
**OPTIMIZING OWNED MEDIA IN A BUSINESS-TO-BUSINESS
ICT COMPANY**

Case Company: TMA SOLUTIONS, Vietnam



Bachelor's thesis

International Business

Valkeakoski

Le Thi Thien Phuoc

Unit	Valkeakoski, Finland	
Name of degree programme	International Business	
Option	Global Marketing	
<hr/>		
Author	Le Thi Thien Phuoc	Year 2014
Subject of Bachelor's thesis	Optimizing Owned Media in a Business-to-Business ICT company	
<hr/>		

ABSTRACT

In this digital century, the rapid development of the Internet has changed the customer behavior. Together with traditional communication tools such as television, radio, magazines, newsletters, mails and so on, nowadays, many companies integrate online marketing to their promotional strategies. Understanding the effectiveness of the Internet media to the business, TMA Solutions, one of the leading outsourcing companies in Vietnam, started to invest their efforts in building the Internet channels. However, due to the special characteristics of B2B market, the firm needs to have an appropriate plan and strategy for their owned media to maximize the effectiveness of those tools.

This thesis aims to identify suitable strategies for the Internet channels of TMA, which can optimize the company's resources effectively. In order to complete this goal, the researcher analyzed the current state of TMA's owned media, benchmarked the business with its competitors and did a quantity research about the ICT online audiences.

Most theoretical literatures using in this study were about digital marketing especially focused on owned media. Besides, because the firm provides B2B services, the researcher also went through some specialties of this market. As B2B online marketing is still a new topic, apart from books, information and data published in news, articles, journals or relevant researches were used in the thesis.

As a preview, TMA is suggested to have separate strategies for each Internet channel depending on the target audience. Moreover, they should spend more efforts on their Youtube channel while some of the platforms such as Pinterest or Slideshare could be eliminated to save the resources.

In conclusion, through optimizing the owned channel, TMA cannot only reach their leads in the Internet but also meet their potential talented employees. Therefore, after improving their owned media, TMA could continue to make further research about other supporting channels such as paid and earned media.

Keywords B2B Online Marketing, Owned Media, TMA Solutions, ICT outsourcing industry.

Pages 63 p. + appendices 27 p.

RESEARCH CONTENTS

1	INTRODUCTION.....	1
1.1	Company Introduction.....	1
1.1.1	Industry Overview – The Vietnamese Outsourcing Industry.....	1
1.1.2	TMA Solutions.....	2
1.2	Research Question and Objectives.....	8
1.2.1	Research Topic.....	8
1.2.2	Research Question.....	8
1.2.3	Research Objectives.....	8
1.3	Research Methods.....	9
1.3.1	Quantitative Research.....	9
1.3.2	Benchmarking.....	10
2	DIGITAL MARKETING IN BUSINESS MARKET.....	10
2.1	B2B Marketing.....	10
2.1.1	Relationship Marketing.....	11
2.1.2	B2B Buying Behavior.....	11
2.2	Digital Marketing Channels.....	12
2.2.1	Introduction.....	12
2.2.2	Paid Media.....	13
2.2.3	Owned Media.....	16
2.2.4	Earned Media.....	19
2.2.5	Converged Media.....	20
2.3	Digital Marketing Strategy – Content Marketing.....	21
2.4	Owned Media Indicators.....	23
2.4.1	General Indicators.....	23
2.4.2	Website performance indicators.....	24
2.4.3	Advertising Performance Indicators.....	25
2.4.4	Social Media & Blog Performance Indicators.....	25
2.4.5	Email Marketing Performance Indicators.....	25
3	THE CURRENT SITUATION OF TMA’S OWNED MEDIA.....	26
3.1	Website.....	26
3.2	Blog.....	26
3.3	Social Media.....	27
3.4	SWOT Analysis for TMA’s Owned Media.....	28
3.4.1	Strengths.....	28
3.4.2	Weaknesses.....	29
3.4.3	Opportunities.....	30
3.4.4	Threats.....	30
4	TRIAL BENCHMARKING WITH THE COMPETITORS AND POTENTIAL ICT AUDIENCE QUANTITY RESEARCH.....	31
4.1	Trial Benchmarking among TMA and its competitors.....	31
4.1.1	Competitors Introduction.....	31

4.1.2	Website Benchmarking	32
4.1.3	Blog Benchmarking.....	36
4.1.4	Social Media Benchmarking	37
4.1.4.1.	Facebook Benchmarking.....	37
4.1.4.2.	LinkedIn Benchmarking.....	39
4.1.4.3.	Twitter Benchmarking.....	40
4.1.4.4.	Google+ Benchmarking	42
4.1.4.5.	Youtube Benchmarking.....	43
4.2	Potential ICT Audience Quantitative Research	44
4.2.1	Backgrounds of the survey participants	44
4.2.2	Social Media Usage	45
4.2.3	Online Contest	49
4.2.4	Possible advertising channels	51
4.2.5	Avoidances	52
5	RECOMMENDED STRATEGY FOR TMA’S OWNED MEDIA.....	53
5.1	Website.....	53
5.2	Blog	54
5.3	Social Media.....	55
5.3.1	Facebook.....	55
5.3.2	LinkedIn	56
5.3.3	Twitter	57
5.3.4	Google+	58
5.3.5	Youtube	58
5.3.6	Other Channels	59
5.3.7	Contest Propose	59
5.3.8	Advertising Propose	59
6	SUMMARY AND DISCUSSION	60
6.1	Conclusion.....	60
6.2	Discussion	62
6.2.1	Self-evaluation of the research process	62
6.2.2	Future research suggestion	63
	SOURCES	64

Appendix 1 WEBSITE INDEX FOR TMA AND ITS COMPETITORS

Appendix 2 EXPLANATION FOR THE WEBSITE METRICS

Appendix 3 EXPLANATIONS FOR THE SOCIAL MEDIA METRICS

Appendix 4 KEY METRICS OF SOCIAL MEDIA BETWEEN TMA AND ITS COMPETITORS

Appendix 5 POPULAR TATICS USED AMONG B2B TECHNOLOGY MARKETERS

Appendix 6 THE EFFECTIVENESS OF ONLINE TATICS USED AMONG B2B
TECHNOLOGY MARKETERS

Appendix 7 POPULAR ONLINE PLATFORMS USED AMONG B2B MARKETERS

Appendix 8 POTENTIAL ICT AUDIENCE SURVEY QUESTIONS

Appendix 9 POTENTIAL ICT AUDIENCE SURVEY ANSWERS

Appendix 10 INTERVIEW QUESTIONS

ABBRIVATION

- B2B Business to business
- B2C Business to Community
- CEO Chief Executive Officer
- CMMI Capability Maturity Model Integration
- CPC Cost per Click
- CPM Cost per Mile
- CPT Cost per thousand
- CPT Cost per visitor
- GUI Graphical User Interface
- HTML Hyper Text Markup Language
- ICT Information and communications technology
- ISO International Organization for Standardization
- IT Information Technology
- QMS Quality management system
- RFP Request for proposal
- PC Processing Center
- SEO Search engine optimization
- SMA Social Media Advertising
- UI User Interface
- CSC Computer Science Corporation
- PR Public Relations
- RSS Rich Site Summary

1 INTRODUCTION

With the incredibly rapid development of the Internet, Digital Marketing is an unavoidable trend for every company nowadays. Businessmen no longer ask themselves whether to use online media or not but strive to have a great Internet Marketing strategy. (Takala, presentation 27.11.2014)

Numerous companies have used online media as an integrated part in their promotion plans. However, the question of how to use online media effectively is always a headache subject for several enterprises, especially in B2B business. The reason for that is unlike B2C companies who might have immediately effects on their sales after social media's campaigns, many B2B firms find hard to value the result of their digital marketing efforts.

The author had a good chance to work with the case company in the last summer internship and found out that there are several issues about investing in the Internet strategy such as which online channels work best for B2B trade, how much effort the company should invest in those media and how the company could evaluate the productiveness of those Internet's means.

1.1 Company Introduction

1.1.1 Industry Overview – The Vietnamese Outsourcing Industry

From 2009, in a report of the Global Services research, two cities in Vietnam were in the list among top 50 outsourcing cities.

Top 50 Emerging Global Outsourcing Cities

Rank 2009	City	Country	Region	Rank 2007	Rank 2008
1	Cebu City	Philippines	Southeast Asia	4	1
2	Shanghai	China	East Asia	8	2
3	Beijing	China	East Asia	10	3
4	Kraków	Poland	Eastern Europe	16	5
5	Ho Chi Minh City	Vietnam	Southeast Asia	6	4
6	Buenos Aires	Argentina	South America	14	9
7	Cairo	Egypt	Middle East and Africa	11	7
8	São Paulo	Brazil	South America	15	8
9	Shenzhen	China	East Asia	13	10
10	Hanoi	Vietnam	Southeast Asia	12	11
11	Curitiba	Brazil	South America	17	13
12	Dalian (Dairen)	China	East Asia	18	16
13	Chandigarh	India	South Asia	9	12
14	Prague	Czech Republic	Eastern Europe	20	14
15	Kolkata	India	South Asia	5	6

Figure 1 Top 50 Emerging Global Outsourcing Cities. (excelbrothers.com, 16.05.2010)

In the research, Ho Chi Minh City was ranked among Top 5 and Hanoi was in top 10 of outsourcing cities. On the top 50 cities, there are 19 Asian cities and 13 cities from Central and Eastern Europe. (excelbrothers.com, 16.05.2010)

According to the report of Vietnam Software and IT Services Association, in the beginning of year 2014, Vietnam has become the second largest software outsourcer in Japan, defeated the perennial competitor, India. Many Vietnamese software companies had received orders for the entire 2014. The annual revenue for FPT, one of the biggest software outsourcing enterprises in Vietnam has growth up to 30 percent rate over the last few years. In Vietnam, there are 1000 software companies with 80000 people working in this industry. In 2013, the industry revenue was more than one billion dollars which occupied 25 percent of the exporting and outsourcing economic sector. CEO of Global Cyber Soft in Vietnam, Ngo Van Toan also quoted that “The software outsourcing market remains stable and has the potential to grow further, with Japan and the U.S being the two main markets.”(Tuoi tre news, 2014)

The worldwide famous reliable information source about the economic situation, Forbes, has stated that Vietnam is striving to provide the world’s highest quality in offshore software development. Moreover, with the 40 percent lower labor costs comparing to China and India, Vietnam probably becomes an attractive destination for global companies. Forbes also compared Ho Chi Minh City as the Silicon Valley and Hanoi as Seattle of Vietnam. (TMA blogs, 2013).

1.1.2 TMA Solutions

Company history



Figure 2 TMA Timeline. (TMA Solutions History, n.d)

TMA Solutions was founded in 1997 with only six engineers. It was quite a challenge at that time when the Internet and technology were uncommon in Vietnam. However, with a strong belief in the ability of Vietnamese labor's intelligence, the founders had never lost hope in a promising vision of an ICT company in Vietnam. Starting off with many challenges and difficulties, at first, TMA Solutions agreed to work on many projects for foreign clients for free to prove their capability. Their first client is Nortel. The six engineers completed the project for Nortel successfully; which pleased the client a lot. Later, TMA was introduced to more customers by Nortel and started building their reputation since then. Holding their own resources in facility and labor, TMA Solutions has no vendor relationship. However, it has many partnership projects with many companies worldwide (A Girl from TMA Solutions. Tuoi Tre Online).

After 17 years of development, TMA has clients in more than 25 countries around the world. Many contracts with world famous clients have been formed such as Avaya, Alcatel-Lucent, Ericsson, Genband, Siemens, Amdocs, Nortel, NTT, NEC, Toshiba, Andrew, IBM, Oracle, Flextronics, Juniper Networks, ShoreTel, Telus, etc (Company Introduction).

TMA reached 100 engineers in 1999 and started building their first office in Phu Nhuan district, which remains to be the main headquarters until now. The number of engineers continued to grow over years. Until 2011, TMA became the first outsourcing company in Ho Chi Minh City to reach 1,000 engineers. From 2012, TMA has in total six offices located in different districts of Ho Chi Minh City. TMA Solutions have also widened their network to foreign clients since 2007 with some offices opened in Europe, The United States, Australia and Japan (Company Introduction Presentation).

The brand name "TMA – a leading software outsourcing company in Vietnam" was enforced with many different certificates in technology and quality such as ISO 27001:2005 in security, TL 9000 in telecommunications and CMMI Level 5 to prove having completed all stages in the process. TMA also became Golden Partner of Microsoft. Having a strong and firm base, TMA Solutions is on the right track to complete its vision to become the leading software outsourcing company in the South-East Asia area. (Company Introduction Presentation)

Products and Services

TMA Solutions operates primarily in technology sector providing essential services such as software outsourcing, testing services and mobile solutions. Apart from those services, the case enterprise also offers training programs, which is considered not only as the company's products but also as the main tool to maintain, improve and expand their potential human resources in the future.

In terms of Software-development services, the firm provides a variety of choices for customers, including:

- Full-cycle software development service:

TMA is responsible for the whole process of creating a software application starting from RFP to deployment, involving requirement analysis, design, coding, testing, knowledge transfer and maintenance.

- Implementing service:

The engineer team will improve the software based upon the initial design or develop modules and components of the multi-partner-software-development-projects.

- Sustaining service:

The company will help customers in maintaining existing-software, fixing bugs, developing new features, and so on.

- Application porting service:

TMA Solutions is charged with porting software to different programming languages or platforms.

Different from Software-development services, due to the diversity, the testing services consist of three distinctive fields, including software testing, mobile-application testing and test-process-improvement. Moreover, in each field, purchasers can choose among varied package according to their requirements. The table below has summarized clearly all the products in TMA's testing services.

TMA's Testing Services		
Software testing	<i>Product and system verification package</i>	The IT-engineer team will manage all aspects of a product testing process, and the buyers will have full ownership of product verification.
	<i>Security testing package</i>	TMA Solutions leverages their established expertise in Web-based applications, Mobile applications, Telecom systems, Networks' devices and environments to offer the outstanding security test for any clients.
	<i>Performance testing package</i>	Customers are able to choose any test packages for their IT solutions from Load testing, Stress testing, Traffic testing and Configuration testing for having a view of the products' capacity.
	<i>Automation test package</i>	TMA's services include checking the Data-driven automation scripts, GUI-independent scripts or Language-independent scripts.
Mobile-application-	<i>Mobile-application-testing</i>	The company provides various services on all common mobile platforms, including Func-

<i>testing</i>	<i>package</i>	tional/Non-Functional test, Performance test, Security test, UI checking and Application assessment.
<i>Test-process-improvement</i>	<i>Test-process-improvement package</i>	The package consists of consulting QMS; coaching Agile/CMMi best practices; defining process and measurement system; facilitating process and improving quality; and consulting product configuration management.

Table 1 TMA’s testing services. (Summarized by the writer through company’s brochure and presentation)

Regarding to Mobile-solution services, TMA utilizes their strong engineer team to offer a wide range of mobile development solutions and products. Their services include:

- Mobile-application product:

The company already has created various apps such as Mobile Catalogue, mCar, Visual Yellow Pages, Visual Shop, Visual Menu, ePub 3.0, etc.

- Customized-application service:

Based on the pre-built frameworks and libraries, TMA will develop the apps to fix with customer’s needs.

- Application porting service:

The engineer team will port clients’ apps to new platforms.

Concerning about training service, the business provides two main kinds of courses for post-graduate students and corporate clients. Firstly, students or IT engineers who want to improve their technological knowledge in the company’s field can apply for the post-graduate short-term courses. For corporate clients, they can send their technicians to TMA for improving the engineers’ knowledge about the company’s field.

TMA Customers

TMA’s clients are mainly foreign companies that look for solutions to their management system. The clients come from many different industries like telecommunications, retail, logistics, etc. around the world.



Figure 3 Snapshot of TMA Clients. (TMA Solutions Customer, n.d)

TMA Organization system

TMA Solutions has more than 1,5000 engineers working in various aspects of software outsourcing industry such as telecommunications, business applications, mobile applications and software testing.

Currently, the firm has eight main departments, which specialize in different functions. All the departments and their responsibilities are summarized in the below table.

Department	Responsibilities
Delivery Department (Product Department)	Receiving and implementing all the projects, which were sent from Business Development Department.
Business Development Department	<ul style="list-style-type: none"> - Taking care of marketing activities for the whole company. - Managing contracts and customer relationship. - Analyzing and proposing new business approaches.
Human Resource Department	<ul style="list-style-type: none"> - Managing the recruitment process (paper works, English tests, contracts, etc.). - Taking care of transfer, resignation or termination process. - Keeping employee's information as a database. - Establishing policies and procedures to keep track of company's activities.

Quality Management System Department	<ul style="list-style-type: none"> - Having three components: Engineering Process Group (EPG), Quality Assurance (QA) and QMS Tool Team. - Establishing set of a standard process. - Making sure it is followed strictly. - Maintaining good quality of operations.
IT Department	<ul style="list-style-type: none"> - Providing infrastructure setup, data backup and inventory. - Supporting users and employees. - Security department. - Enforcing corporate policy in physical network, PCs and Servers. - Protecting intellectual property, data and firewall. - Providing security services.
Administration Department	<ul style="list-style-type: none"> - Providing physical services (power supply, lighting, lab room, etc.). - Providing other services (event organizers) and securities (cameras, access control, etc.).
TMA Training Center	<ul style="list-style-type: none"> - Organizing and delivering training courses for employees. - Maintaining training records. - Assessing the effectiveness of the programs.
Corporate Development Office	<ul style="list-style-type: none"> - Tracking resources and managing events, information. - Creating weekly highlights, monthly reports. - Preparing agendas for company, board of directors' meetings. - Updating Intranet data.

Table 2 TMA's Organization System. (Summarized by the writer through company's brochure and presentation)

TMA performance and development trend

TMA had a stable growth over years with revenue reaching 20.2 million USD in 2011 and 20 million USD in 2012 as the company's size keeps expanding with an increasing number of employees (TMA interview).

TMA Solutions is currently on the constant development taking advantage of the fact that Vietnam is becoming a more attractive outsourcing destination in comparison with India. At the moment, the company is putting more effort into promoting TMA in online channels aiming to introduce their brand worldwide and increase their sale in the next five years.

1.2 Research Question and Objectives

1.2.1 Research Topic

In the last few decades, the expansion of the Internet has made great inroads into the marketing's development. A new trend of so-called Digital Marketing has approached creating a lot more opportunities and also more challenges for marketers, especially for B2B companies. Marketing nowadays is not only about print ads or trade shows but also about websites, search engines, emails, blogs and social networks (Miller n.d, p. 5). Understanding the controversial aspects of online marketing in B2B companies, particularly in ICT industry, the researcher would like to study through the theory and information related to promotion for B2B company in the Internet, especially focusing on ways to optimize Owned Media in a B2B ICT company.

1.2.2 Research Question

TMA Solutions has owned various online media regarding website, social sites (such as Facebook, Google+, LinkedIn, Twitter, Youtube, etc.) and blogs. However, utilizing all those channels effectively for this kind of B2B services still remains as a big question.

As desired by both thesis writer and the company commissioner, the research question is:

"What is the suitable strategy for TMA to optimize their Owned media?"

1.2.3 Research Objectives

The essential purpose of the thesis is applying the related theory to solve the research questions from the commissioner. As the agreement between company, thesis supervisors and thesis writer, this research is conducted to study through all the following issues:

- B2B Marketing, Online Marketing Channels, Online Marketing Strategy, Online Marketing Indicators Theories.
- The current situation of TMA's Owned Media.
- Benchmarking the case company with four essential competitors in the same industry together with the research about Internet audiences in ICT market.
- Recommendation for TMA Solutions strategy for improving their owned channels.

The study's purpose is to increase the efficiency of TMA's Internet media. Therefore, firstly, the thesis aims to give commissioners a glance through

some related theories, including B2B Marketing, Online Marketing Channels, Strategies and Indicators. By going through all the related theories, TMA Solutions will be able to evaluate the effectiveness of the recommendations in the reality.

In the second part, the research will present practical information about the overview of all the channels in TMA. Based on that, the researcher will conduct a SWOT analysis about the owned media of TMA pointing out the strengths, weaknesses, opportunities and threats that the company should be concerned for their channels.

The third objective of this research is to make benchmarking analysis between TMA Solutions and their essential competitors in the same industry, focusing only on the Internet owned channels. The outcome of this part will show the trend of using Internet Marketing in ICT industry, given commissioners a closer look on their competitive market. Additionally, in this part, the study also finalizes the result of the research about potential Internet audience in ICT industry who might be considered as target online audiences of TMA. This part is one of the most important premises for the researcher's recommendations.

At last, author will combine all the related theory and practical knowledge through the benchmarking analysis, the small quantitative research to give suggestions for improving TMA's Internet channels.

1.3 Research Methods

1.3.1 Quantitative Research

According to C.R. Kothari, research (1985, p.5) can be approached by two methods: quantitative methods and qualitative methods.

Different from the qualitative method which is a multi-method in focus, concerning an interpretive, naturalistic approach to its subject matters (Creswell, 1998, p.15). The quantitative research is based on several data gathering in a specific form, which can be subjected to proper analysis in a formal and strict framework. The method is applied for issues, which are related to the large number of data to define characteristics or relationship of population or observe the dynamic behavior system under certain conditions. This approach is also useful for building models for understanding future condition. (Kothari, 1985, p.3-5)

As the researcher would like to have practical data from TMA potential audiences in the Internet, online survey which is one of the typical techniques in quantitative research has been used. Due to this survey, the recommendations for TMA Solutions' Internet channels will be more relevant.

1.3.2 Benchmarking

Stapenhurst defined benchmarking as a measuring method to improve the organization's performance by comparing the one's business with the best practices from others (Stapenhurst 2009, p.14). Benchmarking is normally used for two purposes. At first, it helps to compare the performance level between the case company and other organizations to find out the gaps between them and identify which organizations that the case company can be able to learn from. Moreover, throughout the benchmarking process, the organization can learn how the better performers achieve the results and apply this for their business (Stapenhurst, 2009, p.19).

Generally, there are several types of benchmarking, including public domain benchmarking, one-to one benchmarking, review benchmarking, trial benchmarking and so on. Each of the methods has strengths and weaknesses. Depending on the requirement of the research topic, researchers will choose a specific approach that can minimize the disadvantage and provide bigger learning potential (Stapenhurst, 2009, p.19). After studying through all the benchmarking approaches, trial benchmarking would be the best solution for this study since similar to public domain benchmarking the information from this kind of method can be gathered through public resources. Moreover, due to this benchmarking, the case company can evaluate their performance comparing with their competitors. The process of doing this benchmarking is described in the figure bellowed.



Figure 4 Process flow chart for trial benchmarking. (Stapenhurst, 2009, p.39)

2 DIGITAL MARKETING IN BUSINESS MARKET

2.1 B2B Marketing

In contrast to B2C enterprises that sell their products directly to the end-users, business market includes various styles and sizes of independent organizations that interact selectively and form relationships of varying significance and duration with one another. Those companies have to work together in order to achieve their goals (Fill, McKee and Scot, p.4). Therefore, relationship plays an important role in the B2B market.

2.1.1 Relationship Marketing

Fill, McKee and Scott (2011, p.91) defined “relationship marketing is based on the principles that there is a history of exchanges and an expectation as there will be exchanges in the future. Furthermore, the perspective is on the long term, envisioning a form of continued attachment by the buyer to the seller. Price as the key controlling mechanism is replaced by customer service and quality of interaction between two organizations.” This happens because both companies would like to achieve their goals in a win to win situation.

To ensure the objectives of both organizations, it is essential to build a suitable cooperation. There are two main methods to create cooperation: Firstly, one company can use their power which they have more than the other. Another, both enterprises need to build trust and the spirit for win-to-win business for the cooperation.

2.1.2 B2B Buying Behavior

B2B Marketing usually focuses on value than experience. “Value can be shown as price/performance, the fit with the customer’s business objective, flexibility, and compatibility with existing systems.” Moreover, opposite to the B2C market, “B2B buying decisions are usually made by groups.” This indicates that B2B marketing programs must have an impact to many people in different purchasing stages since everyone has distinctive preferences. The buying cycles are also longer in B2B market. It is easy to understand as B2B decision requires a lot more money and there are many people participating in the decision-making process. Additionally, relationship plays a more important role in B2B market. The reason is that the consequence of the buying decision will last long and have a significant effect to the whole company. Therefore, B2B buying decision requires more safety, and the relationships help them ensure the success of this buying decision. Service and support are also important factors in B2B business as business customers cannot wait for a long time to get their service, they expect the problems solved as they need. “Channel relationships are complicating factors in the marketing equation. B2B marketers constantly struggle to strike a balance between selling to channel partners such as re-sellers and distributors and selling directly to customers. Channel partners ultimately sign the check for many B2B transactions and see themselves as owning the relationship to the customer. However, customer pull is a significant influence on sales, regardless of the channel. This is a perpetual quandary for many B2B companies, which must market to both constituencies without muddling the message or creating conflict.” (Gillin, Schwartzman.P & Eric, p.8)

2.2 Digital Marketing Channels

2.2.1 Introduction

“Marketing is 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.”

(The American Marketing Association, n.d).

Scott (2010, p.24) emphasizes that marketing has transferred from one-way communication to interactive communication. Companies nowadays focus on a group of audiences and put online media as a marketing tool. The Internet has changed the world and people’s behavior. Therefore, businesses have to apply new rules for their strategies to satisfy customer wants and needs, which are the core factors of Marketing. (Kotler, 2008, p.32)

In a research of George S. Day and Katrina J. Ben, about how managers think of the Internet impact on their ability to manage customer relationships; results showed that 25 percent of the senior managers of B2B firms considered the Internet as a great opportunity whereas only five percent saw it as a major threat. A further 57 percent perceived the Internet as a minor opportunity and only 13 percent considered that it was neither a threat nor an opportunity. (Hausman, p.160) Due to those facts, discovering all the channels that Internet has offered to the business is essential.

Media type	Definition	Examples	The role	Benefits	Challenges
Owned media	Brand controls	<ul style="list-style-type: none"> • Mobile site • Blog • Twitter account 	Build for longer-term relationships with existing potential customers and earn media	<ul style="list-style-type: none"> • Control • Cost efficiency • Longevity • Versatility • Niche audiences 	<ul style="list-style-type: none"> • No guarantees • Company communication not trusted • Takes time to scale
Paid media	Brand pays to leverage a channel	<ul style="list-style-type: none"> • Display ads • Paid search • Sponsorships 	Shift from foundation to a catalyst that feeds owned and creates earned media	<ul style="list-style-type: none"> • In demand • Immediacy • Scale • Control 	<ul style="list-style-type: none"> • Clutter • Declining response rates • Poor credibility
Earned media	When customers become the channel	<ul style="list-style-type: none"> • WOM • Buzz • “Viral” 	Listen and respond — earned media is often the result of well-executed and well-coordinated owned and paid media	<ul style="list-style-type: none"> • Most credible • Key role in most sales • Transparent and lives on 	<ul style="list-style-type: none"> • No control • Can be negative • Scale • Hard to measure

54869

Source: Forrester Research, Inc.

Figure 5 Online Media Channels. (Sean Corcoran, 2009)

In a report of Forrester, the author has separated online media into three main types, including owned media, paid media and earned media. In regards of owned media, companies' messages are delivered to audiences directly from the channels controlled by these enterprises. Different from owned media, organizations pay to deliver their messages leveraging other Internet channels, which are not under their controls. Finally, earned media are channels that spread out the company's messages between consumers as a result of an experience with the brand (IBM, 10.2010). These definitions were approved by many other online marketing specialists.

2.2.2 Paid Media

As its name, paid media includes Internet promotion tools that companies have to spend money on advertising their firms such as banner ads. There are four main types of Marketing through paid media, including Search Engine Marketing, Display Advertising, Social Media Advertising and Email Marketing.

Search Engine Marketing

Paid search, also called pay-per-click (PPC) or search engine marketing (SEM), is the act of bidding on keywords on search engines like Google or Bing (Microsoft) aiming to make the company's ad appearing and then driving traffic to its website. According to the largest seller of paid search advertising – Google- SEM is “the process of promoting and marketing a website through paid listing (advertisements) on search engines.” Paid search is the effective way for a brand to appear whenever a potential customer looks for the specific products. Due to that reason, it is an “always-on” strategy for every brand trying to operate their business successfully online (Leak. Vaccarello. Ginty & Maura, p.58)

Due to the distinctions in characteristics, the B2B buying process is significantly different from B2C buying process. The reason is that the cost of wrong decision in B2C market is usually lower than in the B2B business. Therefore, the process of choosing and purchasing in B2B market can take place for several months or even years. Utilizing paid search can help B2B raise the awareness for their potential customers (Leak, Vaccarello. Ginty & Maura, p.62-64). As B2B companies' online pages appear in the first page of their search, it said to the customers that firms were what they need. That might also lead them to see, consider products and make the purchase in the end. However, to make the paid search worth the investment, key-words are very important. As long as the keywords match customer need, it leads the customer into the enterprise's pages.

Display advertising

Another type of paid media is display advertising. ”Marketers believe display advertising serves just fine as a vehicle for generating demand from the middle and bottom funnels, should be responsible for sales and pipeline, and needs to be measured accordingly.” The concept of trust is critical. Online display advertising can have huge effect on the brand trustwor-

thy. In an e-Marketer survey, conducted in 2007, display advertisements can cause 18 percent growth in the brand preference. That means people who see the company online advertisements are 18 percent more likely to think better for the company and the product. The research also indicated that each separated advertisement type has a different impact in the brand. For example, Static ads increase the preferences by 10 percent while rich media ads make this statistics grow by 15 percent, and the video ads increase by 25 percent (Leak, Vaccarello, Ginty & Maura, p.69-70). The results of this survey proved that display ads are able to influence the thought of audiences before they decide to choose the company's products. The ads make purchasers realize that the companies and products exist. However, due to B2B market has smaller target audience than B2C ones, target advertising is really essential as accurate audiences can convert into precise leads that decrease the advertisement budget (Leak, Vaccarello, Ginty & Maura, p.72-73).

The below picture is an example of display ads:



Figure 6 Display ad example. (ciitmaur.com, n.d)

Social Media Advertising

Social media advertising (SMA) is still new to B2B market. According to Leak, Vaccarello, Ginty and Maura, SMA should be considered as another tool for displaying advertising. The company can gain much value by building quality fans and followers as an opt-in community for sharing company information and marketing. There are many social media which offer online ad services such as Twitter, Facebook, LinkedIn, etc. (Leak, Vaccarello, Ginty & Maura, p.75)

Email Marketing

According to Dave, there are different types of emails that B2B enterprises can send to their customers, including:

- Regular mails: Those emails can be sent once a quarter; a year or a month depending on how much customers want to receive the emails. Company can use those emails to introduce about the new services or products, or the company's situation.
- Newsletters: this is a special kind of email where the company delivers for its customer information not only about product and company but also about the industry situation and things around that. Newsletter is supposed as a newspaper of the company. Therefore, company can use newsletter to post their promotion news together with the industry situation or just the news of the industry.
- Notification mailing: this is an email that is used to notify what customers should be done to receive the service of the company or keep their contacts in the company's lists. For example, in some websites, after registering to become a member, customers need to click on the link in the notification email before they officially become members.
- Promotional blast: this email is considered as a sale mail in which it recommends specific services or products which are sold at promotion prices. Company can also send special promotion vouchers for their members through those kinds of emails (Miller, n.d, p.190).

Although email marketing seems to be an effective and inexpensive marketing technique, companies need to use this method carefully. Firms should gain permission to customers who they would like to send the emails. Otherwise, all the email marketing efforts would become a spam disaster and create negative feelings towards the company's target audiences (Dave, 2008).

Furthermore, there are many payment methods for online ads. Firstly, Cost per Mile (CPM), called cost % or cost per thousand (CPT), is the total cost per 1000 views of the ads. Besides, with Cost per Visitor (CPV), organizations pay for each viewer delivered from the advertiser's websites. Total amount paid for each time a user gain access to the buying companies's websites is defined as Cost per Click (CPC). At last, Cost per Action (CPA) is performance based in the Advertising field and in the marketing practice area. The publisher takes responsible for running all ads and just gets paid for only the users who have completed at least one transaction with the purchasing company such as buy the products online or sign up for following the buyers' owned websites (Dave, 2008).

2.2.3 Owned Media

Even when company has a killer keywords and amazing sales ads, what if the company cannot convert the visitors into the potential customers? At this time, companies have to improve their owned media: social sites, blogs and websites.

Social Media

Even though many people believe that social network is just suitable for B2C business, Bodnar, Kipp Cohen and Jeffrey L. (2011, 4) have stated that "B2B companies are better suited for social media marketing than B2C companies." In their book, authors give five reasons for their statement: Firstly, B2B marketers tend to understand their customers more thorough as they have clear and detailed personas for every prospect they are working on. Moreover, B2B companies have a deeper expertise in their subject. As social media is often used as a platform for educating prospects through content and relationships, having the depth of knowledge is a clear boost for B2B social media. Additionally, B2B firms have a need for generating higher revenue with lower marketing budgets. At that point, "social media acts as a lever to help reduce costs per lead and enable a company to do more with less." Furthermore, in B2B market the sales are all about relationship. The social sites obviously can build the relationship between business and the potential customers who help to improve lead quality and reduce sales cycle length. Last but not least, B2B marketers previously had many experiences about social media marketing as they have already published newsletters, magazines and other marketing tactics, which are key methods in social media marketing. B2B marketers have been proven as business-focused story-tellers long ago.

However, there are some cases that B2B business should not use Social Media. Firstly, in B2B market, some companies focus on just very small niches. Their capability can only fill limited customers' need. Therefore, their budget is also limited. Another case happens when company provides products or services to the military, electrical power grid or in the field that the purchasers have to be work in secure and looked down from access to most or all the information available online. Social Media also cannot be applied if the company does not believe and has a motivation for creating and maintaining their media. Successful organization should have buy-in from key advocates within the company. If the company does not have that resource, it is possible to find someone within the company to fill this role instead of rolling out social media efforts. Moreover, it takes time for social networks convert into company's leads. Therefore, if company needs to generate a high volume of short term sales, social sites cannot satisfy them. Additionally, many people think that online platforms are free, but in the reality, it is not that cheap. As social media marketing takes long time and requires expertise in the industry together with sale staffs who understand their customers (Bodnar, Cohen, K. Jeffrey L, 2011, p.6-7).

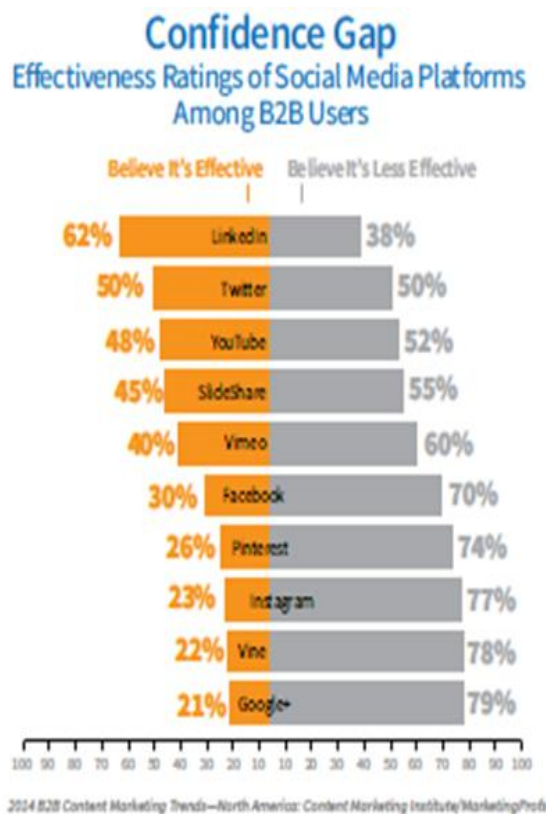


Figure 7 Social Media effectiveness. (MarketingProfs, n.d)

The research of MarketingProfs, the results showed that B2B marketers are using social media more frequently than they did last year. Although more and more B2B enterprises using social media, the effectiveness still seems to be doubted. This study also pointed out that after LinkedIn, large companies (1,000+ employees) consider YouTube, to be the second most productive channel, whereas small companies (10-99 employees) say SlideShare and Twitter are the additional effective ones (MarketingProfs & Content Marketing Institute, 2014).

Blogs

According to Laudon and Traver (2008, p.179), blogs are also one of the online trends and usually made by individuals. A blog can be considered as a personal website that includes chronological entries of posts made by an individual or a company. Blog content can be in many forms such as text, video, audio. Readers can interact with blogs through comments, shares, likes or rates (Blyth 2011, p.89).

One reason for the blog's success is the search engine rate it as a good source for people. It takes a couple of years to build up the company's presence in blog. B2B companies not only need to push out their information but also should listen to the respondents. (Gillin, Schwartzman & Eric, p.130). In the Content Marketing Insitute's B2B 2014 report, it showed that B2B companies which blog produce 67% more leads than those who do not.

There are six benefits B2B companies can gain from blogging.

- Blog can add value for prospects and customers since it includes instruction information or insightful opinions about the industry. The information might be helpful for audiences and move the potential customers away from the thought that the company just wants to sell the products.
- If the posts are well-written, persuasive, understandable and informative, B2B firms also can gain credibility in the market from the customers or prospects.
- Since blogs are made for interacting between writers and readers. Listeners can also share and comment the company's post on other social media such as Facebook, Google+, etc. That obviously increases the word of mouth marketing and spread out the company's brand.
- Search engine rank website depending on the frequent update of the web, so blogging is also a way to keep the site fresh and perform well in search results.
- As the blog focuses on the content around the industry, it will immediately reach your target audiences.
- When the company blogs, and their audience share the link; it increases inbound links to the company websites. Those link also make search engine increase the company's website rank.
(MarketingProfs & Content Marketing Institute, 2014)

Websites

Websites are the main "face" of the business online. It provides all official information about the products and services of the company.

In a research in May 2012 of RSW in US (emarketer, n.d), the results indicated that marketing budgets are being spent more in website development more than other places. Rene Power (smartinsights.com, 6.2.2013) give out his opinions about four essential features of a website.

Website design as it is considered as first impression of the prospects to your company. There are many characteristics that company has to pay attention to the web design: personality (the brand identity), composition (design elements), logo position, theme color, fonts, images, multimedia, actions (navigation buttons, hyperlinks, roller) (Resnick, Onaindia, Martinez. 2.2013, p.138). Contents also need to arrange properly so that the visitors can easily find what they need in the websites. Updating the website's information frequently will make the audience come back many times to the company's web page. Linking the websites to all the social sites is also necessary as it creates a concrete concept for the company.

Customers can link to any sites they would like to follow and get information.

Companies can also check some basic analytics about the website through Google Analytics report. There are some indexes that company should focus on the report: page view - how many people have clicked to the company web; time on page - estimated average time visitors stayed on your page, and bounce rate - the percentage of people who hit your page and instantly, bounce rate might happen if the customer mistakenly clicks on the link without the need to see it. A website with high page view and time on page and low bounce rate is considered good (Anderson, n.d).

2.2.4 Earned Media

The last type of online media is Earned media, "which isn't really media at all." Whereas paid media are media that companies effectively rent and Owned media consists of marketing assets of the company itself, Earned Media is more a process whereby an audience member produces and distributes content beneficial to the brand." Each passive listener can be a potential information sender. All advocates, analysts, commenter, creators, influencers, reporters, reviewers and shares could be the amplifiers for the businesses (Rohrs & Jeffrey, K., 2013, p.65-67).

According to Wasserman (Mashable, 2013), "Earned media is more important than it ever was. It's not just a PR strategy anymore. Now it's a marketing strategy that informs the way ads and other forms of a brand's communication are structured." He went on to say "Yet making something go viral, of course, has its own challenges. [...] Doing such outreach, of course, costs money, once again blurring the lines between earned and paid media." It seems that there's no clear distinction between paid media and earned media. Most online campaigns need to mix the two channels to achieve the goals.

In a research Wildfire (n.d, p.7-10), authors show that sharing occurs when a user participates in a branded promotional campaign and then gives the campaign permission to post it to his new feeds for his networks. This kind of activities creates earned media for the brand cause each time individual share something into his feed; all people in his connection will know about the online campaign for the company.

Earned media is the equivalent of online word of mouth and is the vehicle that drives traffic, engagement and sentiment around a brand. While there are different ways, a brand can garner earned media, good SEO and content strategies are the most controlled and effective.

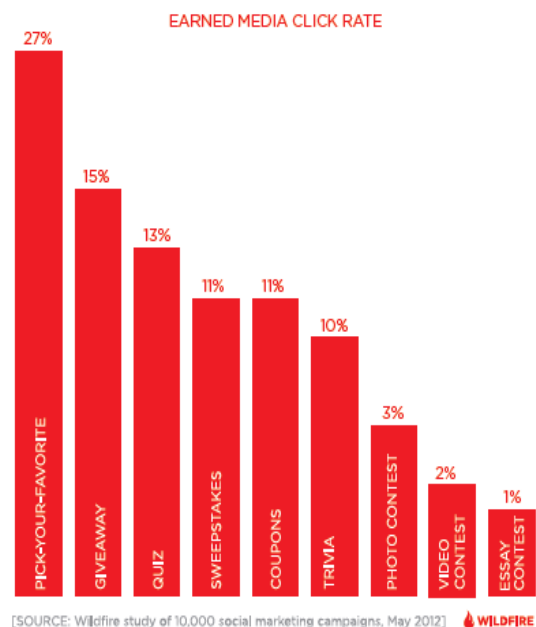


Figure 8 Which types of earned media news feed post are clicked most often? (Wildfire study.05.2012, p.9)

This figure shows how campaign in social media can influence to the earned media as there are lots of applications that determine and publicly display characteristics of the user’s personality. Therefore, visitors enjoy shared the information about themselves, their tastes and interest. The analysis of earned media’s ability to draw additional users into engagement with a brand showed positive results have higher chance to be seen, clicked and shares by the friends’ participants. After those online campaigns, company can have a gain good image for their brand through earned media (Wildfire study.05.2012, p.9).

2.2.5 Converged Media

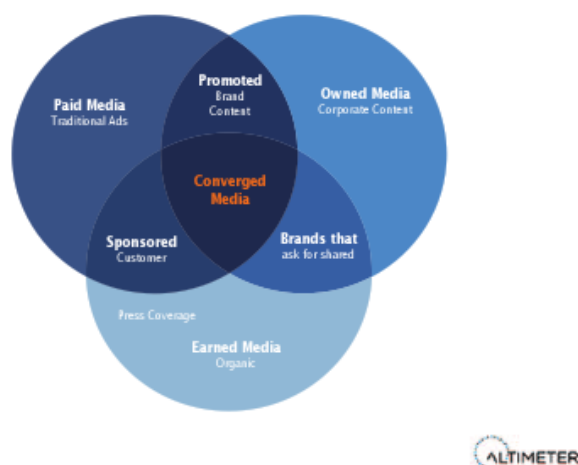


Figure 9 The convergence of Paid, Owned and Earned Media. (Rohrs & Jeffrey,K., 2013, p.68)

Altimeter Group (2012, n.d) defined that “as consumers become increasing mobile, paid/owned/earned convergence will intensify. Rapid journeys across multiple digital devices will increasingly blur the lines until almost all distinctions between paid, owned, and earned media dissolve.”

In the report, Altimeter describes the dynamic customer journey with all kinds of media, “no single medium can stand alone.” “Customer-centric marketers know the only approach that works is an integrated one that of course is about a customer journey. The customer journey has always been dynamic, cross-channel and non-linear. It’s not only about channel or media integration but also about a digital marketing or business strategy, which by definition should be integrated. No medium or channel should be disconnected. That’s the very essence of marketing and what we know as a mix. It’s also the essence of a customer-centric instead of channel-oriented view.” Company’s content, media and channels mainly serve business goals, the customer journey and revenue. “The convergence of paid, owned and earned media is a natural evolution.” (Lieb, Owyang, Groopman, Silva, n.d)

Converge Media relates to marketing efforts that firm tries different online media and uses a consistent creative execution across multiple channels to achieve their desired results. Companies offer products and services that merge the best of Paid Media with the control of Owned Media and the amplification of Earned Media. The clear result from the Converged Media is the proper audience growth (Rohrs & Jeffrey,K., 2013, p.69).

2.3 Digital Marketing Strategy – Content Marketing

“Content Marketing is a marketing technique of creating and distributing relevant and valuable content to attract, acquire and engage a clearly defined and understood target audience – with the objective of driving profitable customer action.” Instead of promoting the products and services, company will provide customers valuable information about the industry or the product so that customers become more intelligent and reward the company their loyalty (Pulizzi, n.d).

Within the development of Digital Marketing, Content Marketing has been popular to all the marketers. In a recent report of “Facts about Content Marketing”, 93% of the B2B Marketers has used Content Marketing and 42% of them believed that they were effective at content marketing (Pulizzi, J., 2013, p.3-4).

In another research of Roper Public Affairs, 80 percent of the business decision makers preferred to get information through a series of articles than the normal advertisement. Moreover, in the same research, more than half of customers believed that content marketing could make them feel closer to the company and helped them have better been purchasing decision (Pulizzi, n.d).

In a research of Pulizzi, the author concluded that 44 percent of B2B marketers have documented content strategy, and most of them are likely to consider themselves to be more effective. Additionally, 72 percent of B2B organizations have someone to check and be responsible for the content marketing strategies (Pulizzi, J., 2013, p.6-7).

The following chart shows the tactics which B2B marketers often use for their content marketing campaigns. Social Media, Articles, e-Newsletter, Blogs, In-person Events, Case Studies, Videos, White papers, Online presentation, Webinars/Webcasts, Info-graphic are common tactics.

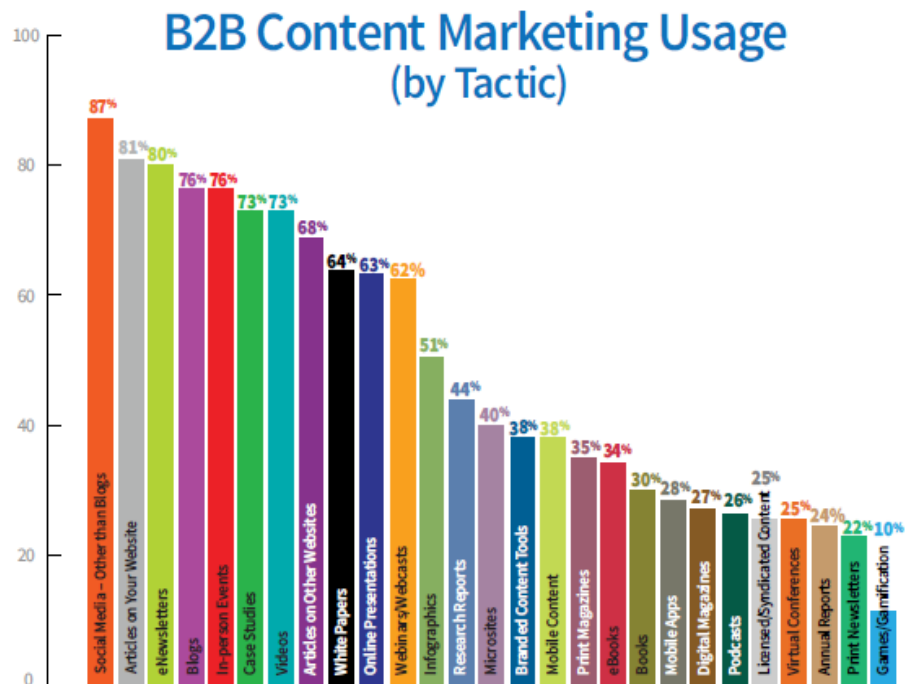


Figure 10 Tactics which are often used by B2B Marketer in Content Marketing. (Pulizzi, J., 2013, p.9)

In addition to those tactics, choosing good channels to distribute their contents is also great concern for many companies. Pulizzi’s research also indicated that B2B content marketer used an average of 6 social media platforms for spreading out their information. LinkedIn, Twitter, Facebook, Youtube, Google+, Slideshare are the most common platforms for B2B companies. Moreover, regarding the info-graphic trend, B2B enterprises also paid more attention to Pinterest, Instagram, and Flickr (Pulizzi, J., 2013, p.11).

There are many targets that B2B firms would like to use Content Marketing, including raising the brand awareness, generating leads, building customer loyalty, engaging with customers, increasing web traffic and sales (Pulizzi, J., 2013, p.13).

In addition, the content which B2B marketers often use to inform their customers, including industry trends, profile of individual decision makers, company characteristics, stage in the buying cycle, personalized content preferences, competitors’ content (Pulizzi, J., 2013, p.19).

Additionally, currently, there is a trend to outsource the content marketing to a professional agency, especially in the technology industry. The reasons for this trend are to reduce the workload for the company and improve the content in their channels.

2.4 Owned Media Indicators

Companies can spend lots of time and money in their online marketing; however, these efforts could be useless if the company cannot evaluate the result. Analyzing the results with right indicators would be the best way to improve the company's marketing results.

2.4.1 General Indicators

In the research of Pulizzi, B2B marketers tend to take web traffic and sales lead quality as their top concerns in deciding whether the online marketing campaign was successful or not (Pulizzi, J., 2013, p.14).

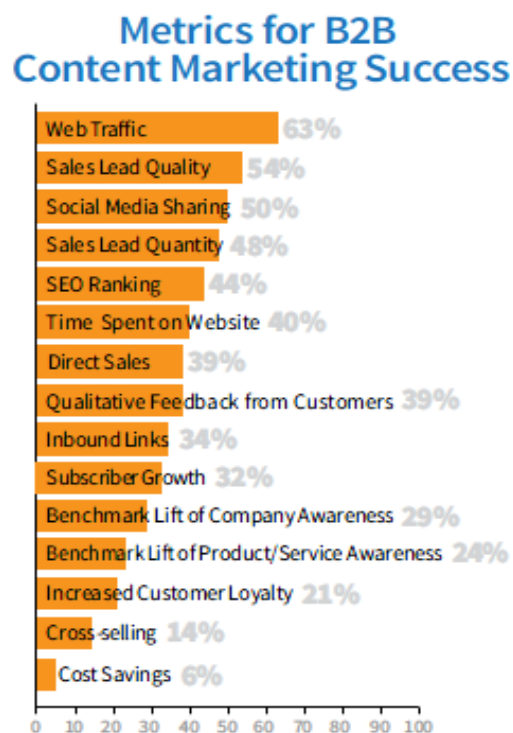


Figure 11 Metrics for B2B Content Marketing Success. (Pulizzi, J., 2013, 14)

In that research, the author also found out that the least effective B2B marketers place more importance on direct sales while the most productive one ranked direct sale lower. In general, web traffic, sales lead quality, social media sharing, sales lead quantity, and SEO ranking are the essential metrics for B2B marketers (Pulizzi, J., 2013, p.14).

2.4.2 Website performance indicators

According to Muller, there are many important metrics to check whether the website of a company is good or not including visitors, visits, page views, session duration, and bounce rate.

- Visitor index is the first metric to identify the popularity of the websites. Company should pay attention to both “raw” visitors and “unique” visitors. The number of “unique visitors” are more relevant since it gives the number of individuals who have visited the websites regardless of how many times they have entered the websites in 24-hour. Visit index is when a person clicks to view the website. Visitors can get access to a website several times a day so the number of “visits” is regularly higher than the number of visitors.
- Page views are numbers that show how many pages that customers are going through the websites as one website often has many different landing pages.
- Session duration indicates the average amount of time audiences spend on company’s websites. The shorter session duration might show that visitors are not interested in the sites.
- Bounce rate measures the percentage of visits where visitors enter and exit the same page in the short time. The aim of bounce rate is to make sure that the visitors are interested in the sites that they click on and to avoid the mistaken clicks from the visitors.

To gather that information about the websites, firms or organizations could choose among the web analytics tools such as:

- ClickTale (www.clicktale.com)
- Google Analytics (www.google.com/analytics/)
- Alexa (www.alexa.com/)
- Logaholic (www.logaholic.com)
- MetaTraffic (www.metasun.com)
- Mint (www.haveamint.com)
- Omniture (www.omniture.com)
- Piwik (www.piwik.org)
- Unica (www.unica.com)
- VisiStat (www.visistat.com)
- WebTrends (www.webtrends.com)
- Woopra (www.woopra.com)
- Yahoo! Web Analytics (www.web.analytics.yahoo.com)

(Muller, n.d, p.298-299).

2.4.3 Advertising Performance Indicators

Companies can check their Internet performance through the following indicators:

- Impression shows the how many times was the online advertisement displayed.
- Click indicates how many times the advertisement was clicked.
- Click-through-rate is the metric rate between the number of clicks as a percentage of the number of clicks and a percentage of the number of impressions.
- Conversion occurs when people click and make the inquiry to the company.
- Conversion rate is the number of conversions divided by the number of clicks.

(Muller, n.d, p.299).

2.4.4 Social Media & Blog Performance Indicators

In every social media, there are different ways to evaluate the performance indicators. For example: In Facebook, marketers need to evaluate their likes, the comments and shares from others. In Twitter, managers should pay attention to the tweets, followers and following. Overall, there are three main indexes which companies should pay attention to:

- Subscribers, fans and followers: These numbers show how many people are interested in the company's information.
- Shares and bookmarks: In social media or blogs, if audiences like any information, they can share the information to their friends. Therefore, more people can reach the companies' information.
- Page views and unique visitors coming from specific social media: In the website analytic tools, firms can check how much traffic that the webpage is being driven by other websites. That means the companies can check the effectiveness of their social media through this number.

(Muller, n.d, p.304).

2.4.5 Email Marketing Performance Indicators

Apart from the Click, the click-through-rate, conversion rate index; in email marketing, B2B marketers should also pay attention to check the delivery rate and open rate of the email campaign.

- Delivery rate indicates how many people have received the email from the company. This number is important to check the real potential leads from the contacts who company has. Additionally, sometimes the email of the company might be bounced from a full inbox to the spam box. However, this number is hard to calculate.
- Open rate shows how many people who actually open the company's email. The firm can insert a snippet of HTML code into the company's email message to track the image in the email. Therefore, if the recipient actually opens the email, the image would be downloaded and the tracking system is operated. The numbers will give the company a deep inside about the real numbers of people who are interested about the information from the company.

(Muller, n.d, p.300).

3 THE CURRENT SITUATION OF TMA'S OWNED MEDIA

3.1 Website

According to Alexa.com, TMA's website ranked as 1 802 431 global and 28 436 in Vietnam. Most of the Internet visitors are from Vietnam. In Vietnam, the page rank of TMA is lower than their biggest competitor FPT but higher than other competitors such as LogiGear or Global Cyber Soft. Globally, the page rank is lower than many competitors such as CSC, Infosys and Winpro. There are two main key words, which sent the traffic to the site, including "tma solutions" (21.63%), "Vietnam software outsourcing" (20.66%) (Alexa, 2014) (See Appendix 1).

The website is believed to have all the necessary information relating to the company's services and products together with the firm's backgrounds and competencies. Mr. Tuan Anh – Marketing Manager of Mobile Department has said that they have done a research for the design and all the features of the website before it had been built. (Company Interview, 2014) Moreover, the website is also translated into two main languages: English and Japanese. TMA used to have a Vietnamese webpage but it is no longer used officially.

3.2 Blog

The blog is presented in blue theme with separated topics relating to ICT industry in Vietnam, the TMA's services and the company's activities (TMA website, n.d).



Figure 12 Snapshot of TMA official blog (TMA website, n.d)

According to the commissioner, in the moment, the blog is used mainly for the SEO purposes. Therefore, there is no place for commenting or sharing the viewer's idea, which shows no interaction with viewers. Moreover, the enterprise is afraid of bad comments from Internet visitor creating unexpected crises for the business's brand.

3.3 Social Media

TMA used several of popular social media channels including Facebook, Twitter, LinkedIn. In terms of Facebook, until August 2014, the fanpage received 2 489 likes and has been rated 4.1/5 stars among 90 visitors (TMA's Facebook, 2014). For Twitter, they get 150 tweets and 127 followers (TMA's Twitter, 2014). Moreover, TMA has 1 756 followers in LinkedIn (TMA's LinkedIn, 2014) and 35 followers in Google+ (TMA's Google+, 2014). They also have an official Youtube channel with 10 subscribers, 1 703 views and 13 videos (TMA's Youtube, 2014). Additionally, the firm also joined Pinterest and Slideshare community.

Although TMA was quite active in their social media with lots of posts, the interaction rate was significantly low. Almost all the posts in Facebook, Google+, LinkedIn or Twitter received less than 20 likes and had only few comments.

3.4 SWOT Analysis for TMA’s Owned Media

STRENGTHS	WEAKNESSES
- Complete profile in various owned channels - High SEO rank in common Search Engines - Integrated marketing activities (Combining traditional and online marketing tools)	- Unclear strategy and plan for Internet channels - Little effort spending on creating the content - Low interaction rate with audience
OPPORTUNITIES	THREATS
- Effective online analysis tools - Many content creator tools - Content outsourcing trend	- Competitive environment - Content marketing trend - Bad viral effects

Table 3 TMA’s Owned Media SWOT Analysis (Summarized by the thesis writer based on own findings)

3.4.1 Strengths

- *Complete profile in various owned channels*

TMA Solutions has utilized plenty of the Internet media to promote their business activities. They have their website presented in English and Japanese, with many landing pages. Company’s information about products, services and development has been regularly updated in their blogs and social sites such as LinkedIn, Facebook, Twitter and Google+. Furthermore, the firm also posted videos about their company in their Youtube channel. Recently, to follow the content marketing trend, TMA has been creating some info-graphics for Pinterest site and company's presentations for Slideshare platform.

- *High SEO rank in common Search Engines*

Understanding the potential effects of Search engines to their business, the company has paid a huge attention to analyze and improve the search engine rank, especially in Google.com.vn and Bing.com.vn – the two most popular Search Engines (EbizMBA Rank, 2014). Each month, a person in marketing team will be responsible for reporting their rank to the managers of all departments. The company had already decided the keywords for their business including “Vietnam leading outsourcing company”, “Vietnam testing services”, “Vietnam mobile development services”, “Vietnam mobile solutions”. They have often ranked in the first position or at least in the first page in Google and Bing search (Company Interview, 2014).

- *Integrated marketing activities*

TMA has tried to integrate their traditional marketing tools to the online ones. Many marketing materials such as brochures and videos have been

posted widely in their websites. Additionally, the company also created some online events in their social pages. The old marketing team is responsible for the Internet activities. Moreover, TMA is also willing to spend their efforts on improving the websites' design and content for their partners in other countries such as NextGrid- a Malaysian partner of TMA Solutions.

3.4.2 Weaknesses

- *Unclear strategy and plan for Internet channels*

As TMA has provided services for four main fields, including software, testing, mobile solutions and education services, each department has their own marketing team. However, the company has not had any strategic plans or guidelines for the Internet channels. News and blogs were posted whenever they have enough time and information without any specific plan and target. In some days, several posts were updated while there might be no activity in such a long time later. The only rule for the information posting is that all the news, blogs and information have to send to the Information department for checking before being published in the sites.

- *Little effort spending on creating the content*

Since TMA is an IT outsourcing company, the company has more than 1500 engineers locally. However, they only have 15 main staffs working for marketing and sale area. Therefore, due to the workload, the content of each online media has not been concerned in the right level. All social sites share the same information from blogs and news. Moreover, several of their blog present the product's features, which are not considered as helpful, content in Internet media. Additionally, there is no specific staff in the marketing team responsible for producing the online contents.

- *Low interaction rate with audience*

Even though, TMA has spent time producing blogs and news for sharing in their social sites, there are little interacts between the company and its online audiences. Except the recruitment information, all other posts in TMA's social media have just received few likes and there are some posts without any comments or shares from their fans and followers. Moreover, since TMA used their blogs mainly for SEO purpose, to reduce the risks from bad comments, the firm also blocked the comment section in their blogs. Because of the special nature of the outsourcing industry, TMA has been discussed and received comments for their services time-to-time; however, all the feedback process has been done via the email or offline discussion between the company and its customers. Additionally, TMA has linked all the social media to their main web page but as the analytic tool, Alexa.com revealed that there is no web's traffic from social sites (Alexa.com, 2014- See Appendix 1).

3.4.3 Opportunities

- *Effective online analysis sites*

Together with the development of the digital marketing, many analytic tools were published to support for the firms' online channels. Companies nowadays can easily check the result of their Internet efforts through many analytic sites such as Google Analytics or Alexa. In each social media, the organization also can track their audience's profile and get more information about the Internet visitors. The analytics tools provide TMA Solutions a chance to check the popularity of their web, traffics and the online audience's insights and estimate the effect of online media to their current business.

- *Many content creator tools*

Apart from the analytic tools, the firms also have opportunities to produce their own content using the professional software for producing videos or photos such as Adobe After Effects, iMovie, Photoshop and so on. As an IT company, TMA can easily utilize those tools for creating their own content such as making promoting videos and so on.

- *Content outsourcing trend*

Recently, to improve the effectiveness of online media, companies can hire other people such as freelancers or specialists to take care of the online content. This trend helps the organization in producing effective contents for the company's audience since these writers are specialized in writing. TMA Solutions probably can try to outsource their content if they want to focus only in their IT services and don't have enough efforts for their online media.

3.4.4 Threats

- *Competitive environment*

Due to the development of digital marketing, many B2B companies have integrated the online media to their traditional marketing companies. Many competitors of TMA such as FPT-software, Wipro, and Computer Science Corporation (CSC) have utilized the Internet for increasing their sales. Therefore, if TMA could not have a good strategy for their owned media, their business might be affected.

- *Content marketing trend*

As "content is the king"(Gate, 1996) in the Internet, if the firm cannot provide the right information to their target audience, TMA might not reach their potential customer. To be even worse, the Internet users can spread out the wrong information of the company if they are not able to access to the right ones.

- *Negative viral effects*

Promoting in the Internet, TMA’s business might be affected strongly if they received any baseless bad comments or feedbacks online. As “bad news travels fast”, many companies have fallen into crisis due to the negative information in their social sites.

4 TRIAL BENCHMARKING WITH THE COMPETITORS AND POTENTIAL ICT AUDIENCE QUANTITY RESEARCH

4.1 Trial Benchmarking among TMA and its competitors

In this part of the thesis, the researcher aims to evaluate the online performance of TMA comparing to its competitors. Moreover, during the benchmarking process, the study also identifies possible features and improvements that TMA should learn from its rivals to have a better performance in their owned channels. The trial benchmarking was performed among TMA Solutions and its four most important competitors – FPT Software, Wipro, Infosys and CSC. All the information analyzed was taken only from the Internet on the same day to ensure the equality of the evaluation among these enterprises. The benchmarking project has utilized the online analytic tools, including Alexa and Quintly. All the key metrics data will be presented in radar charts or graphs for high visibility. The clear table, containing all the numbers can be found in Appendix 1.

4.1.1 Competitors Introduction

Company	FPT Software Vietnam	Wipro India	Infosys India	CSC USA
<i>Headquarters</i>	Hanoi, Vietnam	Karnataka, India	Karnataka, India	California, USA
<i>Established Year</i>	1999	1945	1981	1959
<i>Location</i>	- Vietnam - Japan - Australia - USA - Germany - France - Singapore - Malaysia	- Vietnam - Japan - Australia - North America - India - China - Indonesia - Singapore - Malaysia - Philippines - South Korea - Taiwan - Thailand	- Japan - Australia - China - India - Singapore - Canada - Mexico - USA - Brazil - Costa Rica - Hong Kong - New Zealand - Malaysia - Europe	- Singapore - USA - Australia - Denmark - UK - France - Germany

		-South America -Europe -Middle East -Africa	-Middle East -Africa	
<i>Company Size</i>	1001-5000 employees	10 001+ employees	10 001+ employees	10 001+ employees

Table 4 TMA competitors’ background information (Summarized by the writer through the companies’ websites and LinkedIn)

The table showed the background information of the four chosen cases. In these companies, FPT Software is considered as the largest ICT outsourcing company in Vietnam since it is the first Vietnamese business which was ranked in the top 100 software outsourcing service providers in the world.(FPT-Software, 2014) Although this firm was established two years later than TMA, it is the greatest competitor of TMA Solutions in Vietnam. Regarding to Wipro and Infosys, both enterprises are among the biggest ICT companies in India (Geocases, n.d). Another important competitor of TMA is from the United States- CSC, which was ranked fourth of leading companies in the IT Services Industry in 2010 (Verbeme & Kooten,2010). Apart from FPT Software, other three firms were established sooner than TMA and the sizes of their businesses are much bigger. All the firms have their offices many places in the world.

4.1.2 Website Benchmarking

According to Alexa, there are three main metrics, which can show the effectiveness of a company’s website, including traffic, engagement and reputation metrics. Each factor consists of different elements. In terms of traffic metrics, global rank and country rank are evaluated. Similar to the worldwide rank which is used to evaluate the company’s site with all other websites in the world, the country rank aims to measure how a website ranks in a particular country relative to all other websites in this nation. (Alexa, n.d) Additionally, the reputation metrics show how popular the site is, evaluated by the social likes or shares and the link sites. In terms of the engagement metrics, it aims to show how the visitor has engaged to the website, including bounce rate percentage, number of pages viewed by each visitor in average and the time the visitor has spent on the site.

- **Traffic Metrics**

Company	Global Rank	Country Rank
Wipro	11 901	997
Infosys	12 253	1 076
CSC	24 152	13 866
FPT Software	678 334	7 617
TMA Solutions	1 802 431	28 436

Table 5 The traffic metrics of TMA and its competitors in rank order according to Alexa’s result (Summarized by the writer from Alexa.com on August 10th, 2014)

As it can be seen from the table, TMA’s web has the lowest rank comparing all of its rivals. Moreover, the global rank probably relates to the country’s order: the higher rank of the firm’s web page is in the world-wide, the higher they rank in the country.

- **Engagement Metrics**

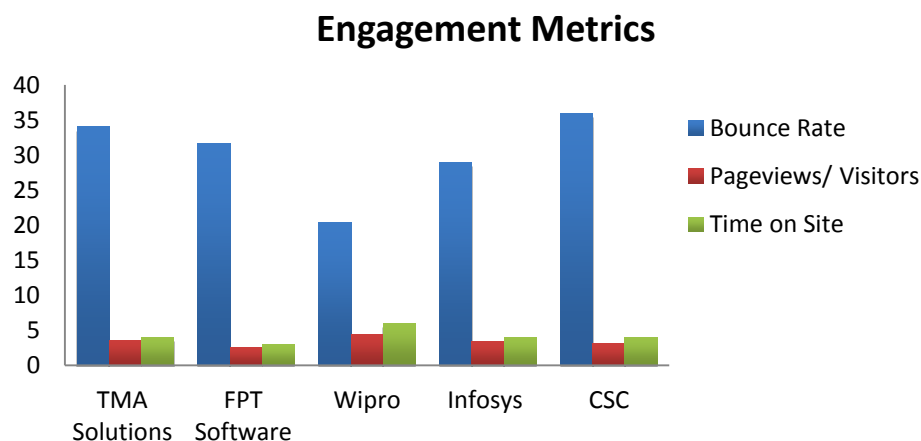


Figure 13 Engagement Metrics of the websites (Summarized by the writer from Alexa.com on August 10th, 2014) (See Appendix 1)

In terms of Engagement Metrics, all the firms seemed to work well since all of them had bounce rate below 40%. Furthermore, Wipro could be considered to have the best engagement metric as it has the lowest number on bounce rate, and highest page views per visitors and time on site that means the people who visits Wipro’s website view more pages than the others’ website and stays longer in the site. TMA, Infosys and CSC seemed to be in the same position since the bounce rate; page views per visitors and time on site are approximately equal. FPT software might be considered in the bad position comparing to its competitors in this metric.

- **Reputation Metrics**

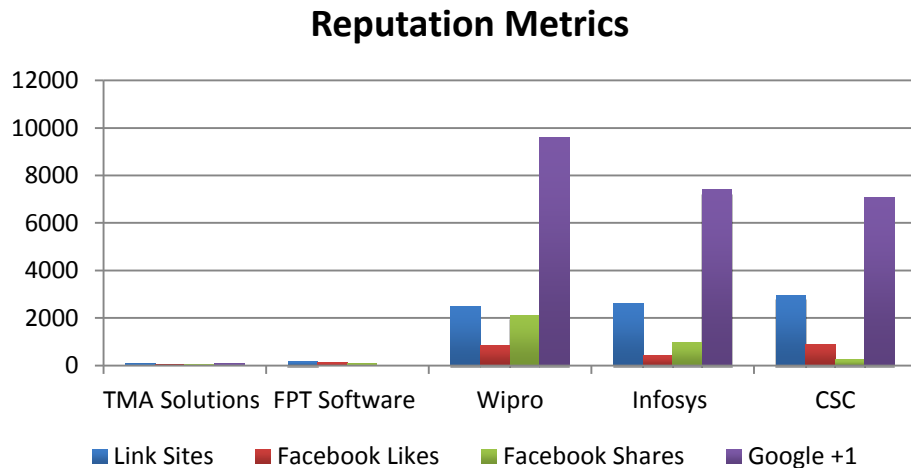


Figure 14 Reputation Metrics of the websites (Summarized by the writer from Alexa.com on August 10th, 2014) (See Appendix 1)

In Reputation Metrics, two Vietnamese companies were significantly in the bad places comparing to its international competitors. Wipro, Infosys and CSC were popular in Google+ since they received more than 7000 Google+1. Additionally, all these three international competitors had more than 2500 links to other sites. Wipro probably was still the best position in this metric since the companies have the highest like and share numbers in social, including Facebook and Google+1. Moreover, while CSC received more Facebook likes, Infosys was given more Facebook shares. TMA had the lowest numbers in the link sites, Facebook likes and shares; however, it had a bigger number of Google +1 than FPT.

- **Traffic Sources:**

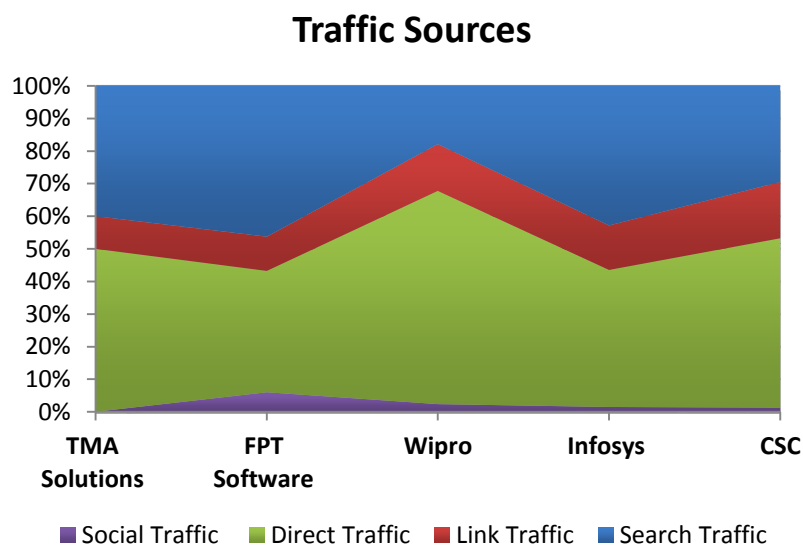


Figure 15 Traffic Sources of the websites (Summarized by the writer from Alexa.com on 333August 10th, 2014) (See Appendix 1)

Another number that should be considered in evaluating the websites is the traffic sources. Alexa tool has separated all the sites that might lead visitors to the company's website into four categories: search traffic (visitor has been sent to the webpage from the search engines), link traffic (visitor has been sent to the webpage from a link on other sites), direct traffic (visitor has been sent to the webpage directly by typing the website's address), social traffic (visitor has been sent to the webpage directly from social networks). In the graph of traffic sources in the four companies, these firms mainly received visitors via search engines and direct traffic. However, among the four organizations, only TMA had not received any visitors from social media. This could be seen as a highlight problem for TMA as it indicates that TMA's social sites had not driven any traffic to the main website.

- **Highlight points for TMA**

- TMA webpage ranked the lowest comparing to all its competitors.
- The case company had good engagement metrics which show the engagement of TMA's website with its visitors.
- TMA was not well-known in the social media comparing to its international competitors. It indicated that there might be some problems for the company's social sites since they could not drive any traffic to the main website.
- Wipro was one of the best practices for the website that TMA can learn from them.

- **The main differences between TMA's websites and its competitors**

After evaluating the efficiency of TMA's web page comparing to its essential competitors, the researcher observed and found out some features that the case does not include in their site but its competitors have. These features might give a hint for what TMA should improve for their own website.

Firstly, all the competitors had the testimonials from customer integrated into their website. Moreover, in the three international competitors' sites, they have links to social sites in the homepage which might help to drive the traffic from the company's website to its social media. Besides, as "content is king" (Bill Gates, 1996), in the research of content marketing for B2B technology companies by Content Marketing Institute in 2014; the ten most effective tactics for Internet channels among B2B marketers include webinars/web casts, videos, case studies, in-person events, blogs, white papers, research reports, e-books, e-newsletters and info graphic. (See Appendix 5) Furthermore, articles, online presentations, and annual reports are also in the list of tactics that are often used by B2B technology companies (MarketingProfs & Content Marketing Institute, 2014) (See

Appendix 6). Based on that study, the researchers have chosen ten most possible tactics that can use for an ICT outsourcing company’s website and then tried to find out whether TMA and its rivals have used these tools or not.

	WEBSITE CONTENT TATICS	TMA	FPT	Wipro	Infosys	CSC
1	Webinars/Webcasts			X	X	X
2	Videos	X		X	X	X
3	Case Studies		X	X	X	X
4	White Papers			X	X	X
5	Research Reports			X	X	X
6	eBooks					X
7	eNewsletters	X	X	X	X	X
8	Articles	X	X	X	X	X
9	Online Presentations					
10	Annual Reports			X	X	X

Table 6 Web Content tactics that TMA, FPT, Wipro and Infosys have used (Summarized by the author’s findings)

The above data showed that the international players-Wipro, Infosys, CSC have utilized several tactics for improving the content of their websites while TMA Solutions and its local competitor – FPT Software just used three out of ten tactics. Furthermore, out of eight tactics that Wipro and Infosys have been using for their websites, CSC also produced eBooks for their web’s content. From the reputation metrics, these tactics possibly have given positive effects for the company’s website since the three international competitors were ranked much higher than TMA, they were more popular in Facebook and Google+. As TMA would like to have a higher rank in the global and in the country, they have to improve the websites by using more contents tactics in their site.

4.1.3 Blog Benchmarking

Blogs can be considered as the most essential tools for B2B companies to spread valuable content among their audiences. In addition, it also presents the company’s image. Therefore, in B2B companies, different from B2C market, organizations often write blogs about the industry news and innovations since they would like to build the professional image to their readers. Moreover, firms also can use blogs to advertise for their new products or services; however, if the firms write too much about their products, it could be considered as an advertising channel and people will be less likely to integrate to these blogs (Interview, 2014).

As all the chosen firms, which choose to use blogs, have integrated their blog to the websites, the researcher cannot check the result of the blog separately. Therefore, it is hard to identify which companies among those cases had the best results for their blogs. However, the study still made the analysis about the differences of TMA’s blog comparing to Wipro, Infosys

and CSC since FPT did not publish their blog. From the commissioner, TMA just used their blog for SEO purpose; hence, their blog did not have comment, share or like functions- which were the most important features of blogs. At the same time, as the main purpose of blog is the place for sharing and discussing, it is probably right to say that TMA’s blog did not perform well. TMA’s commissioner admitted that they did not want to make the discussion features in their blog because they were afraid of bad comments and negative viral effects from the blog. Even though it is true to say that the reason that TMA gave is understandable, these functions could be included in a company’s blog if the company can control it. All the blogs of other competitors have those functions. Therefore, to manage the viral situation, all the comments would be sent to the admin of these pages before publishing officially in the blog. TMA Solutions can learn that tactic from others since it will help their blog perform in the right purpose of the blog but the firm also can avoid from crises from the bad baseless comments. Additionally, the three international outsourcing companies made RSS function as well and integrate Twitter’s feeds to their blogs.

4.1.4 Social Media Benchmarking

4.1.4.1. Facebook Benchmarking

Key Metrics of Facebook

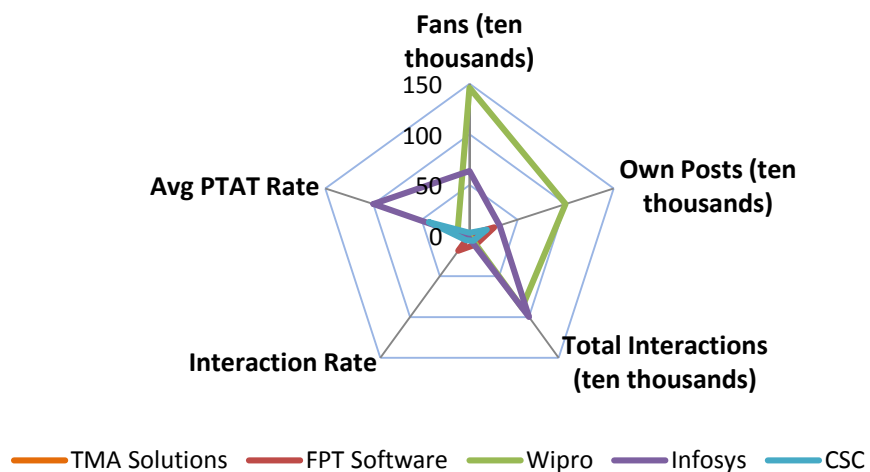


Figure 16 Key Metrics Radar for firms’ Facebook pages. (Summarized by the author from Quintly.com on August 12th, 2014) (See Appendix 4)

As can be seen clearly from the metric radar above, Wipro and Infosys had a significant number of fans in Facebook. Moreover, they also contributed a lot more posts and gained more interactions than other firms. However, while Wipro has more fans and posts in Facebook, the interaction of its page was lower than Infosys. Furthermore, Infosys also had the bigger number in the average people talking about rate. Even though FPT Software had a lot fewer fans and posts, but the interaction rate was high since

each of their updates received a lot more interactions comparing to their fan size. Additionally, regarding to the established time, Wipro has been using Facebook from 2008, after one year, CSC also opened their fan page. Moreover, TMA Solutions and Infosys started to use Facebook in the same year-2010 while FPT Software was presented in Facebook from 2011. (See Appendix 4) Those facts showed that although these firms established their Fanpage in Facebook nearly at the same time, the results that they gain from this social platform are totally different.

- **Highlight points for TMA**

- TMA's Facebook worked ineffectively comparing to their competitors.
- Although FPT Software had much fewer fans and posts, their interaction rate was the best. As TMA would like to gain more interactions among their audiences, FPT Software could be the best practices.
- Wipro and Infosys were in the good positions in the number of fans, posts and total interactions.

- **The main differences between TMA's Facebook and its competitors**

The main difference between these four companies was the content that they posted in their Fanpage. While Wipro, Infosys, CSC and even TMA focused on sharing information about the industry and tried to build the professional image in the Facebook, FPT Software just posted information relating to their employees and the company's activities. Due to that reasons, even though FPT did not have a lots of fan and posts in Wipro, their interaction rate was significantly higher. That fact leads to a suggestion to TMA that the case company can change their target audiences in Facebook to the employees or potential employees, as they did not have enough sources spending on creating the professional contents like Wipro, Infosys or CSC. Apart from that, both Wipro and Infosys composed a poll section in their Fanpage, raising some questions and creating competition among their communities. By doing that tactics, they could gain interests and interactions among their fans. Moreover, Wipro also linked all of their social pages to the Facebook page, which is believed to connect all their platforms together.

4.1.4.2. LinkedIn Benchmarking

Key Metrics of LinkedIn

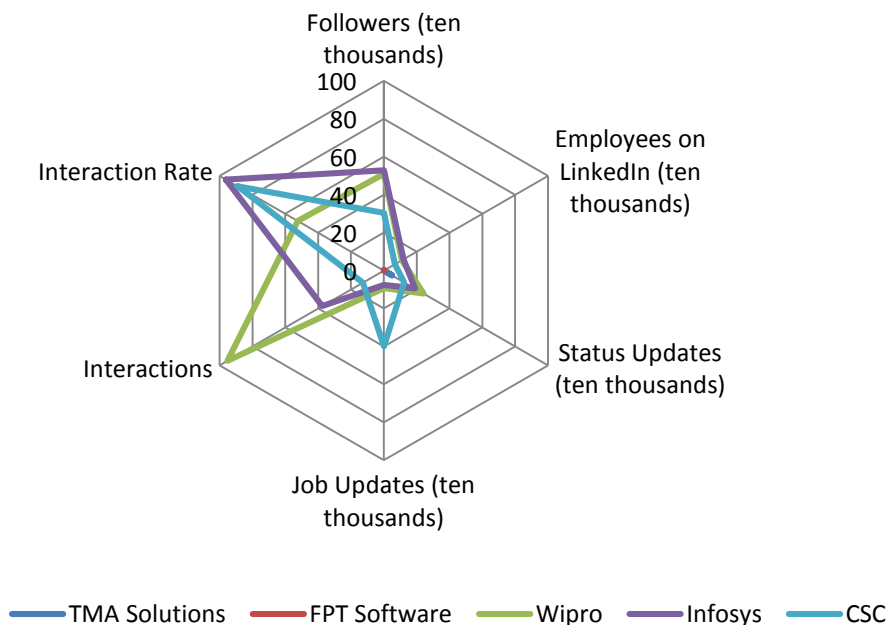


Figure 17 Key Metrics Radar for firms' LinkedIn pages. (Summarized by the author from Quintly.com on August 12th, 2014) (See Appendix 4)

Regarding to LinkedIn, although it was the most well-known platform which was often used by B2B companies, these four enterprises has just started to present their profiles last year (See Appendix 7) (MarketingProfs & Content Marketing Institute, 2014) However, despite the fact that all the companies joined nearly at the same time, those global enterprises seems to perform much better than the Vietnamese firms. Moreover, as can be seen from the graph above, Wipro had the finest result in LinkedIn since they have a big number of followers and interactions. Additionally, Infosys had the best interaction rate among these four organizations. Furthermore, the figure also indicated that while Wipro and Infosys paid attention to post status updates, CSC focused on job updates in their site.

- **Highlight points for TMA**

- TMA performed better in LinkedIn comparing to its local competitor – FPT Software.
- The firm still needs to improve their profile in LinkedIn as they received significantly low interactions comparing to the three global outsourcing companies.

- **The main differences between TMA’s LinkedIn and its competitors**

The significant difference between TMA and its international competitors is that the firm did not have any target audience for their site. Due to the number in the radar10, while Wipro and Infosys aimed to meet their potential leads in this site, CSC seems to utilize this page for recruitment. Moreover, there were many more employees in these international outsourcing companies had created the personal profile in LinkedIn and linked to the company’s page. Therefore, TMA can make their employees create individual profile and link to the company page. That would help the partners of TMA can gain more insights about the company’s engineers.

4.1.4.3. Twitter Benchmarking

Key Metrics of Twitter

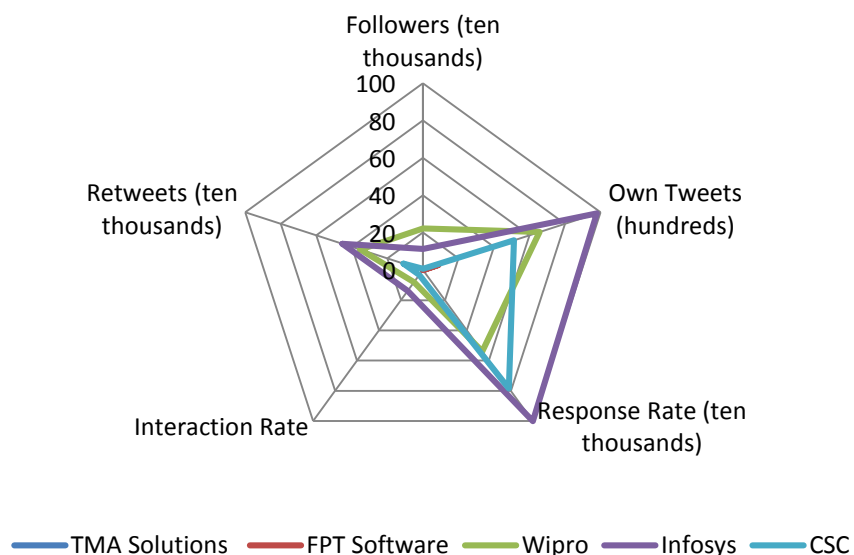


Figure 18 Key Metrics Radar for firms’ LinkedIn pages. (Summarized by the author from Quintly.com on August 12th, 2014) (See Appendix 4)

In terms of Twitter, in 2008, Wipro and Infosys were the first companies enter this platform, and CSC started to join four years later. After that the two Vietnamese companies started to establish their presences in this social site. While TMA appeared in Twitter from 2013, FPT published their first tweet in 2014.(See Appendix 4) According to the analysis of Quintly for Twitter pages of the four enterprises, Infosys did well in Twitter since they ranked highest in the number of tweets, re-tweets, response rate and interaction rate, although they had fewer followers comparing to Wipro. The two Vietnamese businesses seem to be the worst comparing to their international competitors since they receive no response or interaction form the audience. Although Infosys was the best player in Twitter, Wipro

and CSC also did a good job in this platform since Wipro has a high number of followers, tweets, re-tweets, and interaction rates while CSC performed better than Wipro in the response rate.

- **Highlight points for TMA**
 - Except FPT Software, which established the Twitter one year later, TMA was the worst case comparing to their competitors.
 - TMA received no interact or response from their followers. That fact probably indicates that their content was not attractive enough for their followers.
 - TMA also needs to gain more followers in Twitter, as the number of followers in Twitter was too low.
- **The main differences between TMA's Twitter and its competitors**

Different from TMA which just released tweets whenever they had something to share, the three international companies published at least three to four tweets in average daily. Moreover, CSC and Infosys start to use the "list" function in Twitter, creating various forums for separated topics in their twitter. According to Twitter, "list" is defined as a curated group of Twitter users who have the same interest. Furthermore, by viewing the list timeline, it shows all the tweets of users in-group. By creating distinctive lists with hot topics, the company's page helps their followers in choosing the information stream that they like.(Twitter, n.d) That is possibly considered as a tactic that TMA could do to create the convenience for their followers who might help them attract more followers. Besides, by reading the profile of TMA's followers, the researcher realized that most of them are companies, organizations or experts who are interested in IT industry. That fact might lead to the suggestion for TMA's target audience in Twitter, and the content that the firm should publish in their site.

4.1.4.4. Google+ Benchmarking

Key Metrics of Google+

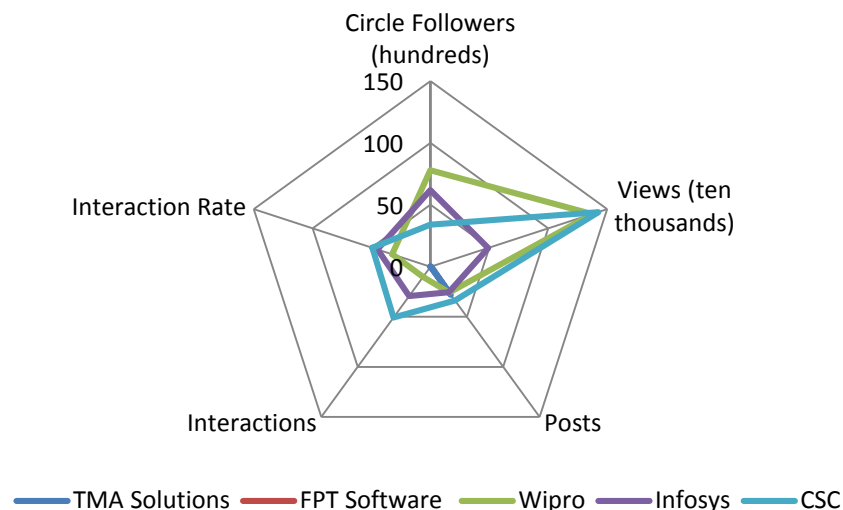


Figure 19 Key Metrics Radar for firms’ Google+ pages. (Summarized by the author from Quintly.com on August 12th, 2014) (See Appendix 4)

With Google+, only FPT was not published their profile. Infosys and CSC began to use this site from 2011; a year after Wipro also published their profile while TMA has just started to join this platform last year. The figure above has described the best picture of how these companies performed in the platform. Apart from TMA, other enterprises had their own advantages. Wipro had the best number in followers while CSC received more views, interactions and interaction rate. As TMA only started to join this site one year ago, they received significantly less attention comparing to their global competitors.

- **Highlight points for TMA**

- TMA was not paid attention to their site since they just share a few videos and news in Google+.
- CSC can be considered as the best practice in Google+ since they had fewer followers than Wipro or Infosys but they received much more views and interactions in this platform.

- **The main differences between TMA’s Google+ and its competitors**

The obvious difference between TMA and their competitors in Google+ is that all the rivals who published their profile in Google+ posted news and information daily, on the other hands, TMA just posted a few times within the whole year. Moreover, these international outsourcing businesses seemed to post the same information from their Facebook to the Google+

sites. That might be considered as a good technique for saving the efforts that these companies have to spend on their social sites.

4.1.4.5. Youtube Benchmarking

Key Metrics of Youtube

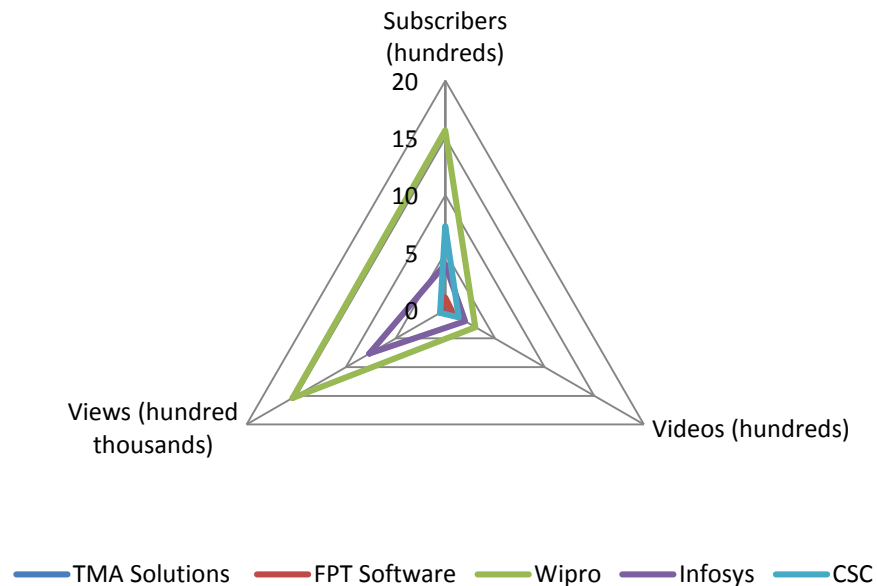


Figure 20 Key Metrics Radar for firms' Youtube pages. (Summarized by the author from Quintly.com on August 12th, 2014) (See Appendix 4)

According to the research, CSC has utilized this channel since 2005; after one year, Infosys also published their first video in Youtube. However, although Wipro started to use Youtube later than the other international companies, in 2009, this enterprise was more active and performed better than any other competitors. TMA has joined the channel two years after Wipro and one year earlier than FPT. (See Appendix 4) Apart from Wipro-who was the best player with the highest number in subscribers, videos and views among all competitors, while CSC had more subscribers and nearly the same number of videos, Infosys received a lot more views than CSC.

- **Highlight points for TMA**

- TMA should pay more attention to their site in Youtube as the Youtube channels of TMA were the worst one among all of their competitors.
- Even FPT, which started to use Youtube later than TMA, produced more videos and received more subscribers and views.

- **The main differences between TMA's Youtube and its competitors**

In general, Wipro and CSC invested really much on their videos in Youtube since their videos had better quality and look more professional than Infosys. Moreover, while Wipro and CSC provided several videos about the industries of their customers, Infosys paid more attention to their company's presentation only. That fact might be the reason why Infosys's channel had many more subscribers, but their view number was less than CSC. FPT had a different strategy comparing to the others since they just posted video about the company and its workers. That information indicated that FPT Software aimed to use this platform mainly for sharing videos within its employees. Although providing good content videos for the subscribers like Wipro, CSC or Infosys might be the best practices in building the B2B Company's image, if TMA could not have enough resources spending on making the videos, they might start to use the same strategy as FPT to become more popular in this social site.

4.2 Potential ICT Audience Quantitative Research

According to the commissioner, most of TMA's online audiences, especially in social sites are from 18 to 30; therefore, the researcher recommended that the case company can make students, company's employees or people who are interested in ICT news as their target audiences. Although the companies might not be able to communicate directly to only its potential customers by this method, they can make the enterprise becomes more popular through those channels. Furthermore, due to the fast spread speed of social media, TMA can build more brand awareness in the ICT industry. Additionally, since IT students can also become potential employees for TMA, the organization could utilize the social platforms such as Facebook, Twitters and Google+ to promote the company's working environment or recruit talented IT employees. Aiming to those target audiences, the researcher made a quantitative research- survey, among around 300 people, including IT students and those who are interested in IT information.

4.2.1 Backgrounds of the survey participants

Nearly 300 participants did the surveys, mainly from Vietnam and more than three-quarters of them is from 18 to 24 years old and is student. All the participants are interested in ICT information. Moreover, due to the characteristic of the industry, 69% of the respondent is male. Besides, mostly students and people who work in IT field such as computer programmer, testers and web developer completed the survey. Among the student re-spondents, 90% of them studied in a Vietnamese university, and the rest is from foreign schools. Additionally, the majority of people who answered the survey are from Vietnam while around 5% are from a European country and the rest is from other countries around the world.

4.2.2 Social Media Usage

According to the research, all the respondents used social networks; however, some sites are more popular than the others.

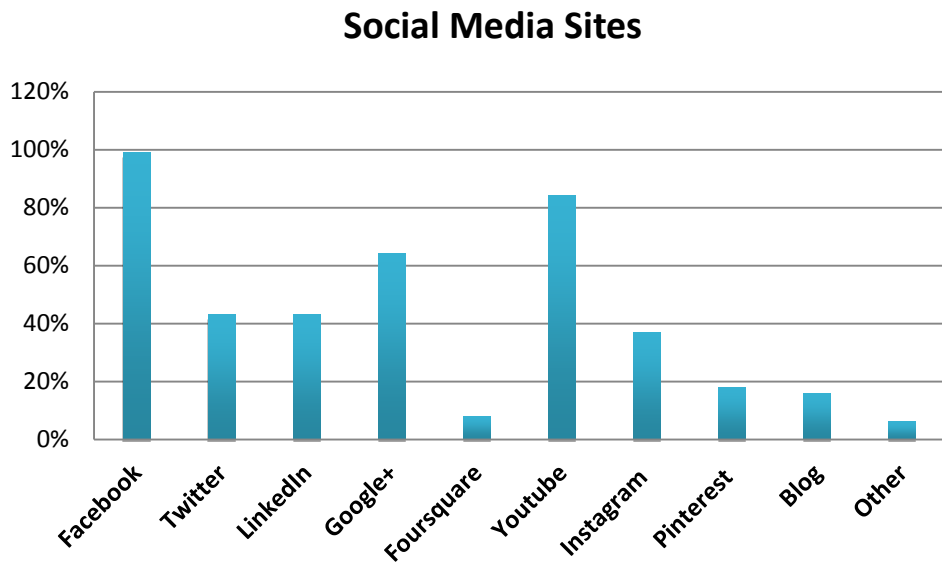


Figure 21 The popularity of each social site (Summarized by the author with own survey's results) (See Appendix 9)

The above graph indicated that almost everyone had a Facebook account, and Youtube was the second popular social platform. Additionally, 64% of the respondents used Google+ while 43% of them had an account in Twitter and LinkedIn. The research suggested that if TMA would like to focus on the target group, they should utilize Facebook, Youtube, LinkedIn and Twitter. Additionally, although blog is one of the best practices for B2B online marketing, it seems that people who are looking for IT do not pay much attention to the blog.

Another finding from this survey research is that the target group often uses Facebook, Youtube and Google+ daily. The information is shown clearly in the below chart.

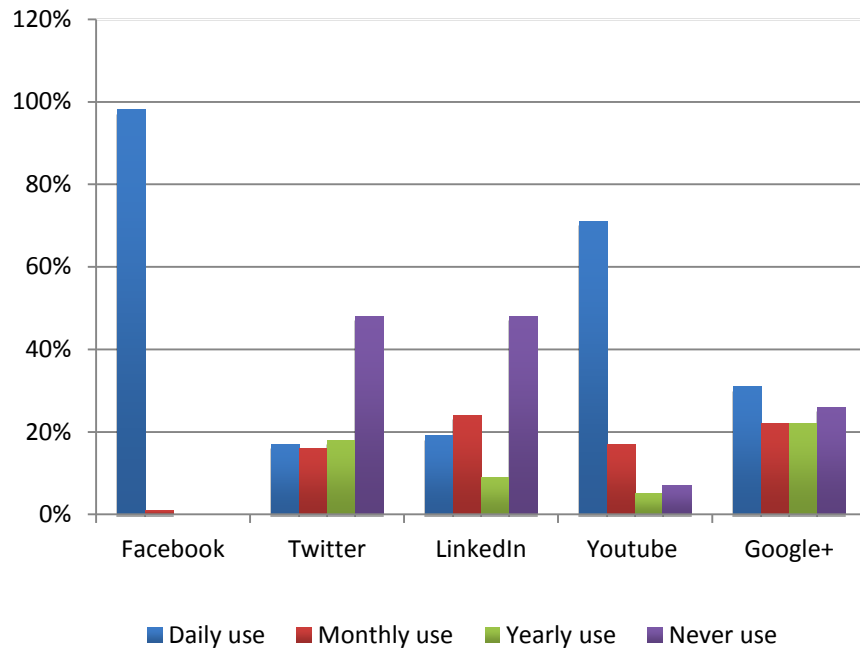


Figure 22 The frequency of Social Media use (Summarized by the author with own survey's results) (See Appendix 9)

Regarding to Facebook, approximately one-third of the users accessed to their page more than 12 times a day. Although Youtube and Google+ are also popular within this group, users accessed to Youtube mainly from three to five times a day while the majority of people using Google+ just saw their sites less than three times in one day. (See Appendix 4) Twitter and LinkedIn seem to be less well known since the majority of the target group does not have their accounts in those sites. Moreover, LinkedIn's users gained access to their page more often than Twitter's users. In general, the study suggested that TMA Solutions could update their Facebook, Youtube and Google+ page daily or at least more often than the other sites.

Concerning about the Blogs and other social tools that TMA has been using, including Pinterest and Slideshare, with these target audiences, they do not commonly access to Blog, Pinterest or Slideshare. However, with people who use Blog, they gain access to it more often than Pinterest's users and Slideshare's users. The insights were taken from the summarized chart below.

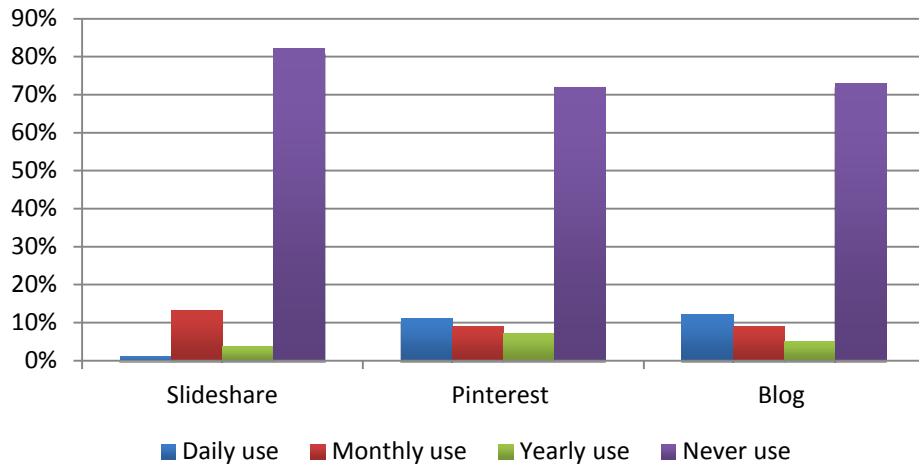


Figure 23 The frequency of Social Media use (Summarized by the author with own survey's results) (See Appendix 9)

Those numbers indicated that TMA Solutions might use Blog, Pinterest or Slideshare for this group. Moreover, the number of post for these sites can be less than the number of updates in the social sites.

Regarding to the suitable time for posting in Social Media, the large number of the chosen audiences prefer to check their page after six in the afternoon. This data revealed that if TMA Solutions posts their updates after six or at least after four in the afternoon, the information is more likely to reach the target audience. The reason for that is pages that post when their audiences are not available will have low engagement as those people might not see the company's messages without being online and due to the big number of users, every hour, numerous of posts are published. The best time frame for TMA to post in their social media might be from six to eight in the evening.

Time To Access Social Networks

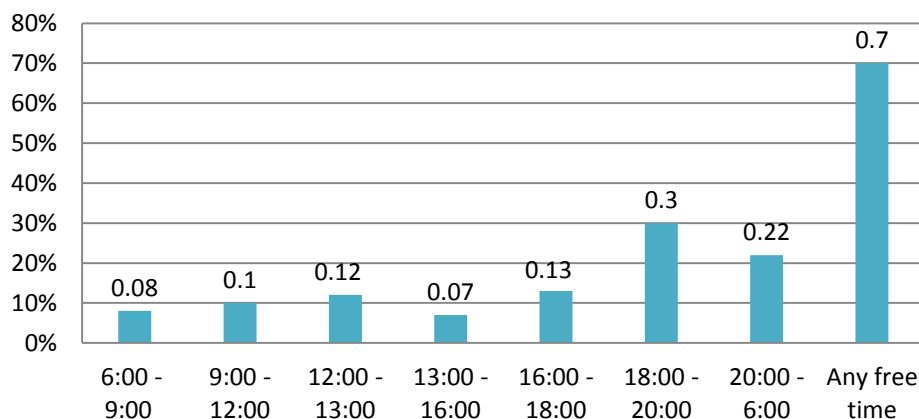


Figure 24 Time that people usually gain access to social sites. (Summarized by the author with own survey's results) (See Appendix 9)

In terms of which type of content TMA should post in their social sites for the target group, the results of this research had presented obviously in graph below.

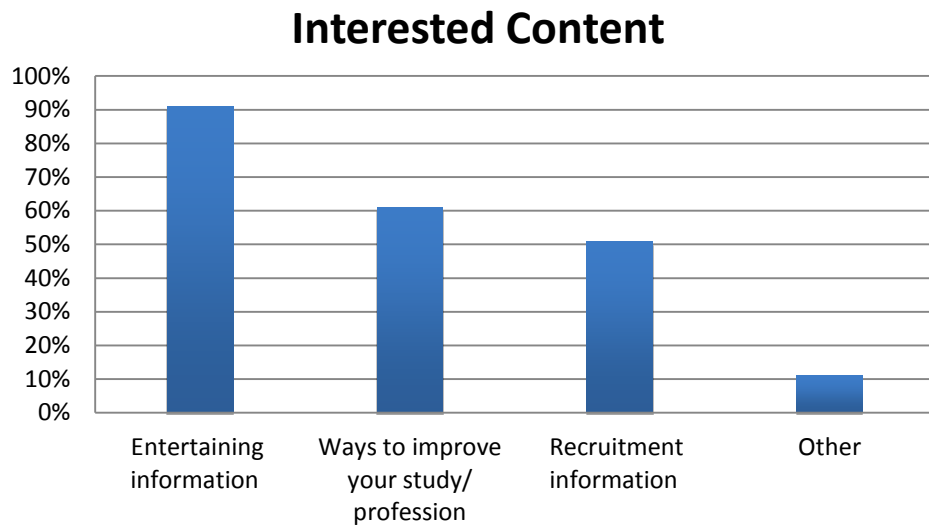


Figure 25 Types of content that Internet users are interested in (Summarized by the author with own survey's results) (See Appendix 9)

The common interesting contents among the listeners include entertaining information, knowledge for improving skills and recruitment information. While the vast majority of people enjoy entertaining information in social media, more than a half of this group is fascinated to practical knowledge and recruitment information.

Additionally, one main purpose of the survey is to identify which type of content can gain attention among people who are interested in ICT information. The below diagram summarized the answers for this particular question.

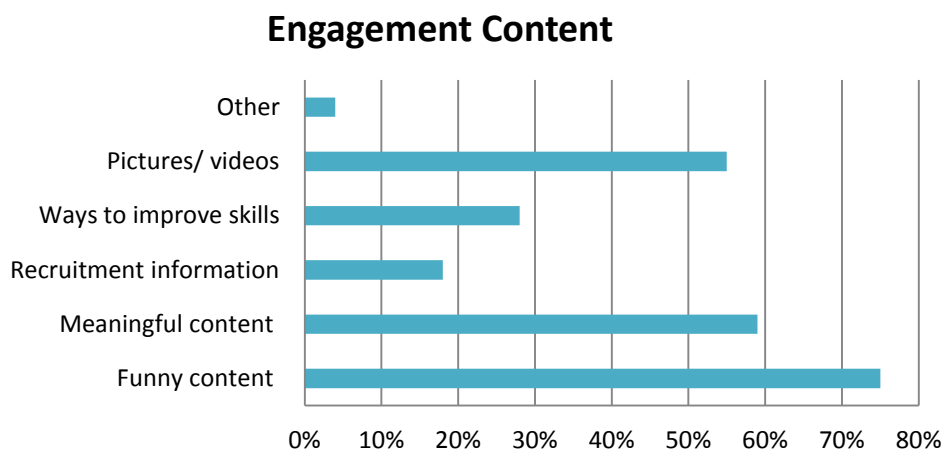


Figure 26 Types of content that Internet users would like to share or give comments in social media. (Summarized by the author with own survey's results) (See Appendix 9)

With the question of “Which sources of information do you often share or give comments in your social media pages?” , the study found out that the target group usually prefer funny and meaningful contents, including quotes, news, stories and pictures. Moreover, pictures and videos are also more attractive to this community. Furthermore, around one-quarter of the respondents are interested in information that can show how to improve their skills. The target visitors also engage to the recruitment information. Additionally, the survey results also showed some topics that ICT audiences often search for.

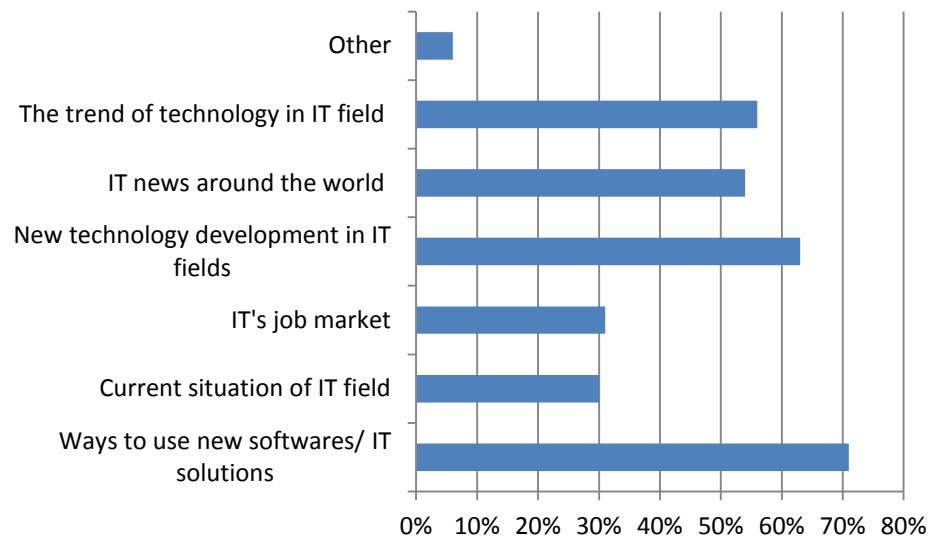


Figure 27 Information that ICT audiences often search for. (Summarized by the author with own survey's results) (See Appendix 9)

From graph 27, most of the users regularly search for ways to use unknown software or IT solutions. Moreover, the new technology development also gained attraction from the audiences. The trends as well as news in this field are common topics that the target group often wants to discover. Therefore, TMA probably makes their content more valuable by writing about the up-to-date technology development, the IT trends and news around the world.

4.2.3 Online Contest

Concerning about one of the most well-known tactics for gaining more people to the social sites- Online contest, even though more than 70% people said that they were not interested in online competition, more than half of the respondents had participated in an Internet challenge.

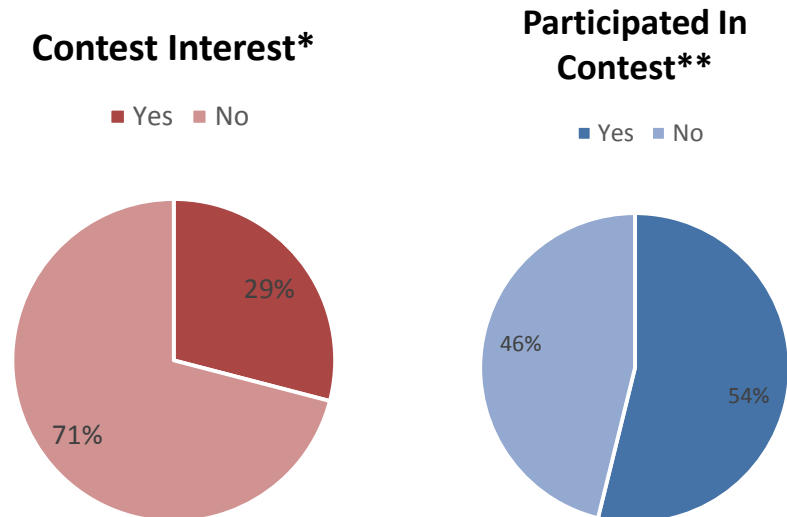


Figure 28 * People who are interested in online contests
 **People who have participated in an online contest. (Summarized by the author with own survey's results) (See Appendix 9)

Moreover, the reasons for joining the contest were presented clearly in the graph below.

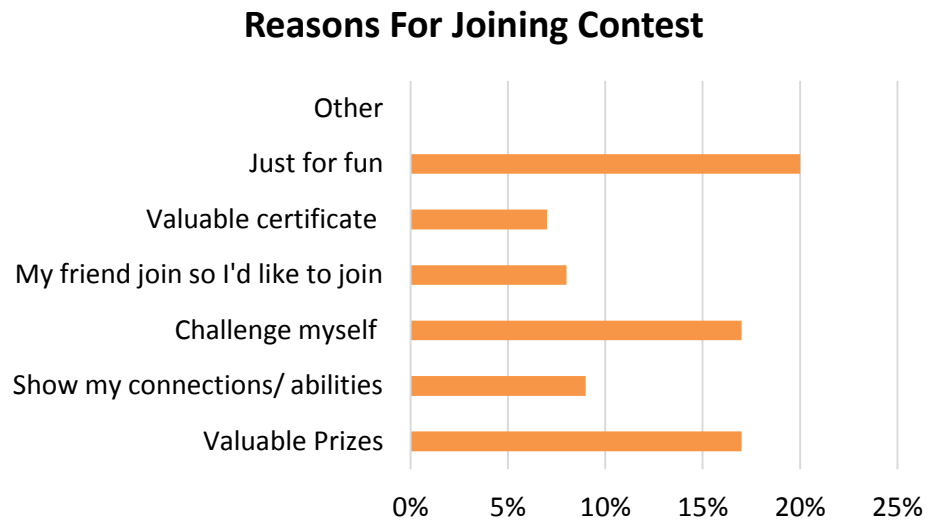


Figure 29 Reasons for joining online contest (Summarized by the author with own survey's results) (See Appendix 9)

While 20% of the respondents entering the online contest just for fun, there are many people who joined the contest for prizes and for challenges. Other reasons for Internet users to take part in an Internet competition include that the participants could receive valuable certification, or the contest gave them chances to show their abilities or connections, or simply that they only joined because their friends joined the challenge. Understanding that online contest might be attractive to the target audience group of TMA, the researcher had also tried to discover the desired rewards that those people would like to have.

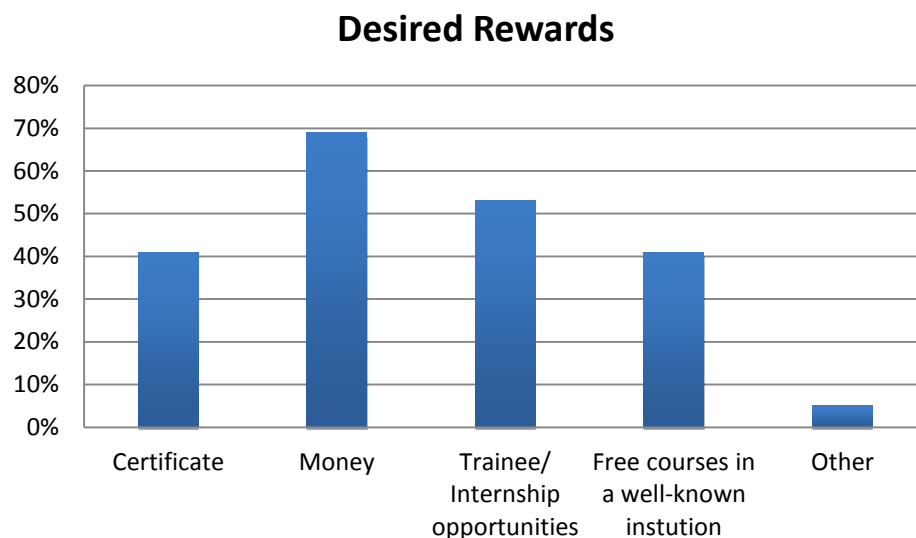


Figure 30 Rewards that people would like to receive after joining online contests (Summarized by the author with own survey's results) (See Appendix 9)

According to the answers summarized in the chart above, more than half of the group prefers to receive money or internship opportunities as their rewards. Moreover, free courses in institution or certificate can also be a good reward recommendation for TMA.

4.2.4 Possible advertising channels

Furthermore, to build the brand awareness among the target community, the firm can also promote the company in the online sources that those people often find ICT information. The research pointed out that social sites, IT forums and search engine are the most common tools for the people among this group to find out their information. According to the surveys, Tinhte.vn, Tech24.vn and Genk.cn are the best well-known IT forums while Google.com is the most favorite search engine. Addition to the search engines and IT forums, online newspapers like echip.com.vn, techcrunch.com are also popular among those Internet users (See Appendix 9).

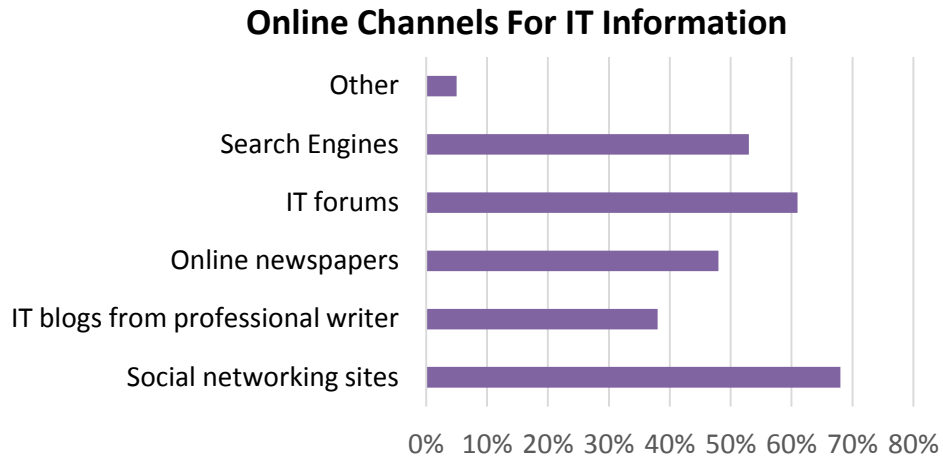


Figure 31 Online channels that people use to find IT Information (Summarized by the author with own survey’s results) (See Appendix 9).

4.2.5 Avoidances

As this research was conducted to identify the good tactics that TMA should follow to gain more audience in the target group, the study also aimed to show some main factors that would be annoying for the online audience. The chart below showed main reasons that people in the target group might stop to follow a social site. Uninteresting or boring content is the most essential cause that people would like to leave the company’s social media. Moreover, advertising too much in social media seems to be annoyed to the vast majority of Internet users. Additionally, the firm also needs to pay attention to the number of posts in the social sites since too many posts a day might make the audience have negative feelings among the brand. Design and comment/share/like function are also factors that the firm should focus on to ensure that the visitors are not leaving their online page unhappily.

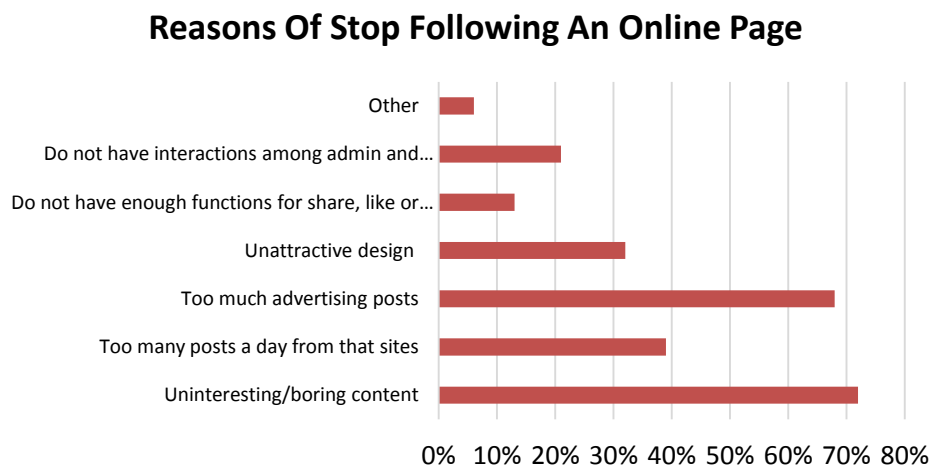


Figure 32 Reasons for people to unfollow an online page (Summarized by the author with own survey’s results) (See Appendix 9)

5 RECOMMENDED STRATEGY FOR TMA'S OWNED MEDIA

After analyzing all data related to the current state of TMA's owned media and making the trial benchmarking between TMA and its competitors, in this part, the researcher will give recommendations for each channel of the case, including the suggested strategy and some tactics that the business should use for improving their channels. All the suggestion was made based on the present situation of TMA.

The bench marking's result indicated that there are two main strategies that the firm could follow to improve their media. Firstly, the company possibly provides consistent and same information for all the channels to be considered as an expert content provider in the field. The advantages of being an expert on the field comprise that the business can build a solid professional brand image, create a sustainable community among people inside the industry and gain trust from the potential customers and online audiences. In the first approach, TMA can follow the same as their international competitors; however, this method requires many efforts to create specialist contents. Another strategy for the firm's channels is that the organization can become a valuable content provider by giving different content for separated target audiences. Following this approach, TMA can create the variety for their sites. It can also make the business more popular in some targeted group as the audience would like to hear information related to their interests. One more benefit to this strategy is that it requires less effort spending on creating valuable content as audiences follow these channels because it provides information that they need not because it is an expert on a specific industry. Additionally, the commissioner revealed that they did not want to outsource their content for freelancers or digital marketing agency as it will cost a lot of money, and the professional writer might not understand the company or the industry as much as their employees do. Furthermore, the company also has limited human resources for marketing so the researcher suggested that the firm probably followed the second strategy: being a valuable content provider. Therefore, the case company needs to identify target audience and the content suitable to each of their media. In addition, they should also identify factors and techniques to reach as many people as possible in their target group. All the suggestions below will base on that approach.

5.1 Website

- **Target audiences:**

In this channel, the target audiences are partners, potential customers, customers and prospective employees.

- **Objectives:**

The company should increase the traffic to their websites. That will lead the rank of TMA becoming higher in the search engines. Moreover, since partners and potential leads are the common visitors to the website, large

number in the web's visitors mean that the page is more popular and increases the chance for having online leads.

- **Suggested tactics:**

As a website is the platform where most of the potential customers will look for information of the corporation, and the services before they contact or request a quote. Therefore, TMA should provide enough information about their products and services. Moreover, to build trust from the potential leads, TMA possibly works some more content tactics for their website such as using online presentations, creating case studies from their former customers. Ebook as a sample guideline for their products can also be a good idea. Furthermore, the firm can take their time on Webinars to attract more visitors to their sites. Besides, annual report is easy to be made since the company can utilize their internal reports each year. These content tools require less efforts comparing to other techniques such as white papers or research reports.

Another suggestion which was identified during the benchmarking part, TMA should present all the social site links in all the web pages in their website at least in the Homepage. Moreover, testimonial part is also important if the company would like to show their capabilities for the potential customers. Last but not least, the website probably should integrate RSS functions for visitors get news from the company whenever TMA updates anything in their websites and from their news.

5.2 Blog

- **Target audiences:**

TMA's partners, potential customers and people who are interested in the innovation or IT news are the targets for blog.

- **Objectives:**

Since a blog is the community, which has the same, concerns TMA could write blog for the people who are interested in the ICT fields. This is a place for TMA prove their abilities as an updated professional outsourcing company.

- **Suggested tactics:**

As the results from the survey among potential ICT audience in the above chapter, most of the audience gains access to blog daily, it is suggested that TMA should produce blog at least once a day. If the company does not have enough efforts, they can have two to four blogs a week depending on their resources. Additionally, a fixed schedule for posting blog will help the company gain more regular audiences as it creates a habit among the community. A marketing manager in a digital marketing agency in Netherland suggested that company could make plan and create all the contents at least one week before the information is officially published.

The reason for that advice is because company should have a plan in order to keep up with the pace and ensure that they produce posts regularly. However, sometimes if unexpected hot topics might be appeared, the marketing staffs need to produce posts immediately even when they already create and plan for different content at that time (Interview, 2014).

The research in the previous part also shows topics that the potential audiences of TMA's blog might be interested. These content topics include ways to use new software or IT solutions, latest technology development and trend in the industry or IT news around the world. Company's products are also expected for the potential audience. Moreover, the survey results have shown that job for IT students are also expected to appear in the blog. However, because around 80% of the respondents are students, and the essential target groups of the blog do not include students, the researcher does not recommend TMA put the IT job offers in this channel.

At last, TMA should allow likes, shares and comments in the blog as these discussion functions are main tools to raise interactions among the company and its community. To reduce the risks from baseless negative comments towards the firm, TMA can adjust their setting so that all the comments from audiences have to come to the marketing team before being published.

5.3 Social Media

In general, with any tactics or objectives for TMA's channels, the main focuses of the social media pages are leading the visitors from those pages to the company's website and build awareness and trust among their community.

5.3.1 Facebook

- **Target audiences:**

In Facebook, TMA aims to reach their employees and potential workers.

- **Objectives:**

The most important objective for TMA's Facebook is to create an internal communication platform among the employees. By sharing the working information or outdoor activities of its staffs, TMA can provide their partners or potential customers general impression among the company's atmosphere and the company's human resources. Furthermore, by showing the company's environment, the case might attract talented students – the most active group in Facebook, to work for the enterprise.

- **Suggested tactics:**

As Facebook is the most popular social platform, and people often get access to its several times a day, it is ideal if the case company can update their pages at least three to four times a day. The research also showed that the good periods of time for posting are 12:00-13:00, 16:00-18:00, 18:00-20:00 and after 20:00.

Additionally in the interview with a Digital Marketing Agency in Netherlands, the Marketing manager had suggested a small tactic to improve the interaction for each post in Facebook that company can re-post their information every 4 hours in one or two days before they continue to provide different information. The reason for that action is because whenever the organization posts some information in its page, Facebook just provided the news to 20-30% number of fans in this page, therefore, practicing this little method could ensure that the company's posts could reach to many more fans and people who are interested in the field (Interview, 2014). Due to the characteristics of the industry and the lack of resources spending for the content, TMA could utilize this tactic to reduce the efforts that they need to spend for the Facebook marketing.

Regarding to the content, since entertaining contents possibly win interest from Facebook users, the marketing staff could collect meaningful stories, quotes, news and pictures from other sources that are appropriate for their target group and update them to their status. Moreover, as pictures and videos are in the top list of engaging content, pictures or videos about TMA working environment and outdoor activities such as "Happy Hour" days, company's trips, TMS got talent and Toast Masters, are suitable for their site. Furthermore, as IT students and IT workers are in the possible fans of TMA in Facebook, information for improving the working skills is highly recommended. Recruitment information can also be posted in Facebook as the channel aims to reach their prospective workers.

Another tactic that company can do to gain more interactions among their fans is creating a question poll like their competitors. Linking the all other sites to Facebook is also a good method providing visitors the convenience in finding information if they would like to discover more about the business.

5.3.2 LinkedIn

- **Target audiences:**

TMA should aim to reach their partners, customers, potential customers in this site.

- **Objectives:**

The main and only objective that TMA should focus on this social site is to communicate with their professional partners, providing information for their previous and potential customers.

- **Suggested tactics:**

As LinkedIn is the professional platform, all the information posted to the site should be formal. Official news from the companies, the services or the industries could be posted. Moreover, due to the characteristics of LinkedIn users, they often gain access to the site few times in a month. Therefore, one post per week should be enough.

Furthermore, to save the resources spending on this page, TMA can utilize their posts from the blog or website as it aimed to the same target audience. Another technique that can improve the performance of TMA in LinkedIn is to find other professional LinkedIn profiles in ICT industry or industries on which TMA's customers are working and then to communicate and interact actively in their posts. By giving valuable comments about the industries or hot issues in the market, more organizations in the world will be aware of TMA's presence. Lastly, asking the company's engineering team to create profiles in LinkedIn and linked to the company's page is possibly a good tactic since the target audience group can gain more insights about the company's human resources.

5.3.3 Twitter

- **Target audiences:**

By observing the TMA's Twitter profile, the researcher realized that most of the followers are companies, organizations or experts who are fascinated to IT information. Therefore, the target group for this site can be TMA's partners or people who are interested in the company's industry.

- **Objectives:**

Due to the characteristics of Twitter - the maximum character in each tweet is 140; the main purpose of the company's page is to drive traffics for the blogs and websites. Moreover, to reach the target follower group, TMA should create an image as an up-to-date technology company.

- **Suggested tactics:**

As it can be seen from successful competitors of TMA, the firm should release at least three to four tweets a day. Furthermore, in case of resource shortage, the company can re-tweet related information from other Twitter's accounts. Information from blogs and news is also recommended to share in this platform. However, the company should ensure that they have sent a clear introduction about the links as the number of character using for writing a tweet is limited. Moreover, if TMA could invest more efforts, creating different "lists" for separated followers is also a good suggestion. Another problem of TMA's page is that they have followed too many Twitter's accounts, many of the "following" profiles are not related to the company's industry or target concerns. Therefore, it is recommended that the marketing team should spend time on looking through their "following" list and "unfollow" the unnecessary accounts.

5.3.4 Google+

- **Target audiences:**

After researching through company's profile and its competitors, the researcher suggested that the main target audience in this site should include employees and potential workers. The reason for this recommendation is that most of the people who are interested in IT field or prospective IT engineers gain access to Google+'s accounts daily (See Appendix 9, question 12).

- **Objectives:**

The result of the bench marking showed that among all the social platforms, Google+ seems to be the site with the worst interaction rates and interaction numbers. (See Appendix 4) Therefore, the main objective of this channel is to drive traffic for other company's media.

- **Suggested tactics:**

In general, since this site has the same target audience as Facebook, to save the efforts in control online media, the case company can use the same content and posting strategy that they use for their Facebook page. If the company does not have enough resources, not much effort should be spent for this channel since it receives much fewer interactions from the audiences.

5.3.5 Youtube

- **Target audiences:**

As video is not only considered as one of the most effective tactics using in B2B marketing but also preferred by the majority of Internet users, TMA could reach to all of their focused groups, including partners, customers, prospective customers, employees or potential employees and even people who are interested in ICT industry.

- **Objectives:**

Nowadays, due to the popularity of Youtube, this site can be considered as an online broadcast channel. The page provides the firm a tool to create their own channel in a global television station. Therefore, Youtube can be considered as an advertising channel for the firm making TMA become more well-known to the viewers worldwide. Moreover, due to the characteristic of video, it possibly creates a visual view of the company and its services. Videos in Youtube channel also can be linked to website improving the content for the web or other social media.

- **Suggested tactics:**

As making videos require a lot more time and efforts from the company, from the benchmarking, it is suggested that TMA could firstly use the same tactics as their national competitor – FPT Software. That means the firm can focus on posting videos about their internal activities among their employees. However, if the company can invest more in this channel, they can gain nearly the same effects as television broadcasting. Moreover, the budget spending on the making videos in Youtube is less than doing the same advertisement making in a television channel. But the result is believed as the same (Interview, 2014). Suggestions for video content that TMA could make include product introduction videos or the video guides for using their solutions. Creating these recommended contents, TMA can not only visualize their products they offered for targeted potential customers but also create a strong impression within their potential purchaser since images often talk more than words.

5.3.6 Other Channels

Having the knowledge about content trends within the Internet users, the case has started to use Pinterst and Slideshare at the beginning of this year. However, they gained just some few interactions as they spent much less efforts in creating the content. Because of the resource shortage, TMA should invest their time and efforts only in the above-owned channels. After the company has built the stronger base in the previous pages, they can start to work on these sites later.

5.3.7 Contest Propose

In the survey, the respondents admitted that although they might not interest in the online contest, they did join the competition. That led to the ideas that TMA could organize some contests to make their social media become more popular. The target for the contest might just focus on employees and the potential employees of TMA since they would be the most active online users in social networking pages. The survey revealed apart from money, job opportunities or free courses could be the best reward for the competition online. These desired rewards are suitable for the ability of TMA since the company has provided the training services, and they are also in need of the interns or trainees. Moreover, online contests among employees make the workers more involved in the marketing process of the company. As the employee can share information about the company in their individual community when they participated the contests.

5.3.8 Advertising Propose

TMA could also advertise their pages to make it more popular through the Internet channels that their audiences often pay attention to. The company could pay for placing their online banner through the best online forums in

ICT fields such as Tinhte.vn, Tech24.vn and Genk.cn. Moreover, e-newspapers such as Echip and Techcrunch are also popular among the ICT audiences. Last but not least, Google ads might be the best option for promoting the company's channel in the search engines.

6 SUMMARY AND DISCUSSION

In this chapter, the researcher will draw a conclusion for this research by summarizing briefly all the main findings of this research. Besides, strengths and weaknesses of the study will be discussed by the self-evaluation of the writer together with some suggestion for further research.

6.1 Conclusion

The goal of this thesis is to find out which online strategy for owned media is suitable for a B2B company in ICT industry like TMA Solutions. Therefore, after presenting background information about the case company and the project in chapter 1, theories related to digital marketing channels and the most well-known strategy for the Internet media – Content Marketing has been introduced. Besides, because of the special characteristics of the B2B Company, theoretical literatures about how B2B marketing works also presented in this part. To summary, the two most important differences between B2B and B2C market are about the relationship and the buying behaviors among the companies. Since each product in B2B market is much more expensive and will affect to a whole company or organization, the process of making decisions in this market often takes longer time than in the B2C market. Furthermore, in this market, the relationship between company and customer is very important as trust plays a dominant role in purchasing decisions. In terms of digital marketing, all the channels in the Internet are separated according to its characteristics and functions, including paid, owned and earned media. While owned media is free channels that company can create themselves and use for promoting the company, the firm needs to pay if they would like to advertise about their company and services in paid media. Besides, the customers create earned media. As clients have good or bad experiences, they might share their feelings or comments among their own community such as forum or their individual social page. That probably creates a viral effect to the brand. The most famous strategy in digital marketing nowadays is content marketing. Since people often use the Internet for search information, if the company can provide them valuable sources, it will build trust among the prospects and create a good brand image for the organization. Content marketing means that company needs to provide information not only for advertising purposes but also for providing readers helpful knowledge. There are lots of tactics, which can be used in creating content marketing, however, planning and evaluating the effects after the Internet campaign is very important since they can ensure the effectiveness of the online tools. In B2C industry, firms can check and evaluate the effectiveness of their activities through the online sale. In contrast, in B2B market, it might be hard to say whether the company has worked their best or not.

Therefore, in order to evaluate the results of online media, company needs to know about the online indicators in each channel. Moreover, due to the development of the Internet, there are various analytic tools that company can use in this evaluation process.

After reviewing theories, which are related to the study, in Chapter 3, the writer analyzed the current state of TMA's owned media. By evaluating indicators in each channel, the study gave to both commissioner and reader an overview about how TMA had worked in their channels. The results in brief were that even though the case company had built their presence in the Internet, and they had a high rank on the search engines, the interaction between the firm and its customer was considered as the low rate. The company received few comments from its reader; their online community is also very small. Moreover, SWOT analysis for the firm's media showed that the company was not followed any plan or had a specific strategy for each channel, as well as the effort spending the digital channels was not enough. The SWOT also indicates some opportunities for company to grow their social pages such as outsource the content or using different tools for creating different materials. Furthermore, as evaluating the effectiveness is important, company can also use the analytic tools to keep track of their performance.

In the fourth part of the thesis, the researcher applied trial benchmarking method to analyze the effectiveness of TMA's online media with its national and global competitors, including FPT software, Wipro, Infosys and CSC. The benchmarking was separated into three main parts represented three essential kinds of owned media- website benchmarking, blog benchmarking and social media benchmarking. In the first part of the benchmark, by using the web analytic tool - Alexa, the writer gathered all the important data about the website's performance of all the four businesses on the same day to ensure that all the firms were evaluated equally in the same way. Generally, TMA ranked the lowest comparing to all of its main rivals. However, the company had good engagement metrics which meant that the firm could keep the attention of their visitor in their website. At the same time, there were very few tactics have been used to provide more qualitative information for their online visitors. A comparison about content tactics was made to give the case an insight to what their competitors for better web's performance. Additionally, at these companies have integrated their blogs as part of their website, the performance of the website also presented the blog's results. As TMA considered blog as an SEO tool, they did not pay much attention to create content and control this channel. As the blog should be considered as a communication tool between the company and its customers or leads, the company was suggested to integrate the communication functions in their blogs since they did not allow readers to write comments or share the information with others. In the benchmark of social media, another analytic tool was used – Quintly. Moreover, all the data metrics in each of the media was presented in a radar graph, providing more visibility for comparing all the companies. As the result, while the other three international competitors performed very well in the social channels with lots of fans and interactions, TMA did not receive as much attention as they should. The numbers of

their fans were also too small. That led to the suggestion for finding more insights about the online TMA's audiences. Additionally, another research analysis was presented also in this chapter since the researcher would like to have more data on the interest of the Internet ICT audiences that are also the main visitors for TMA's owned media. From analyzing 296 survey respondents, the researcher has suggested some methods that company can do to improve the interaction among TMA and its Internet audiences. Discovering about the popular online platforms and the time that the target group online could give TMA a hint in planning their digital marketing. Due to the research, people in this target group often online after six in the afternoon and Facebook, Youtube, Google+ and Twitter were the most well-known platforms. Moreover, the research also provides information about the content that company could publish to gain more interest from the target people. As the survey revealed that entertaining message, recruitment information or advices in improving IT skills were information that this target group expects. Additionally, the researcher also examined the effect of a popular technique – Online contest that the case company can use to gain more fans for their social pages. It seemed that the tactics might work well with these listeners. Additionally, as TMA could also advertise their page in some other channels, the research also discovered some online channel that the firm could use to make their pages become well liked. The Internet forums such as Tinhte.vn and tech24.vn; online newspaper like Echip or the most popular search engine- Google, were all possible channels that company should consider if they would like to start a promoting campaign for their pages. Last but not least, the study also found out which actions can make their online feel annoyed and stop to follow the pages. As the result, posting too frequently in a day, advertising too much or updating boring contents were three most important things that company should try to avoid in their social media.

In the recommendation part, the researcher used all the suggestions and theories in the previous chapters to draw a practical strategy for TMA in their owned channels. In general, the case organization was recommended to have different strategies for each channel that means the case cannot post the same information in all the media. A closer look on each channel was presented in chapter 5 with clear target audience, objective and strategy for TMA's website, blog, and the five most popular platform Facebook, Google +, LinkedIn, Twitter and Youtube. Furthermore, due to the quantitative research on chapter 4, the researcher also suggested that the case company could focus their efforts in the main platforms and eliminate the other new platforms such as Pinterest and Slideshare because of the company's resource limitation.

6.2 Discussion

6.2.1 Self-evaluation of the research process

The research results were derived from both the theoretical literatures and practical analysis and research. That means the suggestions are based on logical reasoning study not just by the author's intention. Moreover, all the

analyzed data was gathered through trustworthy resources and from the real survey research. Additionally, the researcher used to work in the company for three months; the evaluations will be more precise. Therefore, all recommendations are believed to be the good practices for the case company.

6.2.2 Future research suggestion

As in the theory part of the research, Internet marketing should work best if the company can utilize all the online media together. The researcher suggests that TMA could do two more researches about paid media and earned media, so that they could improve the quality of their effort spending on the digital marketing.

SOURCES

Books

Bodnar, Cohen, K and Jeffrey L. 12.2011. *B2B Social Media Book: Become a Marketing Superstar by Generating Leads with Blogging, LinkedIn, Twitter, Facebook, Email and More*. Hoboken: Wiley.

Blyth, A. 2011. *Brilliant Online Marketing*. Edinburgh Gate, Harlow: Pearson Education Ltd.

Corcoran, S. 16.12.2009. *Defining Earned, Owned and Paid Media*. Accessed 2nd April 2014.

Creswell, J.W. 1998. *Qualitative Inquiry and Research Design Choosing among Five Traditions*. Sage Publication.

Dave, C. 2008. *eMarketing excellent planning and optimizing your digital marketing 3rd edition*. Elsevier.

Fill, McKee, C & Scot. 2011. *Business Marketing Face-to-Face: The Theory and Practice of B2B*. Mensa, Az, USA: Goodfellow Publishers Limited.

Gillin, Schwartzman, P. and Eric. 01.2011. *Social Marketing to the Business Customer: Listen to your B2B Market, Generate Major account leads and Build client*. Hoboken: Wiley

Kothari, C.R. 1985. *Research Methodology – Methods and Techniques*, New Delhi, Wiley Eastern Limited

Kotler, P. & Armstrong, G. 2008. *Principles of Marketing*. 12th edition. New Jersey: Pearson Education, Inc.

Leak, William, V, Ginty, L & Maura. 6.2012. *Complete B2B Online Marketing*. Somerset: Wiley

Laudon, K. & Traver, C. 2008. *E-commerce Business Technology Society 4th edition*. London: Pearson Education Ltd.

Miller, K. 16.03.2012. *B2B Digital Marketing: Using the Web to Market Directly to Business*. USA: Que Publishing.

Rohrs & Jeffrey K. 11.2013. *Audience: Marketing in the Age of Subscribers, Fans and Followers*. Somerset: Wiley.

Scott, D. 2010. *The New Rules of Marketing & PR 2nd ed*. New Jersey: John Wiley & Sons, Inc.

Stapenhurst, T. 2009. *The Benchmarking Book – A how-to-guide to best practice for managers and practitioners*. 1st Edition. Butterworth-Heinemann, Elsevier.

Secondary data

Alexa, n.d. How are Alexa's traffic rankings determined? Accessed 5th October 2014.

<https://alexazendesk.com/hc/en-us/articles/200449744-How-are-Alexa-s-traffic-rankings-determined->

Anderson, M. 2013. How to build a perfect B2B product page. Hubspot. Accessed 14th April 2014.

<http://blog.hubspot.com/marketing/how-to-build-perfect-b2b-product-page-ht>

Beever, J. 27.03.2012. 12 Benefits of Blogging for B2B Marketers. Accessed 7th April 2014.

<http://www.newincite.com/blogging/12-benefits-of-blogging-for-b2b-marketers/>

Ciitmaur.com, n.d. ROI-based display advertising. Accessed 20th August 2014. <http://www.ciitmaur.com/display-advertising/>

Emarketer, n.d. Marketers Continue to Expand Digital Budgets but Growth is slowing. Accessed 10th April 2014.

<http://www.emarketer.com/Article/Marketers-Continue-Expand-Digital-Budgets-Growth-Slowing/1009178>

EbizMBA, 10.2014. Top 15 Most Popular Search Engines. Accessed 18th September 2014. <http://www.ebizmba.com/articles/search-engines>

FPT-Software, 18.06.2014. FPT ranked #57 in IAOP 2014 Global Outsourcing 100 List. Accessed 5th October 2014.

<http://fpt-software.com/News/fpt-ranked-57-iaop-2014-global-outsourcing-100.html>

Gate, B., 1996. Content is king by Bill Gates. Craigbailey.net. Accessed 12th October 2014.

<http://www.craigbailey.net/content-is-king-by-bill-gates/>

Geocases, n.d. India: The Rapid Growth Of The Service Sector. Accessed 05.10.2014. <http://www.geocases2.co.uk/india2.htm>

Hausman, A. 2005. Doing Business in a Digital World. Bradford: Emerald Group Publishing Ltd. Ebook. Accessed 3rd April 2014.

<http://site.ebrary.com.ezproxy.hamk.fi:2048/lib/hamk/docDetail.action?adv.x=1&d=all&f00=all&f01=&f02=&hitsPerPage=500&p00=b2b+marketing&p01=&p02=&page=1&id=10103473>

IBM. 10.2010. IBM Midmarket How-To Guides: Integrating paid, owned and earned media. Pdf file. Accessed 4th April 2014.

https://public.dhe.ibm.com/partnerworld/pub/smb/ww_mm_education_modules_integration_final.pdf

Lieb, R., Owyang, J. , Groopman, J. & Silva, C. The Converged Media Imperative: How Brands Must Combine Paid, Owned and Earned Media. n.d. Accessed 15th April 2014.

<http://www.conversionation.net/2012/07/altimeter-report-the-convergence-of-paid-owned-and-earned-media/>

MarketingProfs & Content Marketing Institute, 2014. B2B Content Marketing 2014: Benchmarks, Budgets and Trends – North America, n.d. pdf file. Accessed 5th April 2014.

http://contentmarketinginstitute.com/wp-content/uploads/2013/10/B2B_Research_2014_CMI.pdf

MarketingProfs & Content Marketing Institute, 2014. Technology B2B Content Marketing 2014: Benchmarks, Budgets and Trends – North America. Pdf file. Accessed 10th October 2014.

http://contentmarketinginstitute.com/wp-content/uploads/2014/03/Tech_Research_2014_SS.pdf

MarketingProfs & Content Marketing Institute, 2014. B2B Content Marketing 2015: Benchmarks, Budgets and Trends – North America. Accessed 20th October 2014.

<http://socialmediab2b.com/>

Power, R.6.2.2013. Seven Essential features of effective B2B websites. Smartinsights. Accessed 12th April 2014.

<http://www.smartinsights.com/b2b-digital-marketing/b2b-website-design/eight-essential-features-of-effective-b2b-websites/>

Pulizzi, J. 01.10.2013. B2B Content Marketing: 2014 Benchmarks, Budgets and trends – North American. Accessed 20th August, 2014.

<http://www.slideshare.net/CMI/b2b-content-marketing-2014-benchmarks-budgets-trends-north-america-by-content-marketing-institute-and-marketingprofs?ref=http://contentmarketinginstitute.com/2013/10/2014-b2b-content-marketing-research/>

Plunkett Research, Ltd., n.d. Introduction to the Outsourcing and Offshoring Industry. Accessed 21st August 2014.

<http://www.plunkettresearch.com/outsourcing-offshoring-bpo-market-research/industry-trends>

Pulizzi, J. , n.d. What is Content Marketing ? Accessed August 22nd 2014.

<http://contentmarketinginstitute.com/what-is-content-marketing/>

Takala, K. 2014. Samsung new device introduction and how to use Social Media Marketing. Valkeakoski. 27.11.2014. HAMK University of Applied Science.

The American Marketing Association. 20112. Accessed 30th March,2014. <https://www.ama.org/AboutAMA/Pages/Definition-of-Marketing.aspx>

TMA blogs, 12.07.2013. Forbes's praises about the potential of Vietnam software offshore industry. Accessed 22nd August 2014.

<http://www.tmasolutions.com/TMA-Blog/article.aspx?id=50>

TMA Solutions. Company, n.d. History. Accessed 25th March, 2014.

<http://www.tmasolutions.com/history.aspx>

TMA Solutions Company, n.d. Customer. Accessed 27th March, 2014.

<http://www.tmasolutions.com/clients.aspx>

TMA Mobile Solutions Homepage, n.d. Accessed 27th March, 2014.

<http://www.mobi-development.com/Home.html>

http://blogs.forrester.com/interactive_marketing/2009/12/defining-earned-owned-and-paid-media.html

Tuoi Tre Online Newspaper, n.d. A girl from TMA Solutions. Accessed 25th March, 2014.

<http://tuoitre.vn/Pages/Printview.aspx?ArticleID=102549>

Tuoi Tre News, 18.04.2014. Vietnam software outsourcing sector grows strongly in world's top 10. Accessed 21st August 2014.

<http://tuoitrenews.vn/business/19104/vietnam-software-outsourcing-sector-grows-strongly-in-worlds-top-10>

Tholons. n.d. 16.05.2010. Two Vietnam Cities in the top global outsourcing list. Accessed 23rd August 2014.

<http://excelbrothers.com/vietnam-software-outsourcing-blog/category/vietnam-software-outsourcing-industry-news/page/6/>

Twitter, n.d. Posting a tweet. Accessed 30th August, 2014.

<https://support.twitter.com/entries/15367>

Twitter, n.d. Using Twitter lists. Accessed 30th August, 2014.

<https://support.twitter.com/articles/76460-using-twitter-lists>

Verbeme, B. & Kooten, M., 10.11.2010. The Top Companies in the IT Services Industry - 2010 Edition. Accessed 5th October 2014.

<http://www.servicestop100.org/it-services-companies-top-100-of-2010.php>

Wasserman, T. 5.5.2013. Is this article earned media where you got it from. Mashable. Accessed 16th April 2014.

<http://mashable.com/2013/05/05/earned-media/>

Wildfire. n.d. Five Best practices for increasing earned media: Proven Facebook Campaign types that triple sharing and participation. Pdf file. Accessed 15th April, 2014.

[https://www.google.de/url?sa=t&rct=j&q=&esrc=s&source=web&cd=13&cad=rja&uact=8&sqi=2&ved=0CHUQFjAM&url=http%3A%2F%2Fgo.wf-](https://www.google.de/url?sa=t&rct=j&q=&esrc=s&source=web&cd=13&cad=rja&uact=8&sqi=2&ved=0CHUQFjAM&url=http%3A%2F%2Fgo.wf-so-)

[so-](https://www.google.de/url?sa=t&rct=j&q=&esrc=s&source=web&cd=13&cad=rja&uact=8&sqi=2&ved=0CHUQFjAM&url=http%3A%2F%2Fgo.wf-so-)

[so-](https://www.google.de/url?sa=t&rct=j&q=&esrc=s&source=web&cd=13&cad=rja&uact=8&sqi=2&ved=0CHUQFjAM&url=http%3A%2F%2Fgo.wf-so-)

cial.com%2Frs%2Fwildfire%2Fimages%2FWildfire%252520Report_Max
imize%252520Earned%252520Media%252520with%252520Social.pdf&
ei=ZXlOU_GwDI-
Hy-
AO75oDIaG&usg=AFQjCNFTrcfkGOsCvHARQ3vyCstsJKaGbA&bvm=
bv.64764171,d.bGQ

Interview

Company Interview, 2014. Interview with Marketing Manager in Mobile Department, TMA Solutions. Personal notes and emails.

Interview, 18.08.2014. Interview with Marketing Manager in a digital marketing agency, Improve Media. Personal notes.

APPENDIX

Appendix 1 WEBSITE INDEX FOR TMA AND ITS COMPETITORS

Appendix 2 EXPLANATION FOR THE WEBSITE METRICS

Appendix 3 EXPLANATIONS FOR THE SOCIAL MEDIA METRICS

Appendix 4 KEY METRICS OF SOCIAL MEDIA BETWEEN TMA AND ITS COMPETITORS

Appendix 5 POPULAR TATICS USED AMONG B2B TECHNOLOGY MARKETERS

Appendix 6 THE EFFECTIVENESS OF ONLINE TATICS USED AMONG B2B TECHNOLOGY MARKETERS

Appendix 7 POPULAR ONLINE PLATFORMS USED AMONG B2B MARKETERS

Appendix 8 POTENTIAL ICT AUDIENCE SURVEY QUESTIONS

Appendix 9 POTENTIAL ICT AUDIENCE SURVEY ANSWERS

Appendix 10 INTERVIEW QUESTIONS

WEBSITE INDEX FOR TMA AND ITS COMPETITORS

	Company	TMA So- lutions	FPT Software	Wipro	Infosys	CSC
Traffic Metrics	<i>Global Rank</i>	1802431	678334	11901	12253	24152
	<i>Country Rank</i>	28436	7617	997	1076	13866
Engage- ment Metrics	<i>Bounce Rate</i>	34	31.7	20.3	29	36
	<i>Page views/ Visitors</i>	3.6	2.6	4.36	3.33	3.03
	<i>Time on Site</i>	4	3	6	4	4
Reputation Metrics	<i>Link Sites</i>	81	1.77	2505	2619	2960
	<i>Facebook Likes</i>	33	113	841	413	891
	<i>Facebook Shares</i>	69	83	2127	947	245
	<i>Google +1</i>	72	2	9615	7402	7069
Traffic Sources	<i>Search Traf- fic</i>	40%	46.27%	17.84%	42.78%	29.45%
	<i>Link Traffic</i>	10%	10.45%	14.35%	13.67%	17.31%
	<i>Direct Traffic</i>	50%	37.31%	65.46%	42.01%	51.94%
	<i>Social Traffic</i>	0%	5.97%	2.35%	1.54%	1.29%

Figure 1 Websites metrics among TMA, FPT, Wipro, Infosys and CSC (Summarized by author from Alexa.com in 07.08.2014)

EXPLANATION FOR THE WEBSITE METRICS

Traffic Metrics	Global Rank	<i>A rough estimate of this site's popularity.</i> The rank is calculated using a combination of average daily visitors to this site and pageviews on this site over the past 3 months. The site with the highest combination of visitors and pageviews is ranked #1.
	Country Rank	<i>A rough estimate of this site's popularity in a specific country.</i> The rank by country is calculated using a combination of average daily visitors to this site and pageviews on this site from users from that country over the past month. The site with the highest combination of visitors and pageviews is ranked #1 in that country.
Engagement Metrics	Bounce Rate	Percentage of visits to the site that consist of a single pageview.
	Pageviews/Visitors	Estimated unique pageviews per visitor on the site.
	Time on Site	Estimated time on site (mm:ss) per visitor to the site.
Reputation Metrics	Link Sites	The number of websites that link to the site.
	Facebook Likes	The total number of likes of the website's home page.
	Facebook Shares	The total number of shares of the website's home page.
	Google +1	The total number of +1's of the website's home page.
Traffic Sources	Search Traffic	The percentage of all referrals that came from Search engines over the trailing month
	Link Traffic	The percentage of all referrals that came from links on other websites (that are not search engines or social networks) over the trailing month
	Social Traffic	The percentage of all referrals that came from social networks over the trailing month
	Direct Traffic	A count of all entries to the website that did not have a referrer over the trailing month (Updated daily). Direct traffic includes: Direct navigation - Someone types the website URL into a browser Bookmarks - Clicks on a bookmark/favorite link in a browser Email - Clicks on links in desktop email clients

Figure 2 Website metrics' explanations of Alexa (Summarized by author from Alexa.com in 30.08.2014)

EXPLANATION FOR THE SOCIAL MEDIA METRICS

Social Media Page	Key Metrics	Explanation
Facebook	<i>Fans</i>	The total amount of Fans of a page.
	<i>Own Posts</i>	The regarding total amount of own posts of the page.
	<i>Total Interactions</i>	The combined sum of Likes, Comments and Shares.
	<i>Interaction Rate</i>	A combined index of the sum of Likes, Shares and Comments per own post, standardized by the total amount of own posts and Fans.
	<i>Average People Talking About Rate¹</i>	The People Talking About value of a Facebook page gets averaged and normalized by the number of Fans.
Twitter	<i>Followers</i>	Line chart to compare the total amount of Followers of Twitter profiles.
	<i>Own Tweets</i>	This view shows you the absolute number of all Tweets published by public Twitter profiles. Please note: Replies are included.
	<i>Response Rate</i>	The calculated rate of responded and not responded user questions.
	<i>Interaction Rate</i>	This chart shows the Interaction Rate of selected Twitter profiles. The interaction rate is the average number of Retweets per own Tweet divided by the number of Followers.
	<i>Retweets</i>	Compare the number of Retweets on Tweets of selected Twitter profiles.
Youtube	<i>Subscribers Total</i>	Line chart to compare the total amount of Subscribers of YouTube channels.
	<i>Videos Total</i>	The total number of Videos of a YouTube channel.
	<i>Views Total</i>	The total amount of Video Views for YouTube channels.
	<i>Interactions Total</i>	The combined sum of Likes, Dislikes, Comments and Favorites.
	<i>Interaction Rate</i>	Benchmark the interactions of YouTube channels irrespective of the amount of Subscribers. The result is a combined index of the sum of Likes, Dislikes, Favorites and Comments, standardized by the total amount of Subscribers.
Google+	<i>Circle Followers</i>	The total amount of Circle Followers of Google+ Page.
	<i>Posts</i>	The total number of Posts of a Google+ page.
	<i>Interactions Total</i>	The combined sum of post +1's, comments and shares.

¹ Average People Talking About Rate = Avg PTAT Rate

	<i>Interaction Rate</i>	The interactions of a Google+ page irrespective of the amount of their Circle Followers. The result is a combined index of the sum of +1's, Shares and Comments per post, standardized by the total amount of posts and Circle Followers.
LinkedIn	<i>Company Followers Total</i>	The total amount of Company Followers of a LinkedIn Page.
	<i>Employees</i>	The relative change in Company Followers in percent.
	<i>Status Updates</i>	The total number of Status Updates of a LinkedIn page.
	<i>Job Updates</i>	The total number of Job Updates of a LinkedIn page.
	<i>Interactions Total</i>	The combined sum of likes and comments.
	<i>Interaction Rate</i>	The interactions of a LinkedIn page irrespective of the amount of their Company Followers. The result is a combined index of the sum of Likes and Comments per Status Update, standardized by the total amount of Status Updates and Company Followers.

Figure 3 Social media metrics' explanations of Quintly (Summarized by author from quintly.com in 05.09.201)

KEY METRICS OF SOCIAL MEDIA BETWEEN TMA AND ITS COMPETITORS

Facebook Metrics	TMA So- lutions	FPT Software	Wipro	Infosys	CSC
Fans (ten thousands)	0.26	0.9978	145.9992	63.7391	2.4147
Own Posts (ten thousands)	7.619	25.7143	100	31.4286	18.0952
Interactions Total (ten thousands)	4.5208	11.1606	88.4482	100	6.6181
Interaction Rate	0.001	18.9345	0.2373	2.1343	6.0634
Avg PTAT Rate	0.1582	0	12.2091	100	42.1285
Established Year	2010	2011	2008	2010	2009

Figure 4 Facebook metrics among TMA, FPT, Wipro, Infosys and CSC (Summarized by author from Alexa.com in 08.08.2014)

Twitter Metrics	TMA So- lutions	FPT Software	Wipro	Infosys	CSC
Followers (ten thousands)	0.0129	0.0036	22.2	11.2	0.6422
Own Tweets (hundreds)	1.64	8.65	65.74	97.88	51.28
Response Rate (ten thousands)	0	0	53.9683	100	78.3688
Interaction Rate	0	0	8.1829	13.8545	3.325
Retweets (ten thousands)	0	0	35.1916	45.352	10.9756
Established Year	2013	2014	2008	2008	2012

Figure 5 Twitter metrics among TMA, FPT, Wipro, Infosys and CSC (Summarized by author from Alexa.com in 08.08.2014)

Google+ Metrics	TMA So- lutions	FPT Software	Wipro	Infosys	CSC
Circle Followers (hun- dreds)	0.35	0	77.83	61.79	34.06
Views (ten thousands)	0.6318	0	137.3436	49.0915	142.5013
Posts	28	0	25.7143	25.5102	33.6735
Interactions	0.01	0	10.21	29.2683	50.813
Interaction Rate	0.001	0	32.4701	45.0452	49.324
Established year	2013	0	2012	2011	2011

Figure 6 Google+ metrics among TMA, FPT, Wipro, Infosys and CSC (Summarized by author from Alexa.com in 08.08.2014)

LinkedIn Metrics	TMA So- lutions	FPT Software	Wipro	Infosys	CSC
Followers (ten thou- sands)	0.1765	0.4503	51.0691	52.85	30.4658
Employees on LinkedIn (ten thou- sands)	0.1054	0.1613	10.966	12.0596	6.6885
Status Updates (ten thousands)	5	0	24.2152	18.9349	12.426
Job Updates (ten thou- sands)	0	0	9.2655	7.4785	39.8982
Interactions	0	0	95.2345	37.5379	12.6836
Interaction Rate	0	0	52.3196	96.1535	88.9306
Established Year	2013	2013	2013	2013	2013

Figure 7 LinkedIn metrics among TMA, FPT, Wipro, Infosys and CSC (Summarized by author from Alexa.com in 08.08.2014)

Youtube Metrics	TMA Solutions	FPT Software	Wipro	Infosys	CSC
Subscribers (hundreds)	0.13	1.06	15.64	3.97	7.3
Videos (hundreds)	0.18	0.88	3.03	2	1.34
Views (hundred thousands)	0.02846	0.26163	15.39827	7.64929	0.50597
Established year	2011	2013	2009	2006	2005

Figure 8 Youtube metrics among TMA, FPT, Wipro, Infosys and CSC (Summarized by author from Alexa.com in 08.08.2014)

POPULAR TACTICS USED AMONG B2B TECHNOLOGY MARKETERS

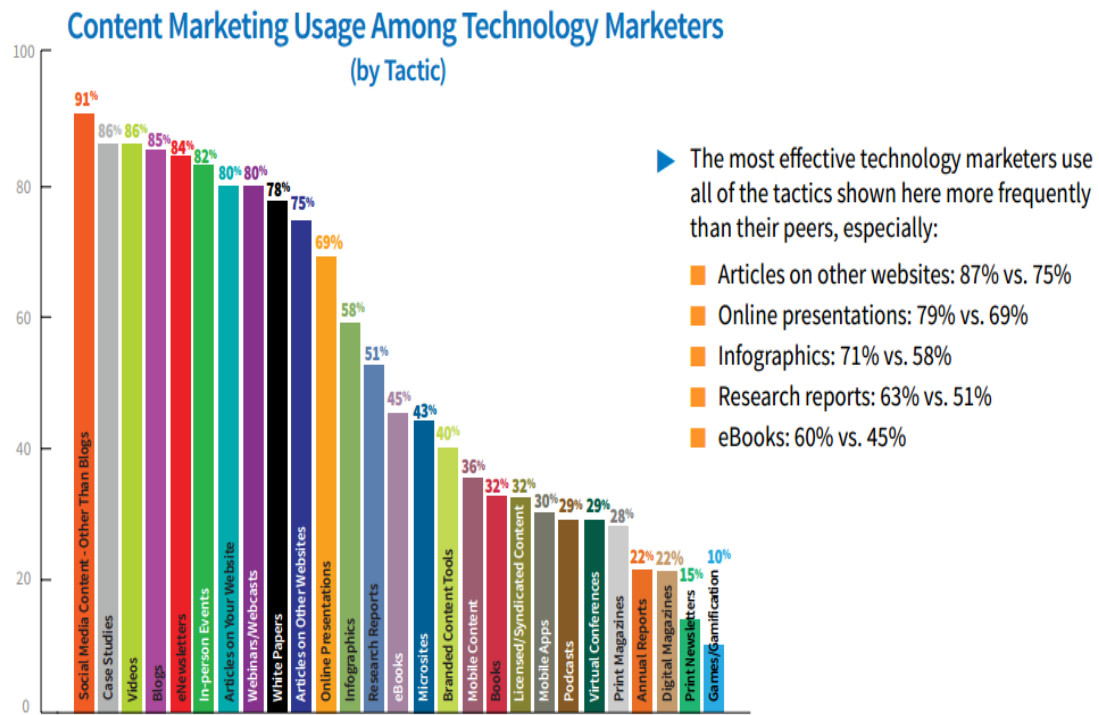


Figure 9 Popular tactics in B2B Technology Marketers (MarketingProfs & Content Marketing Institute, 2014)

THE EFFECTIVENESS OF ONLINE TATICS USED AMONG B2B TECHNOLOGY MARKETERS

Effectiveness Ratings of Tactics Among Technology Manufacturers Who Use Them



*Percentage of respondents who rated these tactics as a 4 or 5 in terms of effectiveness (on a scale of 1 to 5, with 5 being "Very Effective")

2014 B2B Technology Trends—North America: Content Marketing Institute/MarketingProfs

Figure 10 The effectiveness of online tactics used among B2B Technology Marketers (MarketingProfs & Content Marketing Institute, 2014)

POPULAR ONLINE PLATFORM USED AMONG B2B MARKETERS

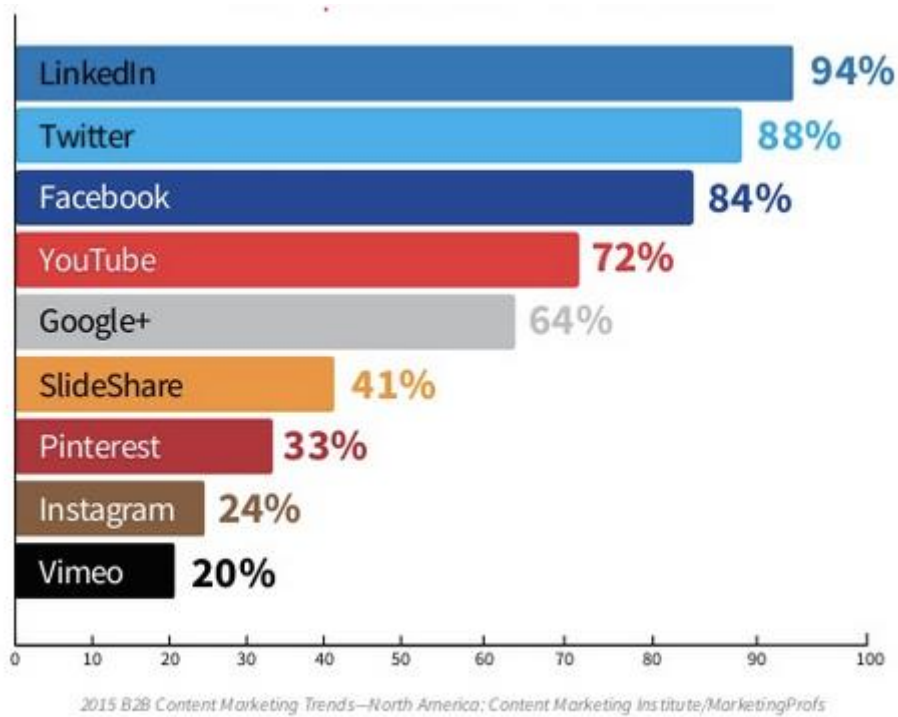


Figure 11 Popular online platforms used among B2B Marketers (MarketingProfs & Content Marketing Institute, 2014)

POTENTIAL ICT AUDIENCE SURVEY QUESTIONS

1. Are you interested in IT news or information?

- Yes
- No

(If no, please leave the survey. Thank you for your efforts and understanding)

2. How old are you?

- Under 18 years old
- 18-24 years old
- 25-30 years old
- > 50 years old

3. When are you from?

- Vietnam
- European countries
- The United States
- Others

4. What is your gender?

- Male
- Female

5. What do you do?

- Student
- Computer Programmer
- Web Designer
- Tester
- Database Developer
- Web Developer
- Other: _____

6. Which school do you go to? Or which company do you work for?

7. What is your field of study? Or which department do you work for? (such as IT, IT department, Marketing department, etc.)

8. Do you use any Social Media Sites? (Such as Twitter, Facebook, LinkedIn, etc.)

Yes

No

9. Which social media sites do you have (at least one) account? (You can choose more than one choice.)

Facebook

Twitter

LinkedIn

Google+

Foursquare

Youtube

Instagram

Pinterest

Blog

Other: _____

10. What time do you usually use your Social Media sites? (You can choose more than one answer)

06:00 – 09:00

09:00 – 12:00

12:00 – 13:00

13:00 – 16:00

16:00 – 18:00

18:00 – 20:00

20:00 – 06:00

Any time when I am free



11. Which sources of information are you interested in social media sites? (You can choose more than one choice.)

- Entertaining information
- Ways to improve your study/profession
- Recruitment information
- Other: _____

12. How often do you access to each social media sites? (Estimate how many time you "sign in" in each account in one day. For example: you check Facebook at least 3 times a day => tick to the box 3 -5 times in Facebook row)

	1-2 times/day	3-5 times/day	6-12 times/day	> 12 times/day	Few times/month	Few times/year	Never*
Facebook							
Twitter							
LinkedIn							
Youtube							
Google+							
Pinterest							
Blog							
Other							

* Never = Never use, Do not have an account

13. Which sources of information do you often share or give comments in your social media pages? (You can choose more than one choice)

- Funny pictures/ videos/ quotes/ news/ stories
- Meaningful pictures/ videos/ quotes/ news/ stories
- Recruitment information from a company sites or pages
- Ways to improve skills
- Pictures/ videos
- Other: _____



14. Would you like to take part in any contests in social media or online pages?

- Yes
- No

15. Have you ever taken part in any contests in social media or online pages?

- Yes
- No

16. (Only answer if you have participated in any contests in social media or online pages) Why did you join in the contests?

- Valuable Prizes
- Show my connections/ abilities
- Challenge myself
- My friend join so I would like to join
- Valuable certificate
- Just for fun
- Other: _____

17. If you participate in any online contests, what would you prefer as a reward? (You can choose more than one choice)

- Certificate
- Money
- Trainee/ Internship opportunities
- Free courses in a well-known institution
- Other: _____

18. Which online channel do you use to get information about IT?

- Social networking sites (Ex: Facebook, Twitter, LinkedIn, Youtube, Pinterest, etc.)
- IT blogs from professional writer
- Online newspapers (Ex: nhipsongso.tuoitre.com, thanhvien.com, itnews.com, etc.)
- IT forums (Ex: tinhte.vn, benhvientinhoc.com, tech24.vn, vnwebmaster.com, etc.)
- Search Engines (Ex: Google, Bing, Yahoo, etc.)
- Other: _____

19. Please write down at least 3 online pages that come to your mind when you want to read/search for IT news including websites, social media sites, online newspapers, forum, search engines, etc.

20. Which IT information do you often search for? You can choose more than one choice.

- Ways to use software/ IT solutions
- Current situation of IT field
- IT's job market
- New technology development in IT fields
- IT news around the world
- The trend of technology in IT industry
- Other: _____

21. Which information do you expect from an IT company's blog?

- IT technology news around the world
- The development trend of IT world
- Company's products
- Current situation of IT market
- Recommendations for IT students
- Jobs for IT students
- Company's situation
- Other: _____

22. What are the main reasons for you to stop following a social fan page or a blog?

- Uninteresting/boring content
- Too many posts a day from that site
- Too many advertising posts
- Unattractive design
- Do not have enough functions for share, like or comment
- Do not have interactions among admin and people in the page
- Other: _____



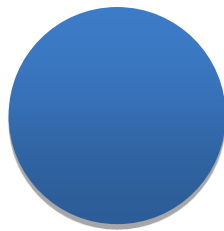
POTENTIAL ICT AUDIENCE SURVEY ANSWERS

Note:

- Column 1* : Number of respondents
- Column 2*: Percentage

1. Are you interested in IT news or information?

INTERESTED IN IT

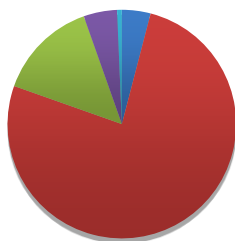


- Yes
- No

	1*	2*
Yes	296	86%
No	0	14%

2. How old are you?

AGES

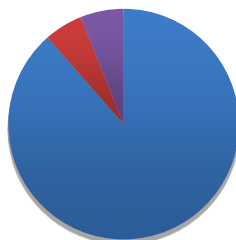


- Under 18 years old
- 18 - 24 years old
- 25 - 30 years old
- 30 - 50 years old
- > 50 years old

	1*	2*
Under 18 years old	12	4%
18 - 24 years old	226	76%
25 - 30 years old	42	14%
30 - 50 years old	14	5%
> 50 years old	2	1%

3. When are you from?

NATIONALITY

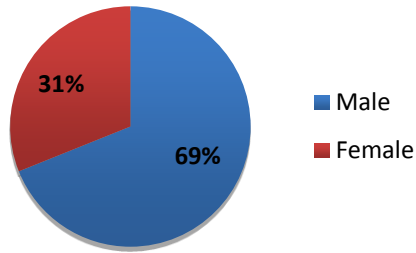


- Vietnam
- European countries
- The United States

	1*	2*
Vietnam	262	89%
European countries	16	5%
The U.S	0	0%
Other	18	6%

4. What is your gender?

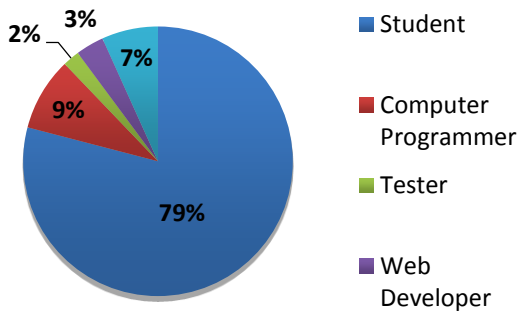
GENDER



	1*	2*
Male	204	69%
Female	92	31%

5. What do you do?

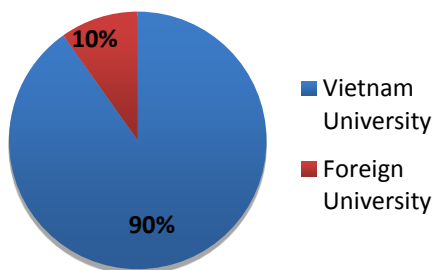
OCCUPATION



	1*	2*
Student	234	79%
Computer Programmer	26	9%
Tester	6	2%
Web Developer	10	3%
Other	20	7%

6. Which school do you go to? Or which company do you work for?

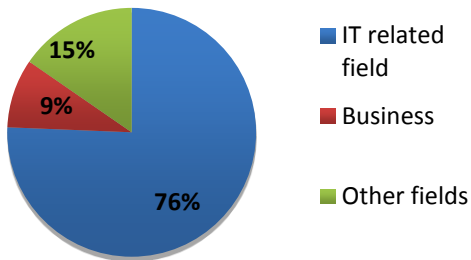
UNIVERSITY



	1*	2*
Vietnam University	211	90%
Foreign University	23	10%
Total Student	234	100%

7. What is your field of study? Or which department do you work for?

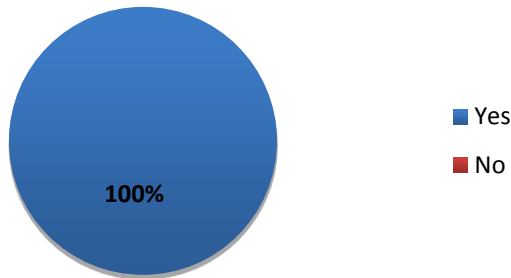
FIELD OF STUDY



	1*	2*
IT related field	177	76%
Business	21	9%
Other fields	36	15%
Total	234	100%

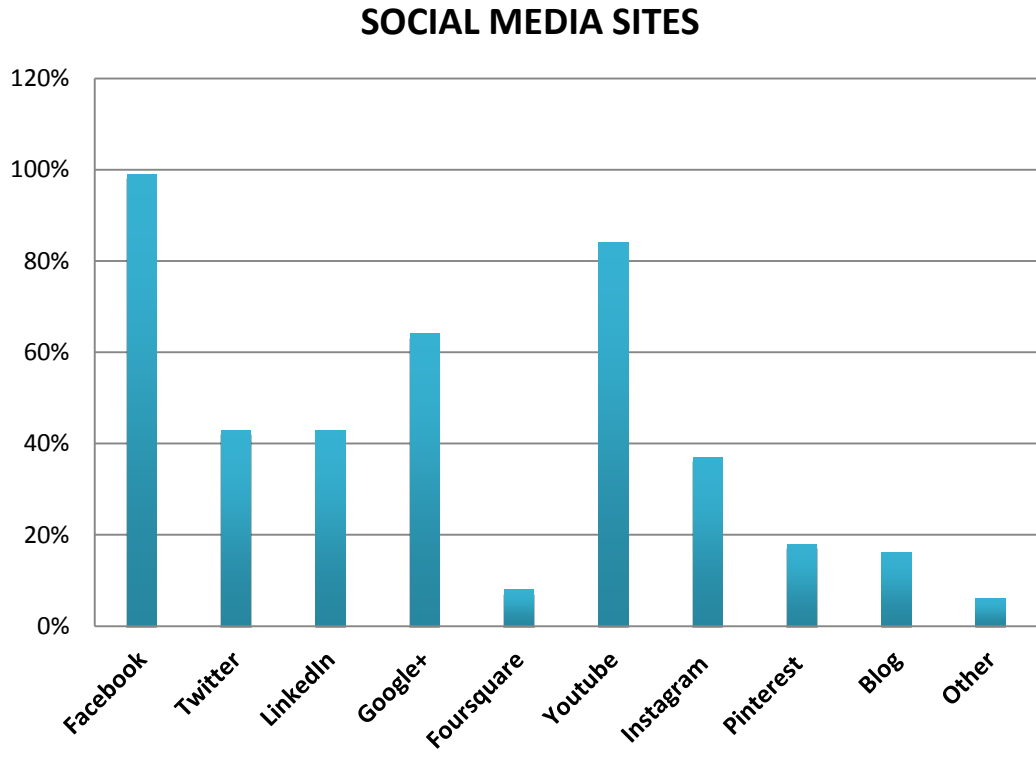
8. Do you use any Social Media Sites? (Such as Twitter, Facebook, LinkedIn, etc.)

SOCIAL NETWORK USER



	1*	2*
Yes	296	100%
No	0	0%

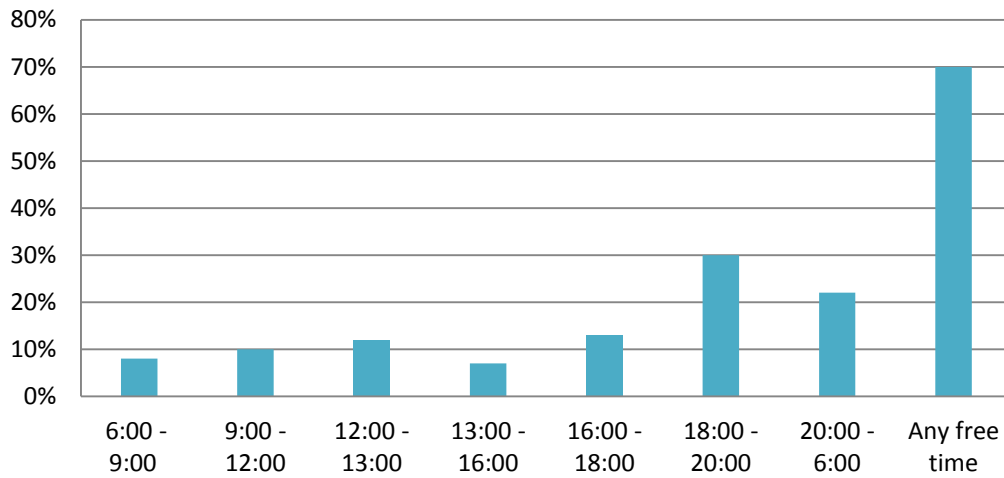
9. Which social media sites do you have (at least one) account? (You can choose more than one choice.)



	1*	2*
Facebook	292	99%
Twitter	126	43%
LinkedIn	128	43%
Google+	190	64%
Foursquare	24	8%
Youtube	250	84%
Instagram	110	37%
Pinterest	52	18%
Blog	48	16%
Other	18	6%

10. What time do you usually use your Social Media sites? (You can choose more than one answer)

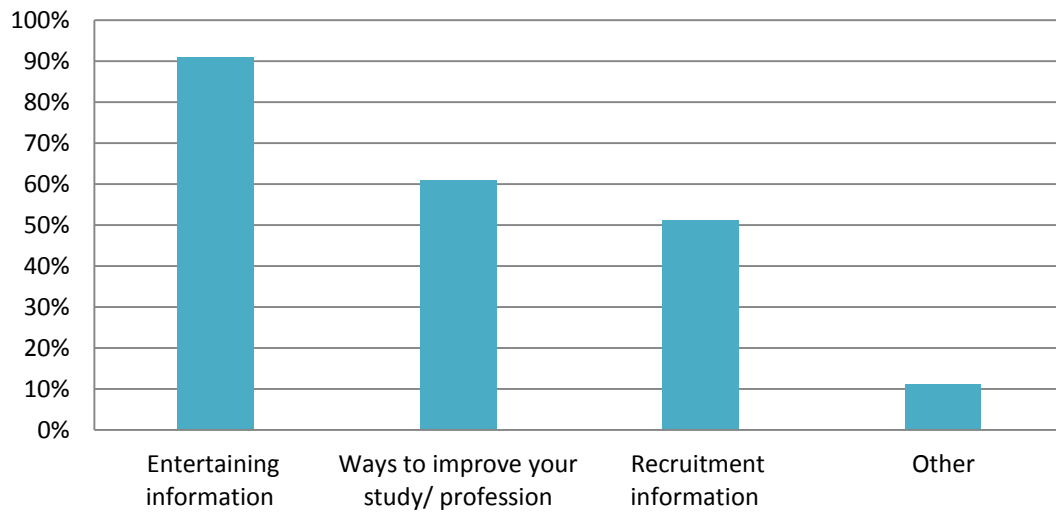
TIME FRAME FOR SOCIAL MEDIA



	1*	2*
6:00 - 9:00	24	8%
9:00 - 12:00	30	10%
12:00 - 13:00	36	12%
13:00 - 16:00	20	7%
16:00 - 18:00	38	13%
18:00 - 20:00	88	30%
20:00 - 6:00	66	22%
Any free time	206	70%

11. Which sources of information are you interested in social media sites? (You can choose more than one choice.)

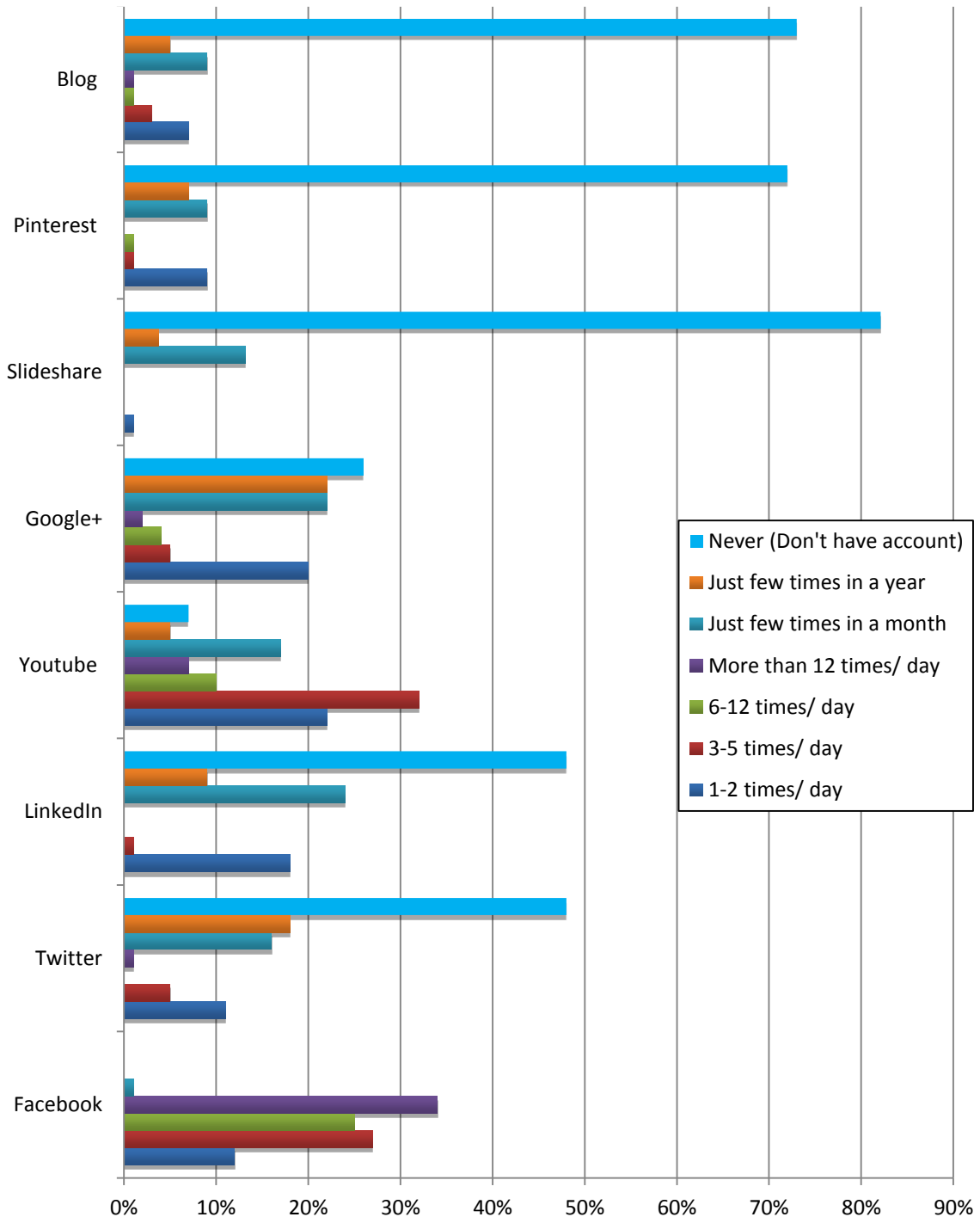
Information Types



	1*	2*
Entertaining information	268	91%
Ways to improve your study/ profession	180	61%
Recruitment information	150	51%
Other	34	11%

12. How often do you access to each social media sites?

(Estimate how many time you "sign in" in each account in one day. For example: you check Facebook at least 3 times a day => tick to the box 3 -5 times in Facebook row)



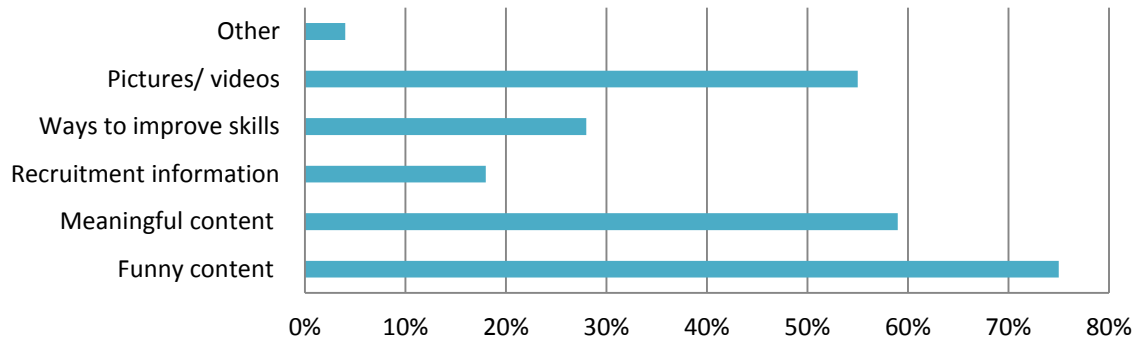
Optimizing Owned Media in a Business-to-Business ICT company

	1*							
	Facebook	Twitter	LinkedIn	Youtube	Google+	Slideshare	Pinterest	Blog
1-2 times/day	36	34	54	64	58	3	28	22
3-5 times/day	80	14	4	94	14	0	2	10
6-12 times/day	74	0	0	30	12	0	2	4
< 12 times/day	102	4	0	22	6	0	0	2
Few times/month	4	48	70	50	64	39	28	26
Few times/year	0	54	26	14	64	11	22	16
Never	0	142	142	22	78	243	214	216

	2*							
	Facebook	Twitter	LinkedIn	Youtube	Google+	Slideshare	Pinterest	Blog
1-2 times/day	12%	11%	18%	22%	20%	1%	9%	7%
3-5 times/day	27%	5%	1%	32%	5%	0%	1%	3%
6-12 times/day	25%	0%	0%	10%	4%	0%	1%	1%
< 12 times/day	34%	1%	0%	7%	2%	0%	0%	1%
Few times/month	1%	16%	24%	17%	22%	13%	9%	9%
Few times/year	0%	18%	9%	5%	22%	4%	7%	5%
Never	0%	48%	48%	7%	26%	82%	72%	73%

13. Which sources of information do you often share or give comments in your social media pages? (You can choose more than one choice)

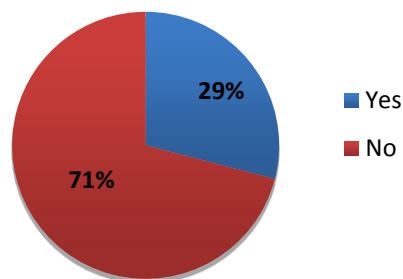
Engagement Content



	1*	2*
Funny content	222	75%
Meaningful content	176	59%
Recruitment information	54	18%
Ways to improve skills	82	28%
Pictures/ videos	164	55%
Other	12	4%

14. Would you like to take part in any contests in social media or online pages?

INTERESTED IN ONLINE CONTESTS

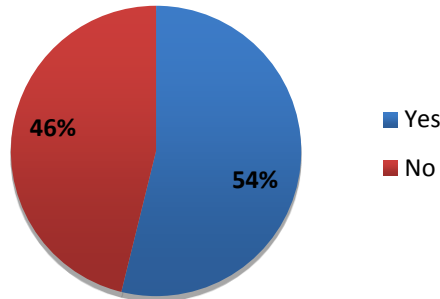


	1*	2*
Yes	86	29%
No	210	71%

15. Have you ever taken part in any contests in social media or online pages?

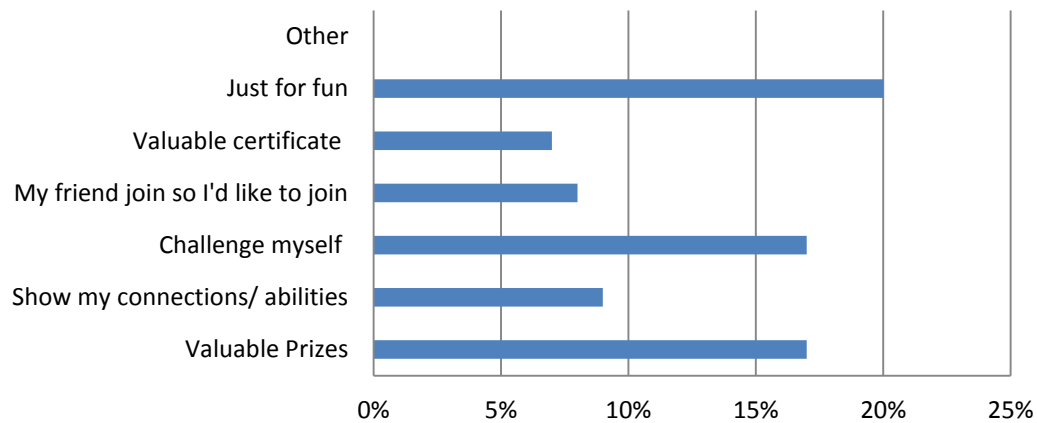
PARTICIPATED IN ONLINE CONTESTS

	1*	2*
Yes	161	54%
No	138	47%



16. (Only answer if you have participated in any contests in social media or online pages) Why did you join in the contests?

REASON FOR JOINING THE ONLINE CONTESTS



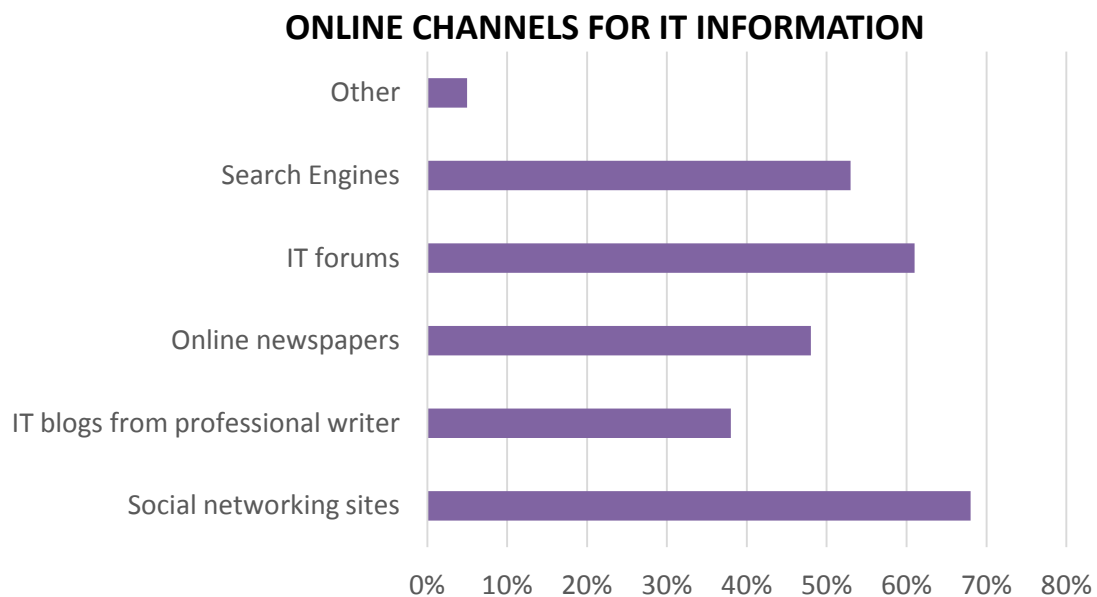
Valuable Prizes	50	17%
Show my connections/ abilities	28	9%
Challenge myself	50	17%
My friend join so I'd like to join	24	8%
Valuable certificate	22	7%
Just for fun	60	20%
Other	0	0%

17. If you participate in any online contests, what would you prefer as a reward? (You can choose more than one choice)



	1*	2*
Certificate	120	41%
Money	204	69%
Trainee/ Internship opportunities	158	53%
Free courses in a well-known instution	122	41%
Other	16	5%

18. Which online channel do you use to get information about IT?



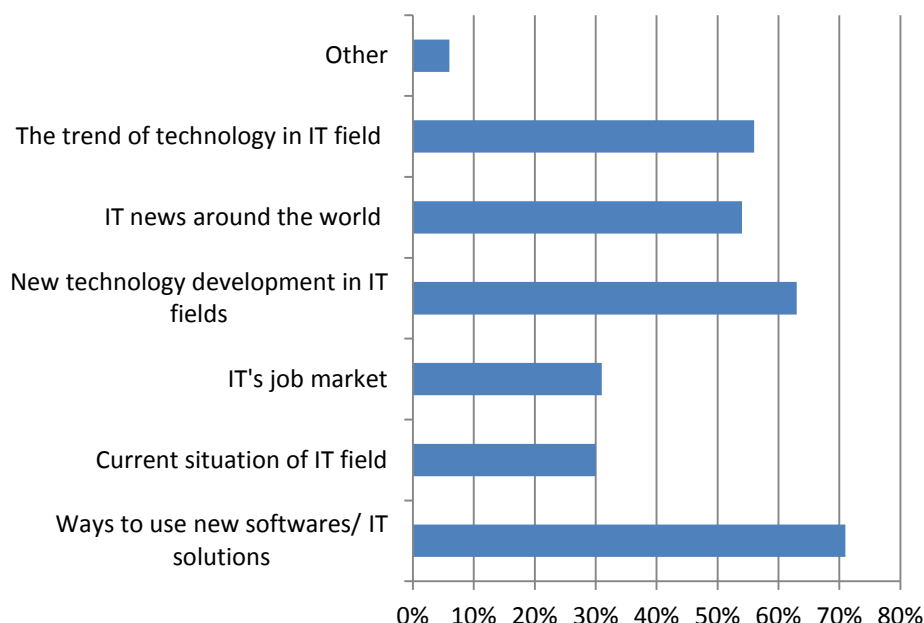
	1*	2*
Social networking sites	202	68%
IT blogs from professional writer	112	38%
Online newspapers	142	48%
IT forums	182	61%
Search Engines	158	53%
Other	14	5%

19. Please write down at least 3 online pages that come to your mind when you want to read/search for IT news including websites, social media sites, online newspapers, forum, search engines, etc.

Summary only suggestion that are recommended more than 5 times

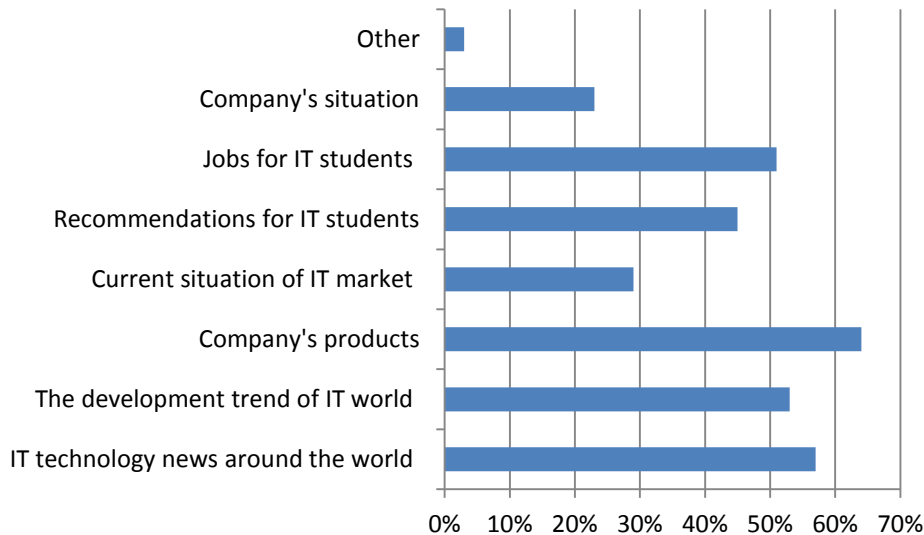
tinhte.vn/ sohoa /tech24/ google.com/ vn-zoom.vn/ Facebook/ LinkedIn/ Forbes.com/gsmarena.com/stackoverflow.com /Google/ ComputerWorld/ Wired/Forbs.com/ Digitalworld.com/ Itunes.com/youtube/tech24,vn/echip.com.vn TechinAsia Tinhte.vn Vnextpress.net Zing.vn/ Computerworld.com/pcworld.com/ Kenh14/YLE.fi/Google FaceBook Ted/Forbes/ Nhip song so/Tuoi tre/Thanh nien /thongtincongngh.com /hvaonline.net /genk.vn/Google SinhVienIT Bkav/ BBC.com.vn/ techrum.vn/ techinasia.com/ techcrunch.com/ pcworld.com.vn/baomoi.com/24h.com/Talouse-lämä/MikroBitti/ stackoverflow/Lesnumeriques.com/ Nextinpact.com/Cubic.com

20. Which IT information do you often search for? You can choose more than one choice.



	1*	2*
Ways to use new softwares/ IT solutions	71%	210
Current situation of IT field	30%	89
IT's job market	31%	92
New technology development in IT fields	63%	186
IT news around the world	54%	160
The trend of technology in IT field	56%	166
Other	6%	17

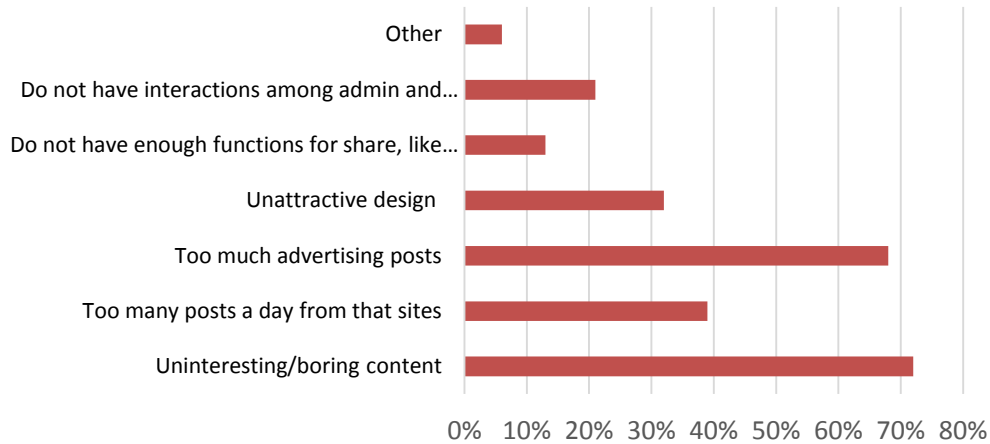
21. Which information do you expect from an IT company's blog?



	1*	2*
IT technology news around the world	57%	169
The development trend of IT world	53%	157
Company's products	64%	189
Current situation of IT market	29%	86
Recommendations for IT students	45%	133
Jobs for IT students	51%	151
Company's situation	23%	68
Other	3%	9

22. What are the main reasons for you to stop following a social fan page or a blog?

REASONS OF STOP FOLLOWING AN ONLINE PAGE



	1*	2*
Uninteresting/boring content	214	72%
Too many posts a day from that sites	116	39%
Too much advertising posts	204	68%
Unattractive design	94	32%
Do not have enough functions for share, like or comment	38	13%
Do not have interactions among admin and people in the pages	62	21%
Other	18	6%

INTERVIEW QUESTIONS

- Skype Interview – August 20th, 2014
- Interviewee: Marketing Manager of Im***** *****, Netherlands (Ms. S***** *)

Questions:

1. Which factors can be considered as opportunities for B2B enterprises in developing their owned channels such as websites, Facebook, etc. nowadays?
2. Which could be the threats for the company?
3. Is there any common online strategy for B2B companies?
4. Which strategy might work best for B2B companies?
5. What tactics company could do for improving the effectiveness on their online media? Please specify for each channel.