon on 15 July 2013. The results of the interview are consistent with the author's observations during her working experience in the company. Moreover, the company's statistics support the information drawn from the interview. Therefore, this research can be considered highly reliable. The interview with the country manager encompasses the information related to the company's current situation, its promotion objectives, target users, promotion strategy and current online promotion mix. The collected information is used to form the new online promotion mix to achieve the objectives. Thus, the research is relatively valid.

6.3   Recommendations and further research suggestions

The thesis question is to develop the new online promotion mix for product X. This question has been answered in the major findings section. However, what the author recommends is merely a plan. When the company applies the suggested online promotion mix, the evaluation should be done thoroughly to check the

progress towards the promotion goals and the effectiveness of the mix. Corrective action if needed should be taken immediately.

Moreover, the online promotion mix the author recommends in the thesis is designed to achieve the goals of installations. When the company has gained a stable amount of first-time users, another online promotion mix should be established to retain users. Consequently, further research will be undertaken to tackle the need of retaining the users.

The online promotion mix is created without taking finance into consideration. Further research is, thereby, recommended to assign the budget to each promotion tool and assess the company's financial capacity for such a mix.

7   SUMMARY

The key objective of the thesis is to develop the new online promotion mix for product X – the Case Company's main product in the Vietnamese market. In order to achieve the thesis's objective, the author conducts both theoretical and practical studies about the online promotion mix.

In the theoretical part, the author explains explicitly SOSTAC planning model and chooses this model as the framework for the research. Online promotion methods are, then, introduced and reviewed from various sources of literature. Each technique in the online promotion methods is described carefully and serves as the background knowledge for developing the new online promotion mix.

Empirically, the situation of company X is analyzed in terms of both external and internal factors. The mobile Internet industry is reviewed by using PEST and the demand analysis. Internal factors are studied through SWOT analysis. Moreover, the author carefully examines the company's objectives, the promotion strategy and the current online promotion mix which provide meaningful insights to come up with the new mix.

Finally, the author provides the detailed action plans and the suitable controlling methods for each technique with the clear timeline. The author is confident that the recommended online promotion mix will help company X gain the market share and the user base in the Vietnamese market by 2014.

REFERENCES

Published references

Admicro. 2013. *Mobile advertising in Vietnam.* Hanoi: Admicro.

Asia Digital Marketing Association. 2012. *Asia Pacific Digital Marketing Yearbook 2012*. Hong Kong: Asia Digital Marketing Association.

Barney, J. B. 1995. *Looking inside competitive advantage.* The Academy of Management Executive, 9(3), pp. 49-61.

Boone, L. E. & Kurtz, D. L. 2011. *Contemporary marketing.* Ohio: Cengage Learning.

Brown, B. C. 2009. *The Complete Guide to Affiliate Marketing on the Web: How to Use and Profit from Affiliate Marketing Programs.* Ocala: Atlantic Publishing.

Celsi, M. W., Money, A. H., Samouel, P. & Page, M. J. 2011. *Essentials of Business Research Methods.* New York: M.E.Sharpe.

Chaffey, D. & Smith, P.R. 2008. *eMarketing eXcellence: Planning and Optimizing Your Digital Marketing.* Oxford :Elsevier.

Chaffey, D. 2007. *E-business and E-commerce Management: Strategy, Implementation and Practice.* Essex: Pearson Education.

Chaffey, D. 2011. *E-business and E-commerce Management: Strategy, Implementation and Practice*. Essex: Pearson Eudcation.

Chaffey, D., Chadwick, F. E., Johnston, K. & Mayer, R. 2006. *Internet Marketing: Strategy, Implementation and Practice.* Essex: Pearson Education.

Chang, H. H., Rizal, H. & Amin, H. 2013. *The determinants of consumer behavior towards email advertisement*. Internet Research, 23(3), pp. 316-337.

Charlesworth, A. 2009. *Internet Marketing: A Practical Approach.* Oxford: Elsevier.

Chikandiwa, S. T., Contogiannis, E. & Jembere, E. 2013. *The adoption of social media marketing in South African banks.* European Business Review, 25(4), pp. 365-381.

Cimigo. 2011. *Vietnam Netcitizens Report 2011: Internet usage and development in Vietnam.* Ho Chi Minh: Cimigo

Combe, C. 2006. *Introduction to E-Business Management and strategy.* Amsterdam: Taylor & Francis.

Cooper, R. D. 2003. *Business Research Methods.* Florida: McGraw-Hill/Irwin.

Creswell, J. W. 2002. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches.* Lincoln: SAGE Publications.

Crowther, D. & Lancaster, G. 2005. *Research methods.* Oxford: Elsevier.

Cruz, D. & Fill, C. 2008. *Evaluating viral marketing: isolating the key criteria.* Marketing Intelligence & Planning, 26(7), pp. 743-758.

Dann, S. & Dann, S. 2011. *E-marketing: Theory and Application.* Basingstoke: Palgrave Macmillan.

Day, G. S. 1981. *Strategic market analysis and definition: An integrated approach.*Strategic Management Journal, 2(3), pp. 281-299.

Diamond, S. 2008. *Web marketing for small business: 7 steps to explosive business growth.* Naperville: Sourcebooks.

Egan, J. 2007. *Marketing Communications.* London: Thomson Learning.

eMarketer. 2012. *Vietnam Online: Mobile Internet Will Drive Growth.* New York: eMarketer .

Evans, M. P. 2007. *Analysing Google rankings through search engine optimization data.* Internet Research, 17(1), pp. 21-37.

Fill, C. 2005. *Marketing communications: engagements, strategies and practice.* Harlow: Pearson Education.

Fill, C. 2011. *Essentials of marketing communications.* Essex: Pearson Education.

Fleischner, M. H. 2009. *SEO Made Simple: Strategies for Dominating the World's Largest Search Engine.* Totowa: Lightning Press.

Glaister, K. W. & Falshaw, R. J. 1999. *Strategic planning: still going strong?.* Long Range Planning, 32(1), pp. 107-116.

Goldschmidt, S., Junghagen, S. & Harris, U. 2003. *Strategic affiliate marketing.* Cheltenham: Edward Elgar.

Haenlein, M. & Kaplan, M. A. 2010. *Users of the world, unite! The challenges and opportunities of Social Media.* Business Horizons, 52(1), pp. 59-68.

Hamill, J. 1997. *The Internet and international marketing.* International Marketing Review, 14(5), pp. 300-323.

Helms, M. M., Rodríguez, M. A., Ríos, L. & Hargrave, W. 2011. E*ntrepreneurial potential in Argentina: a SWOT analysis.*Competitiveness Review: An International Business Journal incorporating Journal of Global Competitiveness, 21(3), pp. 269-287.

Hultman, C. 2002. *Co-Branding: The Science of Alliance.* European Journal of Marketing, 36(11), pp. 1439-1441.

Jefkins, F. 1994. *Public relations techniques.* Oxford: Butterworth-Heinemann.

Jobber, D. & Chadwick, F. E. 2010. *Principles and practice of marketing.* Londom: McGraw-Hill.

Kaushik, A. 2007. *Web Analytics: An Hour a Day .* New Delhi: Wiley India Pvt.

Keegan, S. 2009. *Qualitative Research: Good Decision Making Through Understanding People, Cultures and Markets.* London: Kogan Page Publishers.

Kent, P. 2012. *Search Engine Optimization For Dummies.* New Jersey: John Wiley & Sons.

Kerschbaum, J. & Szetela, D. 2010. *Pay-per-click search engine marketing: an hour a day.* Indianapolis: John Wiley & Sons.

Keyes, J. 2009. *Marketing IT products and services.* Oxford: Taylor & Francis.

Kothari, C. K. 2012. *Research methodology: Methods and techniques.* Lucknow: New Age International.

Kotler, P. & Amstrong,G. 2006. *Principles of marketing.* New Jersey: Pearson Education.

Kumar, R. 2005. *Research methodology: A step by step guide for beginners.* London: SAGE Publications.

Lamb, C. W., Hair, J. F. & McDaniel, C. D. 2009. *Essentials of Marketing.* Mason: Cengage Learning.

Ledford, J. L. 2009. *SEO search engine optimization bible.* Indianapolis: Wiley Publishing.

Lusch, R. F. 2007. *Marketing's Evolving Identity: Defining Our Future.* Journal of Public Policy & Marketing, 26(2), pp. 261-268.

Marketsandmarkets. 2010. *World Mobile Applications Market - Advanced Technologies Global Forecast (2010 - 2015).* Magarpatta: Marketsandmarkets.

Marshall, G. & Johnston, M. 2009. *Marketing Management.* Columbus: McGraw-Hill/Irwin.

Melewar, T.C. & Smith, N. 2003. *The Internet revolution: some global marketing implications.* Marketing Intelligence & Planning, 21(6), pp. 363-369.

Michie, J. 2006. *Street smart Internet marketing: tips, tools, tactics & techniques to market your product, service, business or ideas online.* Noblesville: Performance Marketing Group.

Miletsky, J. I. & Gosselin, D. 2010. *Principles of Internet Marketing: New Tools and Methods for Web Developers.* Boston: Cengage Learning.

Miletsky, J. I. 2010. *Principles of Internet Marketing: New Tools and Methods for Web Developers.* Boston: Cengage Learning.

Mitchell, M. 2012. *Understanding SEO: building a foundation for long term success.* New Jersey: Pearson Education.

Mohammed, R., Fisher, R. J., Jaworski, B. J. & Paddison, G. 2001. *Internet Marketing: Building Advantage in a Networked Economy.* New York: McGraw-Hill/Irwin.

Mohr, J. J., Sengupta, S. & Slate, S. F. 2010. *Marketing of high-technology products and innovations.* New Jersey: Pearson Education.

Nakatani, K. & Chuang, T.T. 2011. *A web analytics tool selection method: an analytical hierarchy process approach.* Internet Research, 21(2), pp. 171-186.

Novicevic, M. M., Harvey, M., Autry, C. W. & Bond, E. U. 2004. *Dual-perspective SWOT: a synthesis of marketing intelligence and planning.* Marketing Intelligence & Planning, 22(1), pp. 84-94.

Poonia, V. S. 2010. *Advertising Management.* Darya Ganj: GenNext publication.

Rao, M. 2012. *Mobile Southeast Asia report 2012: Crossroads of Innovation.* Singapore: MobileMonday.

Roberts, M. L. & Zahay, D. 2012. *Internet Marketing: Integrating online and offline strategies.* Ohio: Cengage Learning.

Saunders, M., Lewis, P. & Thornhill, A. 2009. *Research methods for business students.* Essex: Pearson Education.

Smith, P. R. & Taylor, J. 2004. *Marketing communications: an integrated approach.* London: Kogan Page Publishers.

Sostre, P. & LeClaire, J. 2007. *Web analytics for dummies.* New Jersey: John Wiley & Sons.

Stonehouse, G. & Snowdon, B. 2007. *Competitive Advantage Revisited: Michael Porter on Strategy and Competitivenes.* Journal of Inquiriy Management, 16(3), pp. 256-273.

Tezinde, T., Smith, B. & Murphy, J. 2012. *Getting permission: exploring factors affecting permission marketing.* Journal of Interactive Marketing, 16(4), pp. 2-72.

Vignali, C. 2001. *McDonald's: "think global, act local" – the marketing mix.* British Food Journal, 103(2), pp. 97-111.

VNNIC. 2012. *Report on Vietnam Internet resources.* s.l. Hanoi: VNNIC.

Vserv Mobi. 2013. *The mobile Internet consumer Vietnam 2013: Audience insights on mobile web and app users.* Ho Chi Minh: Vserv Mobi.

Walsh, P. R. 2005. *Dealing with the uncertainties of environmental change by adding scenario planning to the strategy reformulation equation.* Management Decision, 43(1), pp. 113-122.

We Are Social. 2012. *Social, Digital and Mobile in Vietnam.* Singapore: We Are Social.

West, D. C., Ford, J. & Ibrahim, E. 2010. *Strategic Marketing: Creating Competitive Advantage.* Oxford: Oxford University Press.

Yahoo! Southeast Asia & TNS Media Vietnam. 2011. *Net Index 2011.* Hanoi: Yahoo! Southeast Asia & TNS Media Vietnam.

Electronic References

Alexa. 2013. *Top sites in Vietnam*. [referenced October 26, 2013]. Available at:
http://www.alexa.com/topsites/countries/VN.

App Annie. 2013. *Analytics*. [referenced October 01, 2013]. Available at:
https://www.appannie.com/care/?demo=1.

App Annie. 2013. *Store Stats*. [referenced October 17, 2013]. Available at:
http://www.appannie.com/apps/google-play/top/vietnam/.

BBC. 2011. *Demonstration against China in Hanoi.* [referenced October 24,
2013]. Available at:
http://www.bbc.co.uk/vietnamese/vietnam/2011/07/110724_hanoi_protest_24july.
shtml.

Berg Insight. 2013. *The mobile application market*. [referenced September 3,
2013]. Available at: http://www.berginsight.com/ReportPDF/ProductSheet/bi-
app1-ps.pdf.

Chaffey, D. 2012. *SOSTAC ® marketing planning model guide*. [referenced
September 16 , 2013]. Available at: http://www.smartinsights.com/digital-
marketing-strategy/sostac-model/.

CIA. 2013. *Viet Nam Factbook*. [referenced September 18, 2013]. Available at:
https://www.cia.gov/library/publications/the-world-factbook/geos/vm.html.

Comscore. 2009. *U.S. Search Engine Rankings*. [referenced September 8, 2013].
Available at:
http://www.comscore.com/Insights/Press_Releases/2009/12/comScore_Releases_
November_2009_U.S._Search_Engine_Rankings.

DecoNetwork. 2012. *Short tail vs long tail keywords*. [referenced October 27,
2013]. Available at: http://blog.deconetwork.com/2011/02/22/short-tail-vs-long-
tail-keywords/.

Do, A. 2013. *Vietnam Spends $4.47 Billion on Mobile Phone Imports.* [referenced September 20, 2013]. Available at: http://www.techinasia.com/vietnam-spends-447-billion-mobile-phone-imports/.

eDraw. 2013. *Ansoff Matrix Template*. [referenced September 20, 2013]. Available at: http://www.edrawsoft.com/ansoff-matrix.php.

EuroMonitor. 2013. *Vietnam Country Factfile.* [referenced September 18, 2013]. Available at: http://www.euromonitor.com/vietnam/country-factfile.

Ganguly, R. 2013. *App Store Optimization – A Crucial Piece of the Mobile App Marketing Puzzle*. [referenced October 03, 2013]. Available at: http://blog.kissmetrics.com/app-store-optimization/.

Ha, L. 2013. *Boycott Wechat, netizens get angry with Wechat.*[referenced October 20, 2013]. Available at: http://vtc.vn/1-365488/kinh-te/tay-chay-wechat-cong-dong-mang-noi-gian-sao-wechat.htm.

Ha, V. 2013. *Quarter 2, Viet Nam ships 5.8 million mobile phones*. [referenced September 24, 2013]. Available at: http://www.thesaigontimes.vn/Home/congnghe/muonneo/102182/.

IDC. 2012. *Worldwide Mobile Phone Growth Expected to Drop to 1.4% in 2012 Despite Continued Growth Of Smartphones*. [referenced September 03, 2013]. Available at: http://www.idc.com/getdoc.jsp?containerId=prUS23818212.

Index Mundi. 2013. *Vietnam Demographics Profile 2013*. [referenced September 18, 2013]. Available at: http://www.indexmundi.com/vietnam/demographics_profile.html.

iProspect. 2006. *iProspect Search engine user behavior study.* [referenced September 09, 2013]. Available at: http://district4.extension.ifas.ufl.edu/Tech/TechPubs/WhitePaper_2006_Se.

Lomas, N. 2013. *Mainline App Stores Still Dominate iOS/Android App Discovery, Finds Forrester, But Word Of Mouth & Social Recommendations Also Key.*

[referenced September 26, 2013]. Available at:
http://techcrunch.com/2013/04/17/forrester-app-discovery-report/.

Mobiphone. 2013. *Opera Mini Data Package*. [referenced October 23, 2013].
Available at: https://www.mobifone.com.vn/portal/vn/home/static/opera/.

Nguyen, M. 2012. *Achievements of Information and Telecommunications Industry
in 2012*. [referenced September 18, 2013]. Available at:
http://vnmedia.vn/VN/cong-nghe/tin-
tuc/35_477423/thanh_tuu_lon_2012_cua_nganh_thong_tin_va_truyen_thong.htm
l.

Nguyen, N. 2012. *21% of Vietnamese will use smartphones at the end of 2012*.
[referenced September 20, 2013]. Available at: http://www.action.vn/tin-cong-
nghe/tin-moi/2009-21-nguoi-viet-se-dung-smartphone-vao-cuoi-nam-2012.

Nguyen, T. 2013. *Vietnam's Internet Governance Policies*. [referenced September
20, 2013]. Available at:
http://www.hks.harvard.edu/var/ezp_site/storage/fckeditor/file/Nguyen_Vietnam
%20Governance%20Report_ENG.pdf.

ONI Access. 2013. *ONI Country Profile Vietnam.* [referenced September 20,
2013]. Available at: http://access.opennet.net/wp-
content/uploads/2011/12/accesscontested-vietnam.pdf.

Company Y. 2013. *Frequently asked questions for Opera Mini.* [referenced
Septemner 20, 2013]. Available at: http://www.opera.com/help/mini/faq.

Company Y. 2013. *Frequently Asked Questions*. [referenced September 23, 2013].
Available at: http://business.opera.com/company/investors/faq.

PCWorld VN. 2012. *Yahoo: Disruptive trend in using Mobile Internet*.
[referenced September 21, 2013]. Available at: http://www.action.vn/tin-cong-
nghe/tin-moi/596-yahoo-bung-no-xu-huong-ket-noi-Internet-di-dong.

Pham, Q. 2013. *Paying for 3G to use 2G.* [referenced September 19, 2013].
Available at: http://kinhdoanh.vnexpress.net/tin-tuc/hang-hoa/tra-tien-dich-vu-3g-
de-dung-2g-2847286.html.

Pham, V. 2012. *Chinese products are boycotted*. [referenced October 24, 2013]. Available at: http://phunutoday.vn/bao-ve-nguoi-tieu-dung/hang-loat-san-pham-trung-quoc-bi-nguoi-viet-tay-chay-17199.html.

redOrbit. 2013. *Vietnam's controversial Decree 72 Internet regulations go into effect*. [referenced October 25, 2013]. Available at: http://www.redorbit.com/news/technology/1112937146/vietnam-Internet-restrictions-decree-72-090213/.

Saeed, S. 2011. *The Effective Ways To Increase Your Facebook Fans.* [referenced September 25, 2013].Available at: http://www.1stwebdesigner.com/design/effective-ways-to-increase-facebook-fns/.

StatCounter. 2013. *Top 9 Mobile Browsers in India from June 2012 to June 2013.* [referenced September 17, 2013]. Available at: http://gs.statcounter.com/#mobile_browser-IN-monthly-201206-201306.

StatCounter. 2013. *Top 9 mobile browsers in Vietnam from August 2012 to August 2013*. [referenced September 17, 2013]. Available at: http://gs.statcounter.com/#browser-VN-monthly-201208-201308.

Thurner, R. 2012. *What are the options for promoting a mobile app?*. [referenced October 02, 2013]. Available at: http://www.smartinsights.com/mobile-marketing/app-marketing/mobile-app-promotion-methods/.

Tinhte. 2013. *Sharing Opera experience*. [referenced October 24, 2013]. Available at: http://www.tinhte.vn/threads/moi-tham-gia-binh-chon-cam-nhan-trinh-duyet-opera-trung-galaxy-s4.2126500/.

Tran, T. 2011. *Broadband in Vietnam: Forging its own path.* [referenced Septemeber 19, 2013]. Available at: http://www.infodev.org/infodev-files/resource/InfodevDocuments_1127.pdf.

Tran, T. 2011. *Vietnam Electronics 2011 is about to happen.* [referenced September 19, 2013]. Available at: http://telecom-it.vn/p3575/vietnam-comm-vietnam-Internet-it-vietnam-electronics-2011-sap-dien-ra.htm.

Tweney, D. 2013. *Mobile app growth exploding, and shows no signs of letting up.* [referenced September 3, 2013]. Available at: http://venturebeat.com/2013/07/10/state-of-the-apposphere/#vb-gallery:1:777525,checkedon22/08/2013.

Company X. 2012. *About UCWeb.* [referenced September 17, 2013]. Available at: http://www.ucweb.com/English/UCMobileCompany/about.html.

Company X. 2013. *Patent.* [referenced September 23, 2013]. Available at: http://www.ucweb.com/English/UCbrowser/patent.html.

Vietnamnews. 2013. *Internet becomes more mobile.* [referenced September 25, 2013]. Available at: http://talkvietnam.com/2013/09/Internet-becomes-more-mobile/#.UlAjjoZkOSq.

Vinaphone. 2013. *Opera Mini Data Package*. [referenced October 23, 2013]. Available at: http://vinaphone.com.vn/services/operamini#gioithieu-tab.

VNS. 2013. *Vietnamese switch en masse to browsing on smart phones.* [referenced September 21, 2013]. Available at: http://english.vietnamnet.vn/fms/science-it/83793/vietnamese-switch-en-masse-to-browsing-on-smart-phones.html.

World Bank. 2012. *Vietnam Data.* [referenced September 18, 2013]. Available at: http://data.worldbank.org/indicator/NY.GDP.PCAP.CD/countries/VN-4E-XN?display=graph.

Interviews

Hon, A. 2013. Country Manager. COMPANY X. Interview July 15, 2013.

APPENDIX

Gantt chart for the action plan

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
SEO												
Optimize long tail keywords	X		X		X		X		X		X	
Inbound link building	X	X	X	X	X	X	X	X	X	X	X	X
External links in online communities	X	X	X	X	X	X	X	X	X	X	X	X
Paid search												
Buy Google paid search	X											
Evaluate result of paid search		X										
Portal presentation												
Portals research	X											
Build portal list		X										
Contact portals		X										
Posting	Depend on the product release date											
Social media												
Embed Facebook plugin	X	X	X	X	X	X	X	X	X	X	X	X
Giveaway campaign				X			X					
Open Zing Me page	X											
Manage and control online communities	X	X	X	X	X	X	X	X	X	X	X	X
Post and respond on social media	X	X	X	X	X	X	X	X	X	X	X	X
Co-branding												
Find more partners	X	X	X	X	X	X	X	X	X	X	X	X
Negotiate with partners	X	X	X	X	X	X	X	X	X	X	X	X
Hold co-branding campaign	Depending on the time of having partners											
Site specific media buys												
Buy ads (CPA)			X				X				X	
Evaluate outcomes				X				X				X
Ad networks												
Buy CPA from smartphones	X	X			X				X			
Evaluate outcomes		X				X				X		
Contra deals												
Find partners for contra-deals	X	X	X	X	X	X	X	X	X	X	X	X
Run trial program for new partners	X	X	X	X	X	X	X	X	X	X	X	X
Run incentive program							X					
Viral campaigns												
Viral campaigns on social networks		X				X						X
Viral campaigns on online forums (product reviews)				X						X		
App store optimization												
Key word research	X		X		X		X		X			
Description optimization	X		X		X		X		X			
Evaluation		X		X		X		X		X		X