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Developing a marketing strategy

Case: Digital Wellbeing Sprint

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Case: Digital Wellbeing Sprint

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The subject for this study was initiated when the author worked as trainee for international office at Laurea University of Applied Sciences and had a role as volunteered organizer of the free-time activities for Digital Wellbeing Sprint 2017. Digital Wellbeing Sprint is a summer school program organized by an alliance of three Universities of Applied Sciences since 2016 with the main idea of provide an intensive course for multidisciplinary groups of students from each university and their partner institutions.

The purpose of this thesis is to develop a marketing strategy for Digital Wellbeing Sprint based on researches conducted mainly on the current and potential participants. Accordingly, author suggests suitable service improvements tactics for organizers of Digital Wellbeing Sprint in the next following years with the purpose of delivering the best service experiences to students and attracting more international students from abroad.

This knowledge background of this thesis concentrates on marketing concepts and developing a marketing strategy based on the service marketing mix as the theoretical background. The explosion of the digital era has changed the method of conducting marketing researches and approaching potential customers. This study was carried out by both qualitative and quantitative method in form of two surveys and one interview with organizer to discover the best practices for effective customer acquisition.

Then, the current situation and result from current and potential participants are presented in the empirical research part. The main challenges that organizers of the Digital Wellbeing Sprint faced were the poor amount of participants and the fact that the project has been organized for only two years so that it was a "learning by developing" process for the organizers. Accordingly, based on the findings from empirical research, suggestions on marketing and communication channels were proposed by authors and best practices regarding the social programme, price, practicalities are presented as the main outcome of the study to enhance the quality of the project. In addition, for further research, Laurea university of Applied Science is suggested to organize the summer school program itself as a marketing channel to promote student mobility and partnership with its institution.

Keywords: marketing concept, marketing strategy, Digital Wellbeing Sprint, service marketing mix

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1 Introduction

This chapter aims to provide an overview background on research topic and the purpose of the project. Firstly, author will present a brief introduction of the development project which is Professional Summer School - Digital Wellbeing Sprint. Secondly, the thesis's purpose, objectives and research questions will be explained in details. Lastly, the thesis structure provides brief summary and main contents of this study.

1.1 Background.

Professional Summer School is the concept of summer studies' compilation which was developed by three University of Applied Sciences (UAS) Haaga-Helia, Metropolia and Laurea. In 2017, this concept offered students Digital Wellbeing Sprint which is designed as a one-week intensive course and other professional studies. Professional Summer School is one out of four development projects in strategic partnership between three UASes related to "student mobility, transition to working life and progress of studies" (Laurea as an organisation n.d). Originally, the presidents of three UASes initiated the idea of Professional Summer School "to gather multidisciplinary groups of students from each institute and their partner institutes for a two-week long service innovation seeking intensive course, provide them with real business Design-Implement (CDIO Standard 5) problems from partner companies to solve, and to provide the students with modern tools and methods for co-creation and service design" (Piironen et al. 2016).

After finishing the course, students gain 5 ECTS and have a chance to work, connect and network with multicultural professional team coping with real business challenges from partner companies. When the Digital Wellbeing Sprint was piloted in 2016, it was designed as two-week course with supporting lectures and clinics, while in 2017, the length of study was narrowed down to one-week course and comprise extra-curricular activities for students.

1.2 Objectives, purpose of the thesis with research questions

This thesis focuses on the developing a marketing strategy for Digital Wellbeing Sprint which was first organized during summer 2016 and includes project-based studies related to service design, co-creation and wellbeing technology. The total amount of students who took part in 2016 was 62 out of 103 students enrolled and in the end 54 participants completed the course. Accordingly, commitment was the first issue that students mentioned when they were asked for the feedbacks since "few students disappeared at the middle and caused some challenges for the rest of the team" (Piironen et al. 2016). That was the reason why students from Digital Wellbeing Sprint 2017 were asked to complete a pre-assignment to be enrolled for the course. As the result, in 2017, there were 79 enrolled students, 43 returned the pre-assignment and 32 participants took part in the Sprint.

The topic was initiated when author was doing the internship at Laurea in International Office and at the same time planning the free-time activities for students who participated in Digital Wellbeing Sprint 2017. As can be seen obviously from the figures above, the amount of participants of Sprint was dropped significantly in 2017 in comparison to 2016 which is the reason why author came up with the idea of developing a marketing strategy for Digital Wellbeing Sprint to attract more international audiences for the Sprint.

The purpose of this thesis is to creating a marketing strategy for the Digital Wellbeing Sprint with following goals:

- Reaching to the target of the amount of students as preliminary plan.
- Expanding into new target market by increasing the diversity of students who come from abroad.
- Improve the cultural competency through extra-curricular activities.

The customers of this service are students from three universities and their partner institutions who have various backgrounds and levels. To be able to accomplish that goal, author need to understand not only students' experiences and expectations but also organizers' self-assessments and reflections. As a result, author investigates if organizers as marketers approached their students in a proper way. Accordingly, a preliminary concept, cultural designs, recommendations for the marketing and implementation of the Digital Wellbeing Sprint are developed to attracting more international students and promote the strategic alliance formed by the three universities.

The main research questions are:

- What is the current service experience and expectation of students?
- What were the marketing channels and strategies applied in Digital Wellbeing Sprint 2017?
- What kind of marketing strategy should be developed to add value to the preliminary concept?

1.3 Thesis structure.

This thesis is divided into six chapter with the main contents of each chapter will be presented below.

Chapter 1 introduces the development project of Professional Summer School - Digital Well-being Sprint and background information of Laurea UAS. After that, purpose of the thesis which includes objectives and research questions are discussed.

Chapter 2 focuses on the theory background about marketing and strategy concept and service marketing mix which will be discussed deeply since it is the fundamental factor in developing a successful marketing strategy in this project. Besides, for further analysis in chapter 4, author presents a basic theory regarding SWOT and Porter's Five Force model.

Chapter 3 continues by presenting research methods and methodology that authors used to finish the study, both qualitative and quantitative methods which were applied in the study are survey and interview.

Chapter 4 focuses on the empirical research by analyzing current situation of the case study and presenting the results base on one interview and two surveys conducted on two customer groups and one organizer.

Chapter 5 is the result in which author gives general recommendations and suggestion to developing a marketing strategy and enhance current service experience of students.

Chapter 6 which is the last chapter is the conclusion for the thesis, answers for the thesis questions and suggestions for further research.

2 Knowledge background

2.1 Marketing concept

2.1.1 Marketing definition

The definition of marketing is defined differently by various authors. According to American Marketing Association (2013) which is the professional and largest marketing association in North America, "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". Meanwhile, Kotler and Keller (2009) in their book, define "marketing management is the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value". There are similarities of two definitions mentioned earlier which have been using in most of the researches and studies. Basically, the marketing concept is very simple and is built upon the aim of matching company's products or services to the right people in order to maximize customers' satisfaction, thereby increasing profitability. In term of customer satisfaction, Lawrence Abbott in his book *Quality and Competition* (1995) stated that "what people really desire are not products but satisfying experiences".

2.1.2 International marketing definition

The international marketing concept was appeared in the era of fast-speed globalization nowadays. More and more companies want to expand internationally, exporting and marketing their products/service across national borders. The main distinguishment between domestic and national marketing is the differences in customer group in different nations which is the reason why international marketing strategy must be modified to approach the targeted customers in the specified foreign markets. Besides, cultural awareness is an essential factor that needs to be considered when developing an international marketing strategy. Accordingly, Frank Bradley (2005) defines the term international marketing as the process of identifying customers' needs in different markets and cultures, then satisfying their expectation by providing products/services to give the firm a competitive marketing advantage, communicating information about these products/services and distributing and exchange them internationally.

2.1.3 The marketing concept.

According to Kotler (2002) the marketing concept consists of four interrelated aspects which are target market, customer needs, integrated marketing and profitability. Choosing target market is essential in any marketing plans because a product might attract different types of buyers who have different needs. A company wants to focus on the right types of buyers who would be perfect for the product or service that is offered and get a greater return on the marketing investment. After identifying the target market, understanding customers' true wants and expectations is clearly the next step in order to improve customer service. There are two groups of customers that bring benefit for a company which are new customers and repeat customers. In the book *Marketing Management, Millennium Edition*, Kotler stated that "attracting a new customer can cost five times as much as pleasing an existing one. And it might cost 16 times as much to bring the new customer to the same level of profitability as that of the lost customer. Customer retention is thus more important than customer attraction". Accordingly, satisfying the needs of target customers is extremely important.

The next aspect in marketing concept is integrated marketing in which consistency is the key to ensure that all departments of a company work together to deliver the best service and same marketing message to customers. From another point of view, Lake (2017) defines integrated marketing as "the holistic approach to communication in marketing". To be able to maximize the return on marketing investment, a company must execute both internal and external marketing, online and offline marketing in a harmonised way. Accordingly, this leads to the ultimate purpose of the marketing concept which is profitability.

2.2 Marketing strategy

2.2.1 Definition of strategy

The word strategy originally from a Greek word "strategos" which means the art of the General. While it was mainly used in the army, nowadays strategy becomes an extremely common word in business. It was firstly used in business context by William Newman in 1951 (Fifield 1998). To simplify the term, strategy is basically a set of designed actions to achieve best practice and competitive advantages over other rivals. Tracing back to the year 1996, when Michael Porter published his article with the title "What is strategy?", he stated that "the root of the problem is the failure to distinguish between operational effectiveness and strategy" and "the essence of strategy is choosing to perform activities differently than rivals do". In addition, Porter (1996) mentioned one important key term in his study which is "trade-offs" in business. Trade-off means making decision between a set of selections, if one choice is chosen, it would lead to the exclusion of other choices. As a result, Porter concluded that "without trade-offs, there would be no need for choice and thus no need for strategy".

2.2.2 Definition of marketing strategy

Definition	Author	Key words
"The term "marketing strategy" reflects the company's best opinion as to how it can most profitably apply its skills and resources to the marketplace. It is inevitable broad in scope. Marketing strategies are the means by which marketing objectives will be achieved and are generally concerned with the four major elements of the marketing mix, as follows: Product, Price, Place, and Promotion".	McDonald	Profitably apply skills and resources, marketing objectives, marketing mix
"Marketing strategy is a process of strategically analyzing environmental, competitive and business factors affecting business units and forecasting future trends in business areas of interest to the enterprise. Participating in setting business objectives and formulating corporate and business unit strategy. Selecting target market strategies for: the product-markets in each business unit, establishing marketing objectives, and developing, implementing and managing program positioning strategies for meeting target market needs".	Cravens	Strategically analyzing, forecasting future trends, business objectives, target market strategies, program positioning strategies

"Marketing strategy (can be specified) as being composed of five component parts, ...marketing positioning, product positioning, the marketing mix, ... market entry and timing".	Greenley	Marketing positioning, product positioning, the marketing mix, market entry, timing
"Marketing strategy is the marketing logic by the business unit expects to achieve its marketing objectives. Marketing strategy consists of making decisions on the business's marketing expenditures, marketing mix, and marketing allocations in relation to expected environmental and competitive conditions".	Kotler	Marketing objectives, making decisions, marketing mix, marketing allocations

Table 1: Marketing strategy definitions

The aforementioned table shows fundamental definitions, authors and key words in marketing strategy concept. Every author seems to have different explanations for the term. Nevertheless, as can be seen from the above table, there are common key words which are appeared in most of the definitions such as: marketing objective, marketing mix. While the explanations of Kotler and McDonald are simple and restricted in certain field; Cravens and Greenley's definition seem to be more expanded which include basic elements of positioning in strategy. A good marketing strategy sets the objectives and overall direction for marketing department and outlines the needed steps to achieve these objectives. Besides, it helps company to approach to the right customer segmentations; accordingly, make the most of company's marketing investment.

2.3 Developing a marketing strategy

After the term "marketing strategy" is defined, the next question is what is included in marketing strategy and where does it start and finish? A good marketing strategy is essential for any business to set the overall direction, define its objectives and break it down into more realistically achievable steps. The figure below illustrates key areas in the process of developing a marketing strategy.

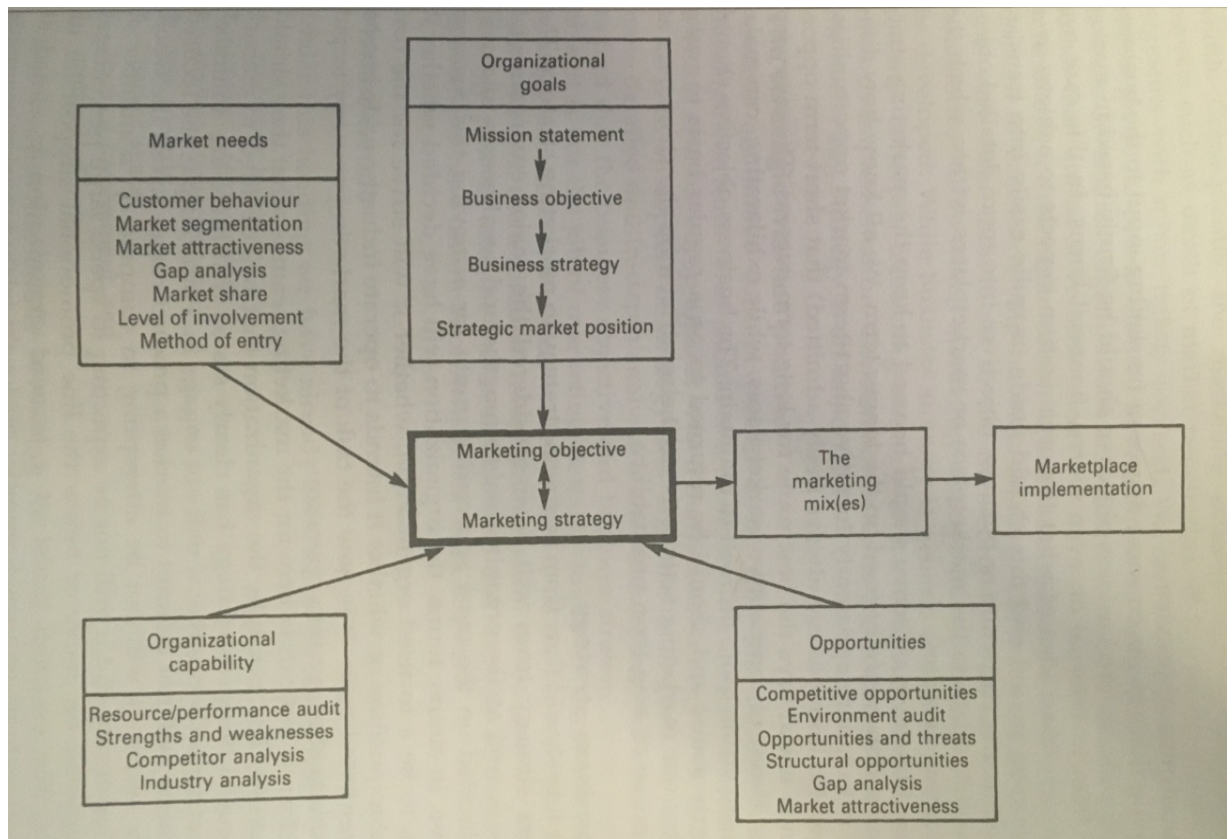


Figure 1: Developing marketing strategies (Fifield, P. 1998, 185)

The first step in developing a marketing strategy is to identify the organizational goals; accordingly, define a set of marketing objectives to support them. When setting a set of objectives, it is crucial to make it S.M.A.R.T which means it includes the criteria of specific, measurable, attainable, relevant and timely. As a consequence, Fifield (1998) states that “a clear line should flow from business strategy to marketing strategy”.

Then, the next step is to gather information about the market; in other words, use the market research to identify market needs which include customer behaviour, market segmentation, market attractiveness, gap analysis, market share, level of involvement and method of entry. The impact of aforementioned analyses is to help company define the buying patterns of their targeted customers; accordingly, finding new customers and at the same timer, maintaining relationships with existing one.

The marketing strategy must also consist of the organizational capability and opportunities aspects. These two components can be combined as the SWOT and competitor analysis. The relevance of these two terms is that by using the SWOT framework, businesses can position, distinguish themselves from their competitors and creating the competitive advantages over other rivals. Finally, the last aspect of marketing strategy which is the marketing mix will be discussed in the section below.

2.4 Service marketing mix - 7P's of marketing mix

Lake (2017) states in her article that "the term marketing mix was coined in 1953 by American Marketing Association president Neil Borden, and has been used from then until today, with changes being made to account for current technology and other aspects of marketing that have changed over time". The original marketing mix has at least four P's: Product, Price, Place and Promotion; however, to accommodate the typical features of service marketing, the older 4P model has been added three P's more and expanded to become the 7P's for further marketing approaches. It included People, Physical evidence and Process, in addition to the original framework.

All in all, the marketing mix can be considered as the "primary output of the marketing strategy" (Fifield 1998). As the result, this model along with SWOT analysis will be used as the main framework to develop the marketing strategy for this case study.

In chapter 5, the final result of this study which is the marketing mixes will be presented. Author will demonstrate in form of a suggested preliminary plan which include the factors of product, place, price and promotion, and extended marketing mix.



Figure 2: 7P's marketing model (marketingmix.co.uk)

Product

Product which is the first factor in a marketing mix can be defined as the tangible or intangible properties designed to satisfy the needs and wants of customers. Correspondingly, Fifield (1998) states in his book that "we move from the idea of the product as a physical entity to the product as a system or package of benefits, this helps us understand what it constitutes the product and what the product does".

In regards of cultural competence, the Lewis model of cross-cultural communication is a great tool to help in simplifying inter-cultural analysis and has a role as the guideline to adjust to different cultural behaviors. This model which is provided below will be the fundamental concept for cultural issue throughout this study.

In summary, British linguist Richard D. Lewis who was the pioneer for this model in his book "When Cultures Collide" (2006) divided different cultures into three categories:

- Linear-actives: people in this category are described as logical planners and tend to be precise and direct. As can be seen from the model, Germany, Switzerland and Luxembourg are extreme examples of linear-actives
- Multi-actives: characteristics of people come from this group are talkative, emotional, impatient and they are multi-taskers, Brazil and Chile are considered as the most multi-active countries according to Lewis model.
- Reactive: Unlike people from multi-active and linear countries, people from reactive countries tend to be patient and indirect, for them harmony and peace are the first priorities. Most of the eastern countries fall in this category.

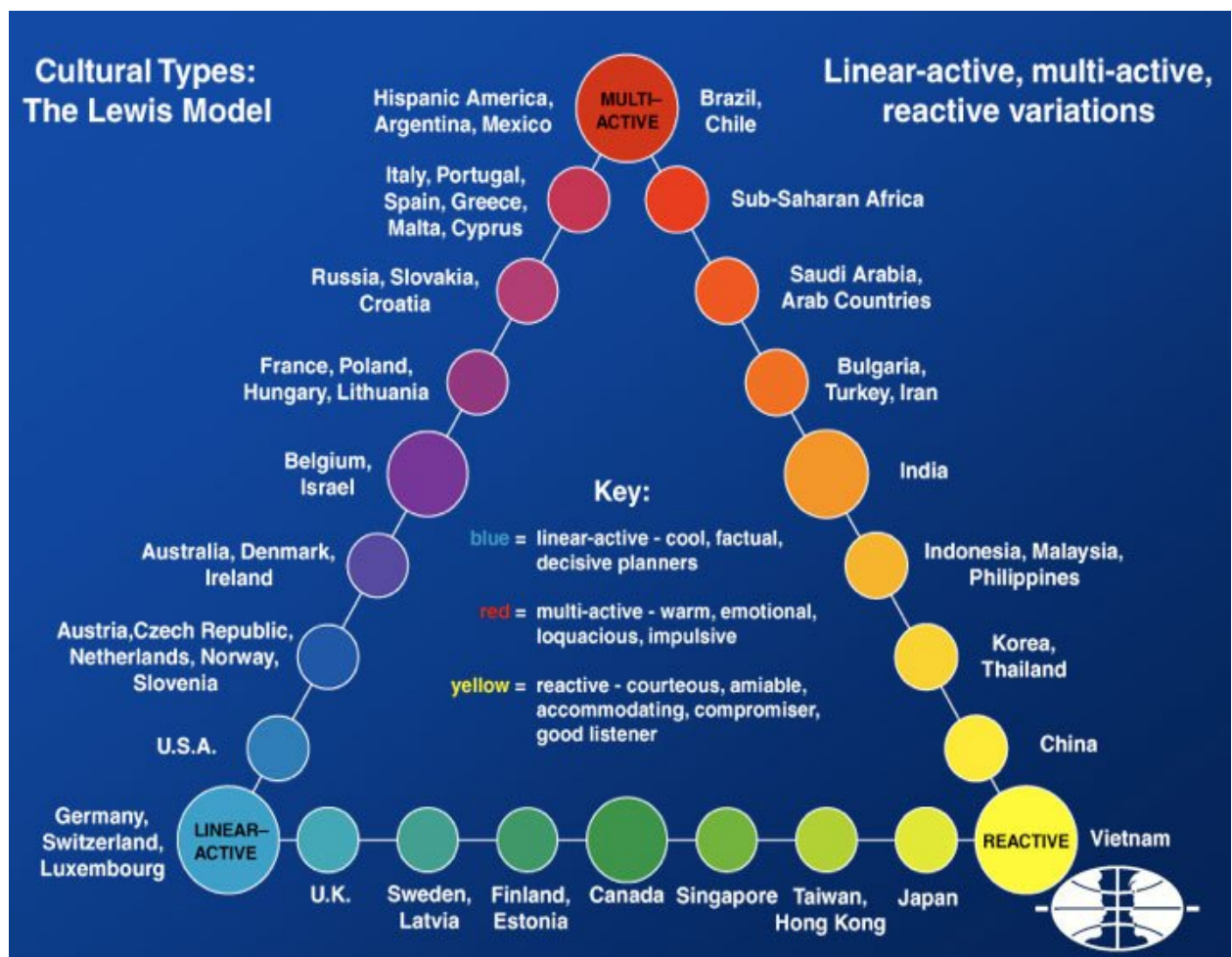


Figure 3: Cultural Types: The Lewis Model (businessinsider.com)

Price

Price is the amount of money that customers need to pay when purchase a product or service. In this case of Professional Summer School, "tuition fee" is the price for the educational service. Most of the time, pricing is usually underestimated in comparison to other six P's; however, in a marketing mix, the only source of revenue is price while all other factors are costs. Therefore, there is a need of pricing in marketing strategy so that company can achieve its objectives. According to Kotler (2006), the targets when setting a price are increasing return on investment, maximizing profits, enhancing the brand recognition and positioning products/services. Pricing is the process that company set the price for a product in consideration of researching various customers' perceptions to the price levels, competitors' prices and input costs.

- The first element constitutes to a successful pricing strategy is to understand customers' expectations and perceptions to the price scheme that is set on the service package. This is important since depending on how company positions itself in the market and reflection of supply/demand relationship that one out of nine pricing strategy present in the matrix below will be chosen. The matrix was appeared in Phillip Kotler's book Principles of marketing (2006) and is used commonly by companies to identify where they stand in the market.

		Price		
		High	Medium	Low
Product or service quality	High	Premium	High value	Superb value
	Medium	Over charging	Average	Good value
	Low	Rip-off	False economy	Economy

Figure 4: Price Quality Strategy model (intelligencenode.com)

The process of pricing should be carried out carefully and in align with the business objectives so that the price will not be set not too low or too high.

- Researching competitors' prices is the second components in pricing process. A company needs to analyze their competitors' prices for the same products/service offer; as a result, creating a unique selling proposition that can be considered as the competitive edge over other rivals. To be able to do that, a competitor pricing comparison chart is a useful tool to investigate competitors' prices.
- The last element refers to the input cost that a company needs to create and deliver the final product for customers. Fifield (1998) states in his book that "one of the most common mistakes in pricing policy can easily be identified as organizations tend to be too cost oriented in the pricing". This means that costs should not be the prioritized issue to consider when an organization setting its price.

Place

In marketing mix, place is not only about where the product is purchased but also about how is it delivered to customers. Place which can also be called as distribution is the issue that organizations have to deal with the question "how to distribute and deliver product to the customers and service providers are concerned with the location of service points and customer accessibility" (Fifield 1998). Especially, with intangible products like educational service, place is the location where the services is performed so that the organization can make good use of all resources. In order to answer the question above of how to distribute and deliver products, companies need to develop distribution channels which have the key role in linking organizations and customers.

Since the targeted customers of this case study are not only students from three universities but also international students from abroad, there is a need to develop also the international distribution channels. Different countries have different policies and requirements which lead to many problems in delivering the services to the end-users. Therefore, in order to creating the most user-friendly experience for customers, companies are suggested to seeking for local support from the third-parties.

Promotion

As Fifield (1998) states, "Promotion is defined as the whole array of methods and procedures by which the organization communicates with its target market". In simple terms, promotion means the communication channels that companies use to convey the message to their customers. He also built up a promotion process which includes six steps presented as the following order

- Set promotional objectives
- Identify the target audiences
- Select an unambiguous and precise message
- Chose the type of media for communication
- Agree on the budget
- Monitor, test and control results

Promotion should be the last element in the marketing mix to consider since it is the final activity to be planned with the marketing strategy. An effective tool to develop a promotional strategy is through promotion mix consists of five components which will be described in the table below.

Promotion method	Key features	Strengths	Weakness
Direct marketing	Directly reaching targeted individual customers in which the messages usually involve a specific "call to action". Examples: Email campaigns, telemarketing, catalogues, fax mail, direct response TV shopping, websites...	Immediately measurable, nurturing customer relationships	May cause misleading or annoying to customers
Personal Selling	Also known as face to face selling, it occurs when a sale representative presents products personally to customers with the final aim of making sales. Examples: Sales presenta-	Information is conveyed in details and creating more impacts on targeted customers.	Approaching limited amounts of customers and highly cost.

	tions, sales meeting, tradeshows, incentive programs, samples and so on		
Sales Promotion	<p>Providing short-term incentives to stimulate immediate sales, can be used to test price sensitivity</p> <p>Examples: Contests, discounts, coupons, demonstrations and exhibitions, sampling, fairs and tradeshows,...</p>	Attracting customers' attentions on some specific occasions for example launching a new product	<p>May cause negative impact on other products and sales</p> <p>→ Considering carefully how often should company runs sales promotion.</p>
Advertising	<p>A form of marketing communication that promotes products by identified sponsors without personal presentations.</p> <p>Examples: Broadcasts, billboards, internet, print ads, TV and radio commercials, posters and leaflets,...</p>	Attracting new customers, positive impact on building brand recognition for companies.	High cost and difficulty in evaluating results and return on investments.
Public Relations	<p>Promoting company's image by creating two-way benefit between organizations and their publics.</p> <p>Examples: Press releases, speech, seminars, event sponsoring, social media promotions, blogging annual reports and publications, donations to charities...</p>	More trustful for customers than paid advertising, building reputation for business	No focus on the targeted audiences and like advertising, difficulties in controlling the outcome

Table 2: Summary of five components in Promotion Mix (marketingmix.co.uk).

Process

Process can be considered as the backbone of the whole marketing strategy, it refers to the flow of activities from production to operations management which affects the execution of the service (Fifield 1998). This component in marketing mix is important since with a proper plan that follows a certain framework, company can control their inputs effectively, improve distribution systems and level of customer service; as a result, minimize the costs and satisfy customers.

Process management can be divided into two categories which is the company process and customer process. According to The Marketing mix, there are four kinds of company process which are:

- **Electronic Processes:** This includes Electronic Point-Of-Sale (EPOS), barcodes, receipts, or QR code that includes information about the product, service.
- **Technological Processes:** This is the process of manufacturing and adapting products to satisfy customers' needs.
- **Direct Activities:** This mentions about customers' experiences from the moment that they recognize company's brand through promotional activities, receive email campaign, try and react about products.
- **Indirect Activities:** This often known as back-office and support activities that are conducted before, during and after the time that customers experience company's service.

In term of customer process management, one effective tool that is used is building a customer journey map. This method tells the story of customers' experiences and helps company to control various activities at the same time. This tool tends to focus more on the service design process, it has a major positive impact on improve the service experience by looking through the lens of customers.

People

In service marketing mix, people play a vital role which has a huge impact on the success of the company. In fact, without human resource, service cannot be delivered to customers. It is highly important to hire and train staff since they represent company's image. Besides, Milligan (2012) stated in his book marketing strategies that "All people involved with consumption of a service are important. It also defines the market segmentation, mainly demographic

segmentation". There are two aspects in consideration of people element in marketing mixes which are personnel and customers.

Considering the fact that participants in Digital Wellbeing Sprint are international students, it is required for organizer to include cultural factor in training activities. As a result, personnel need to acquire appropriate interpersonal skills, positive attitude along with cultural and service knowledge in order to deliver a quality service to customers. Besides, culture also has influence on customer behaviors. According to Bradley (2005), "human behaviors depend on values and attitudes" which help to determine what people think is important or desirable. He also mentions that "Culture also influences the way people in different countries think, understand phenomena and express themselves which is likely to affect the way companies should develop their marketing strategies". This is when the Lewis model which was presented earlier in this chapter should be applied to define and compares characteristics of different cultures; accordingly, develop an effective international marketing strategy.

Physical evidence

Physical evidence was introduced as one element of marketing mix by Booms and Bitner in 1981. The term is explained differently in service sector and manufactured products. In this case, since Digital Wellbeing Sprint is educational service, author will only cover the service sector in this part of theory. Fifield define physical evidence in his book as "the various tangible elements which the organization uses to facilitate the purchase and consumption of an intangible service product" (1998).

Physical evidence play an important role in building company's image which shapes customers' perceptions about service and distinguishes itself from other competitors. This means that there is a need for consistency in company's logo; images and theme color are used for promotional items or uniform to create a perfect environment in which the service is performed.

2.5 Porter's 5 forces and SWOT analysis

Porter's Five Forces were developed by Michael Porter in 1979 as a model that evaluate any business's competitive advantages and identify their suitable position in the market. In this framework, Porter identified five unreplaceable forces which are used to measured attractiveness and potential profitability of an industry. In this case of study, geographically, the target market is Europe in which most of the partners of three UASes locate. Besides, since purpose of Digital Wellbeing Sprint is also enhancing cooperation between Haaga-Helia, Metropolia and Laurea Universities of Applied Sciences, target customer segment is full-time

and exchange students of three universities. Obviously, students from other regions aside from Europe are welcome to participate; however, the focus of marketing activities is European region. Besides, in term of competitiveness, other universities that offer the same concepts of summer school can be considered as the main competitors of Digital Wellbeing Sprint.

This tool is essential to evaluate and analyse current situation of an organization since it helps company to establish the strategy that suitable to make the most advantage out of their current resources, improve weaknesses and avoid making wrong decisions.

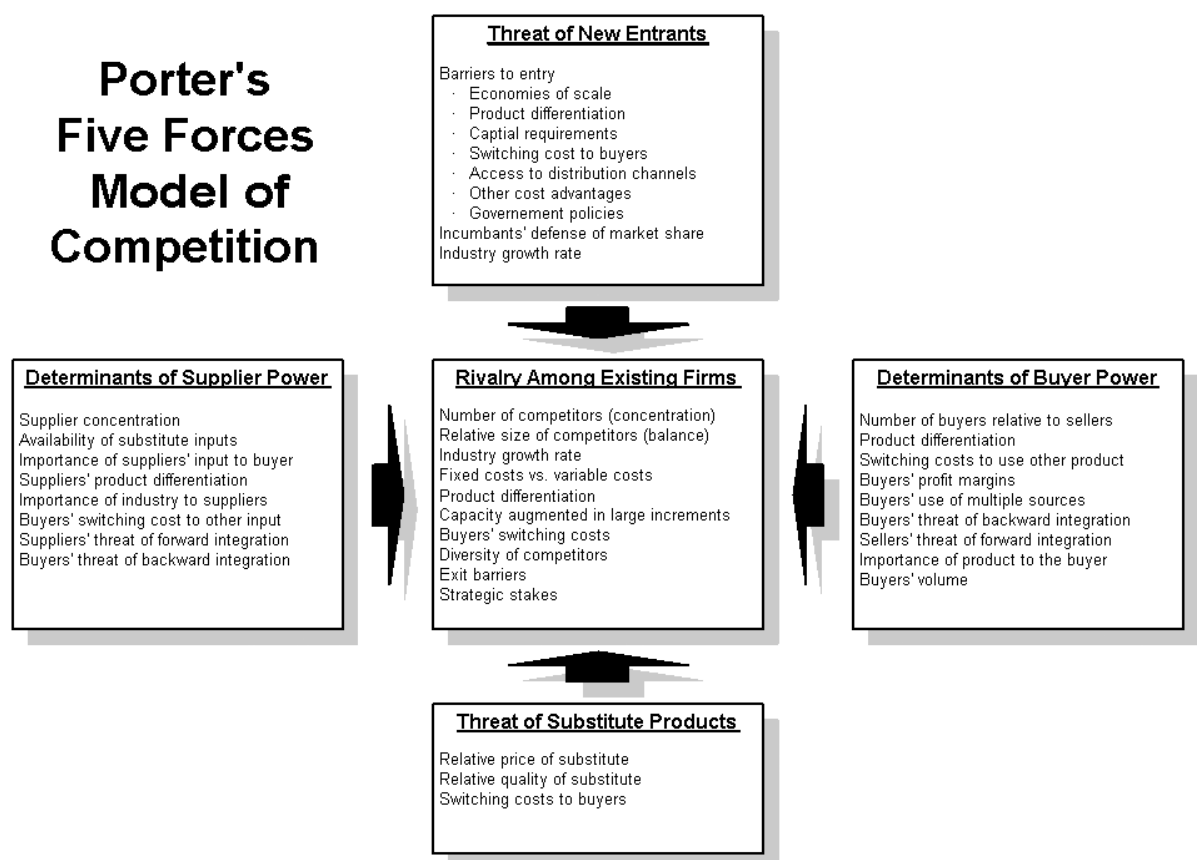


Figure 5: Porter's Five Forces Model of Competition (tempostrategic.com)

SWOT analysis is useful technique that will enable a company to build strategic plan base on identifying strength, weakness, opportunities and threats.

3 Research methods and methodology

3.1 Research methods

According to Saunders, Lewis and Thornhill (2009) in the book "Research methods for business students", research is defined as the act that people collect data systematically with a clear purpose to "find out things". Research methods can be divided into two types: qualitative and quantitative method.

The qualitative method which is used in this study is interview. The reason author chose and conduct an interview with a member of organization team of Professional Summer School is to "understand the reasons for their attitude and opinions" and dive deeper into the problem. To specify, author would like to discover what was the marketing channels applied for Digital Wellbeing Sprint 2017 and self-reflection of organizers about the event.

Quantitative research is used to formulate facts and uncover patterns in research by measurable data (Susan 2011). Besides, data that is collected in quantitative research is much more structured than the qualitative method. Author conducted also quantitative research in this study which is two surveys designed for two groups of students.

3.2 Methodology

Information was collected by both qualitative and quantitative methods. Author conducted 1 interview and two surveys were done with focus on 2 different targets which are the group of current participants and group of exchange students and potential customers. One interview was occurred on 16th of February with Kaisla Saastamoinen who was the project worker of the Digital Wellbeing Sprint.

3.2.1 First survey for current participants

The first survey was sent to participant of Digital Wellbeing Sprint shortly after they finished their course. 16 responses were collected out of 32 participants, since most of the current participants were students from three UASes, this group can be considered as the domestic group. First thing needs to be analysed is the research population for first survey and background of students who participated in the summer school. There were 32 participants who took part in the Sprint in August 2017, come from different countries which include: Finland, Romania, Germany, Vietnam, Morocco, Philippine, Chile, China, Kenya, Pakistan and Algeria. Students have diverse fields of study which range from Business and Service Design to Health Service or IT. The figures were received from Antti Piironen from Metropolia who was the academic coordinator of the Digital Wellbeing Sprint. According to information received on 14th June after the deadline for students to return their assignments, there were 79 enrolled students, 10 mentors and teachers, 43 returned the pre-assignments, 36 students on the first day of the Sprint and 32 students finished the course.

The feedback survey was sent to all participant right after they finished the Digital Wellbeing Sprint by organizers in which 16 answers were collected out of 32(50%). Hence, the research

population of the survey is 32 and the sample is 16. The first survey was designed to understand the current experience and expectation of participants.

3.2.2 Second survey for exchange students and potential customer

The second survey was done in a period of 3 months by approaching the group of foreign students who either finished or currently are doing a short term study abroad via email, social network or paper survey. The time and effort to conduct and analyse data in the second survey is longer and more complicated than in the first one. Since the data was collected in both form online survey and paper survey. Hence, after finishing the process of collecting data, author needed to calculate manually the paper survey and then handling the data in excel for analysing purpose.

As mentioned earlier, the second survey was done by approaching students who had experiences in studies abroad and 104 responses were collected at the end of the study. Besides, since the potential target customers for the Digital Wellbeing Sprint are students from Europe and Asia where most of the partner institutions locate, the approaching method were mainly sharing the survey in facebook group of international and exchange students and spreading the paper survey for exchange and Erasmus students from those countries of three university of Applied Science. As the result, the author could not have any control over the response rate. Despite of the fact that the size of population for this second survey is quite large, the amount of 104 responses was collected as the sample for this study can be considered as a positive result so that the validity requirement was fulfilled.

4 Empirical part

4.1 Analysing current situation

In this case study, Professional Summer School organizers provided Digital Wellbeing Sprint as a package of services to its participants with the benefit of studying in a multicultural environment and networking with experienced professionals. Since the targeted customers of this case are international students with different backgrounds and levels, it is necessary to take cultural issue into consideration when planning and organizing the package. The ultimate purpose of organizers is creating a service that satisfies the needs of students which are various due to geographic and cultural differences.

The suggested solution for organizers of Professional Summer School is to identify needs and wants of customers in different international markets carefully then provide, communicate and deliver the services across cultural boundaries.

4.1.1 Porter's Five Forces

Threat of New entrants

In the past few years, people witness an increasing trend of international activities which includes the explosion in the amount of summer schools that have been organized. Summer school which refers to the intensive short course is one of the most popular international projects that higher education institutions offer for international students. According to statistic from ShortCoursesPortal, there are more than 1500 summer schools organized worldwide each year. As a result, many other universities can do and offer the similar concept of summer school to compete with Digital Wellbeing Sprint in both domestic and foreign markets. On the other hand, the fact that this program is organized three by universities can be considered as a huge benefit when it comes to the method of approaching current and new students. Currently, three UASes are new players in the market since they are in trial stage and preparing for the 3rd year -2018. Hence, there is a need to improve not only marketing strategy to attract new customer segments but also the programme itself to be more unique with innovative activities and authentic ideas.

Determinants of Supplier Power

Three UASes set 2 different prices for two customer segments; Haaga-Helia, Laurea and Metropolia degree and exchange students can attend the course free of charge; other participants need to pay 650 Euros in 2016 or 240 Euros in 2017 as attendance fee. According to author's personal opinion as a student who did the benchmarking in price of different summer school organized worldwide and participated in one summer school in Germany, the price that organizers of Digital Wellbeing Sprint set for students was relatively high in comparison to others. In this case, organizers provide educational services to participants, suppliers of Digital Wellbeing Sprints are mainly teachers, mentors and infrastructure couple with a small input from third party like catering service for the extra-curricular activities. Infrastructure means empty facilities and premises of three UASes that was utilized during summer period. Even though in 2017, Digital Wellbeing Sprint was still in the trial stage and profitability was not the first priority; hence, this force has quite slight impact that determine competitive power but this force would be essential for future.

Determinants of Buyers Power

As mentioned earlier, there are more than 1500 summer schools organized worldwide so that students have a wide range of choices. In this case of Digital Wellbeing Sprint, the buyer power depends on the segments of customers that organizers want to target. Since there was no tuition fee for students of three UASes, it is predictable that the majority of participants in 2016 and 2017 were from this segment. However, for other participants who need to pay

tuition fee and flight from other countries to participate, they would demand more not only in program structures or academic content but also free-time activities or accommodation arrangement and support. Besides, international offices of partner institutions can be considered as an effective marketing and distribution channels of summer schools; so that remaining good relationship with partner institution will have a huge impact on promoting Digital Wellbeing Sprint to international students.

Threat of Substitute Products

Besides summer school, there are other courses that offer the same concept of short intensive programme like winter schools, academic exchange semester or double degree program. They all have the purpose of enhancing student mobility and cooperation between partner institutions. One benefit of participating in these courses is that it offers students not only an official study program but also a chance to gain cultural knowledge. The only differences between those courses are the period of programs and study expenses. Besides, it is important to keep in mind the fact that students made a trade-off between enjoying their relax summer and going to study during summer. Accordingly, organizers of Digital Wellbeing Sprint should offer a unique study program along with cultural and social activities to attract more students.

Rivalry among Existing Firms

As mentioned earlier, the target audience of Digital Wellbeing Sprint is students from three universities and from their partner institutions in European area. Also, other universities that offer the same concepts of summer school can be considered as the main competitors. Meanwhile most of other competitors offer students not only in-class courses but also social activities and accommodation as a service package, Digital Wellbeing Sprint focuses solely on the quality of study and cultural activities to some extent. Besides, since the program was occurred in only a week, it makes students from abroad even more hesitate if it is worth coming to Finland which has highly living expenses to study in only one week.

To specify, according to author's experiences who took part in the summer school organized by Berlin School of Economic and Law, it was well organized with more than 130 international students from over 25 countries. The summer school was divided in 5 different programs which offer to 5 segments group of students who have diverse backgrounds and study levels. For example, personally, author participated in the European Business and Economics Programmes (EBEP) which has the price of 1850 Euros that cover a four-week program with accommodation and cultural activities covered.

4.1.2 SWOT analysis

The table below is SWOT analysis of three universities in relation to the Digital Wellbeing Sprint

<p>Strengths:</p> <ul style="list-style-type: none"> - Make good use of empty premises and facility during summer time. - Students get 5 credits in only one intensive week. - Provide students with real business Design-Implement problems from partner companies. - Promote student mobility and cooperation between higher education institutions and SMEs. 	<p>Weaknesses:</p> <ul style="list-style-type: none"> - Difficulties in organizing with the co-operation of three UASes. - Nobody is responsible for marketing; three UASes use their traditional marketing of updating in universities' website and sending information for partner institution. - Shortage of human resource for organizing free-time activities
<p>Opportunities:</p> <ul style="list-style-type: none"> - Enhance strategic partnership of three UASes. - Possibility to develop and pilot new study models. - Function as a marketing channel to attract more international students from abroad to study in Finland. - Promote Finnish education system and culture. 	<p>Threats:</p> <ul style="list-style-type: none"> - Not a new model, many other rivals. - Students drop out due to long summer vacation after registering. - The fact that students from three universities do not have tuition fee for registering cause commitment issue regarding participation.

Table 3: SWOT analysis of the Digital Wellbeing Sprint 2017

4.2 Results of current participants

This chapter presents the research findings from the empirical study and answers two first research questions which are "What is the current service experience and expectation of stu-

dents?" and "What were the marketing channels and strategies applied in Digital Wellbeing Sprint 2017?" The survey was designed to get students feedback on five classifications. In the survey, students were asked to evaluate different factors in the scale of 1-6 which is presented in horizontal axis and the vertical axis illustrates number of respondents.

1. Practicalities, process and content

Students gave their evaluation about level of satisfaction with practical arrangements and services during the Digital Wellbeing Sprint in the scale of 1-6 (1 means not at all satisfied, 6 means extremely satisfied). The result received was 4.5625 as the mean. Besides, there were some open-ended questions asking for students on how to improve the process and content of the Sprint. Here are the direct answers from the participants:

- "Importance of timing (sometimes lectures might be cut, changed)".
- "Student centricity not explained well enough" (more comments in the learning outcomes).
- "More practical demonstrations needed".

Apparently, it can be seen from the provided answers that students wish to have a clearer content, more instructions and practical learning from mentors. Furthermore, even though changes are inevitable in projects, organizers are required response to those quickly to create an overall positive experience for participants.

2. Learning outcomes

Participants were asked to evaluate overall experience of the learning outcomes in the scale of 1-6 as following order (negative, poor, adequate, satisfactory, good, and excellent) and the calculated mean based on received results is 5.3125 which can be considered as a positive outcome. Then in the next question, students can evaluate the concept of Sprint in comparison to regular university's course and results are presented in the following chart. In general, students gave a quite average rate; now turning back to the details, there was one response of "not at all", this might because of personal preference but it is worth for organizers to noticing that.



Figure 6: Learning outcome evaluation

Again, participants can give some free-words that they would like to share about the learning outcome. Here are direct answers from students:

- Mentors: can make it or break it
- More student centricity
- Language challenge

It is apparently seen that at least one student had bad mentoring experience and expect to have more instruction from mentors. Besides, student centricity is mentioned one more time in this part; this is a note for organizer to ensure all participants understand the concept of the Sprint, they are the one shaping their experience and process - mentors/teachers are in the background as facilitators and not to give ready answers. In addition, language is mentioned to be one of the challenges by couple of Finnish students.

3. Teamwork

As can be seen from the chart below, students prefer to work in a multicultural team. This is why in the beginning, when students were divided into small groups of 4 to 6 students and presented with a case assignment, organizers tried to combined students who come from different nationalities and disciplines. Even though there are two students did not seems to

be enjoyed and found it was challenging when working in a multicultural environment, the figures below show a positive rate in general from students and this arrangement should be remained.

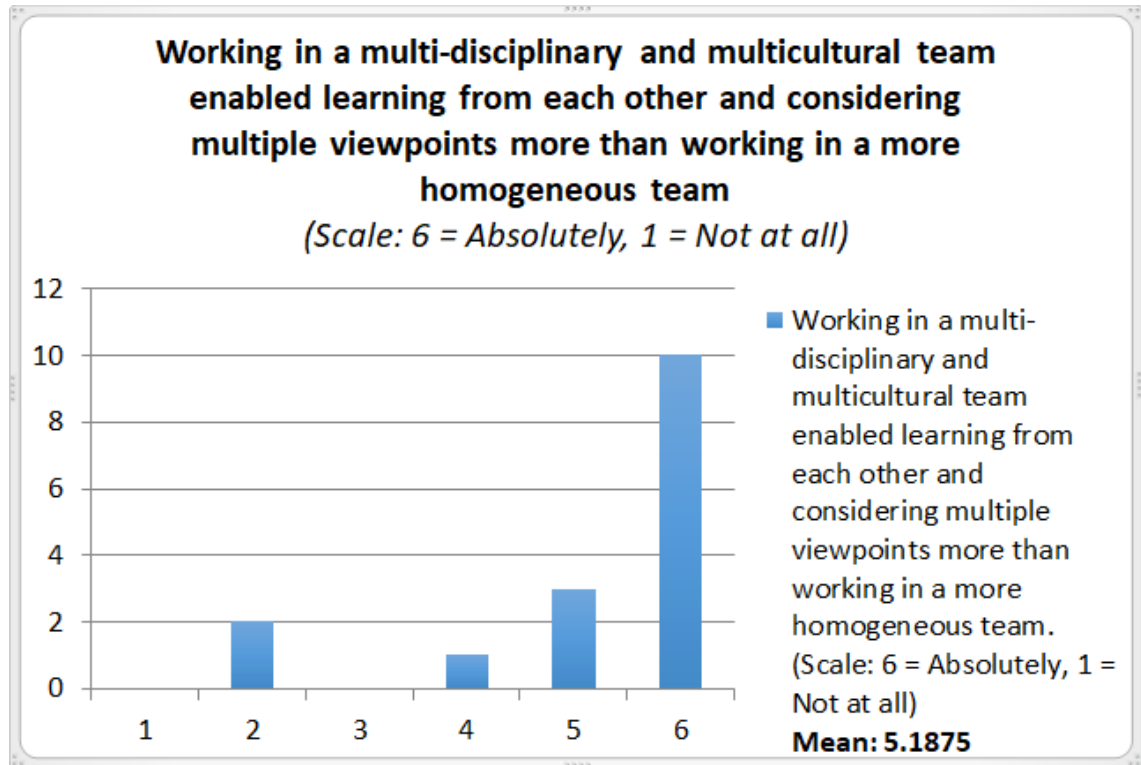


Figure 7: Evaluation of working in a multi-disciplinary

4. Social and cultural activities (free-time activities, Lapinjärvi)

The social and cultural activities can be divided into two parts. The first part was free-time activities which include the trip to Suomenlinna, Nuksio and get together/farewell party). The second part is the trip to Lapinjärvi for the case study. There are 10 out of 16 respondents who participate in these activities, all of them gave positive feedback and were happy with the activities provided. For others who cannot take part in those activities, some of them are Finnish and their main reasons were because of personal schedule. Noticeably, one student gave a feedback of preferring to "have more group games to ease the initial tension and enhance networking." For those students who went to Lapinjärvi for part of the Sprint, they had a few comments on the trip which were "gaining deeper insight and perspective on challenges of customers", "unforgettable authentic experience", and "team building".

5. Other - general

The last question was "Did Sprint correspond with your expectations - did you get what you came for?" Respondents can evaluate in the scale from 1-6 and the results are presented in the chart below. Again, there was 1 student gave the answer of "not at all"

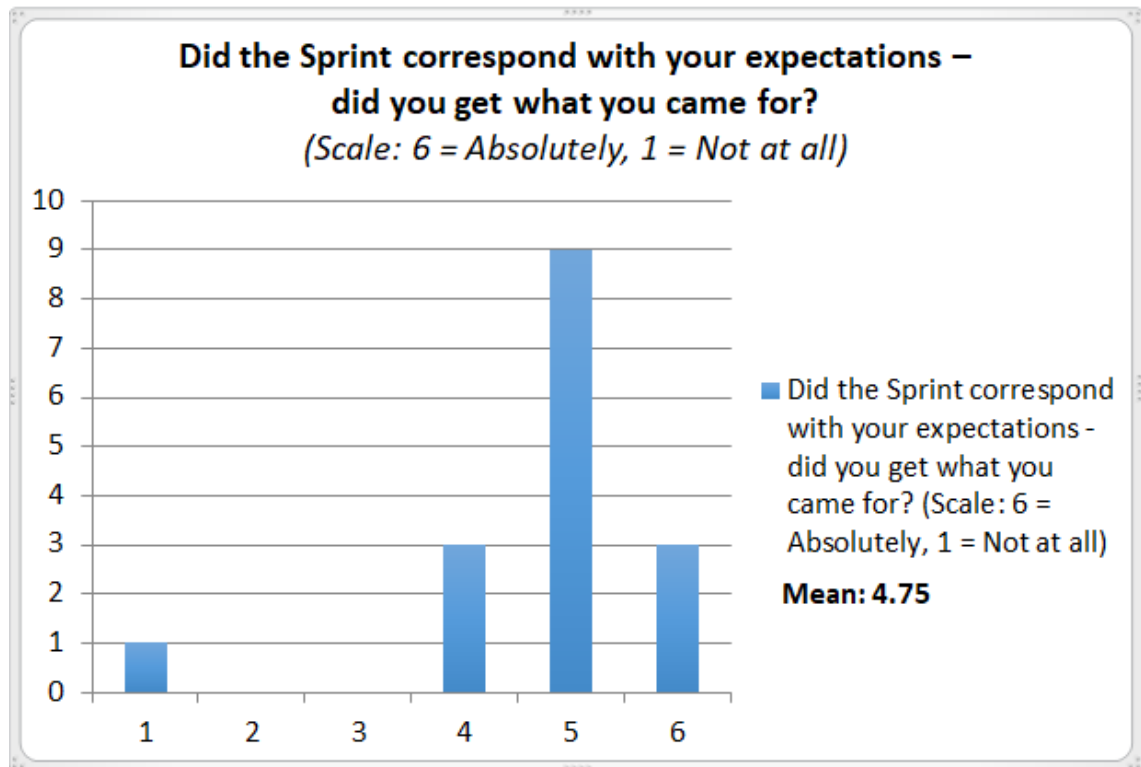


Figure 8: General evaluation

4.3 Results of the exchange students and potential customers

This chapter presents the research findings from the empirical study for potential customers and answer partly the first research questions with the purpose of discover the expectation of exchange students and potential customers. The results from this chapter can be used to support in developing the suggested preliminary plan as a part in marketing strategy in the next chapter.

1. Nationalities of students

In question number 1, students were asked about their nationality. There is about one-thirds (35%) of the respondents come from Asia, the group of European students account for 62 percent of the research population and there is a few students come from other countries as can be seen from pie chart below. To specify, in group of Asian students, there were students from Hong Kong, Korea, Taiwan, China, and Japan with the highest amount of respondents (19 respondents). Meanwhile, there are 65 European students did the survey in which 24 students from Germany and the rest nationalities are the Czech Republic, the Netherlands, Aus-

tria, Romania, Poland, Turkey, Spain, Latvia, Greece and Hungary. Interestingly, there are two students from USA and one from Australia did the survey that are not included in the target customers group, but they account for a small part of the research sample so that the result of the survey is not affected.

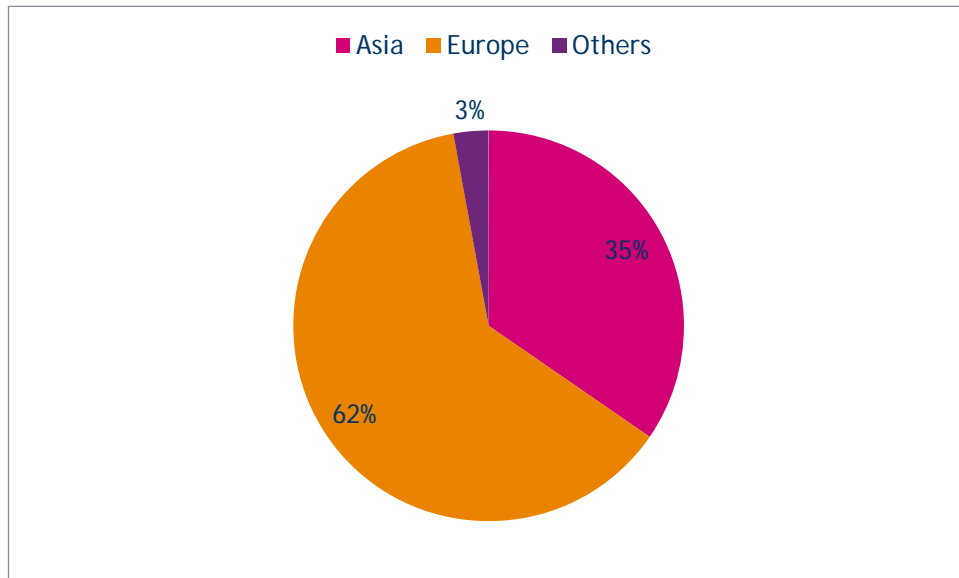


Figure 9: Nationalities of students

2. Preferred marketing channels

In question number 2, students were asked if they took part in any summer school program before, less than half of the research population (47 out of 104) answered yes to the question. Since author wants to discover the most effective marketing channels to reach potential customers, so that the next sub-question is "How would you like to get information about the summer school". Students can choose maximum 2 out of 6 given options. For this group of respondents, email and home university international office are the most preferred channels that students would like to get information about the summer school.

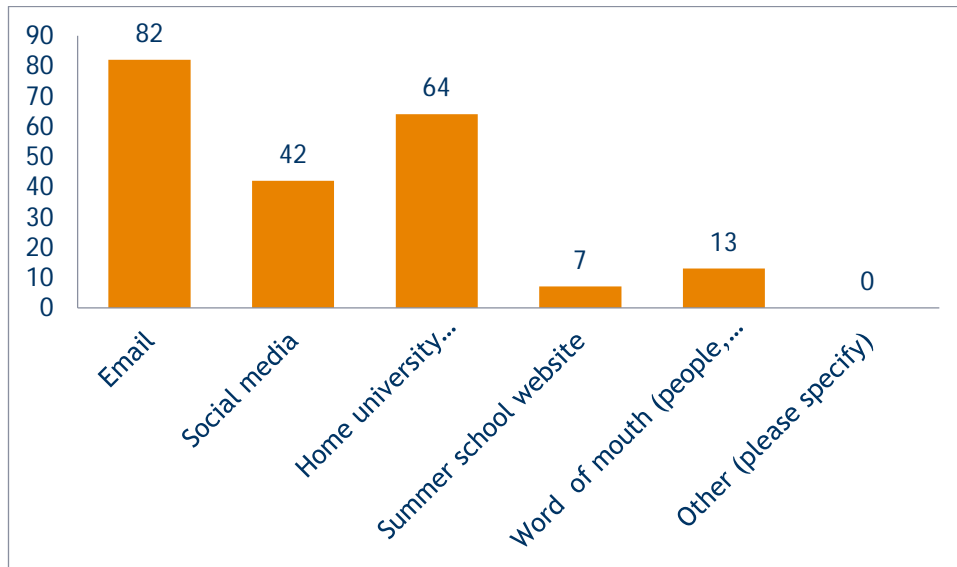


Figure 10: Preferred marketing channels

3. Preferred time frame for the summers school abroad

In question number 3 and 4, students were asked about the most suitable time frame to participate in the summer school programme abroad in Finland. According to students' opinions, 2-week course summer school program organized in June is the most suitable time to take part in summer school. This figure is highly valuable since based on this, organizers of three UASes can consider the time frame to fit the majority of students' preferences when organize summer school for the next year. The reason why June has the most votes from the students (48 out of 104) might be because of the fact that the most suitable time to coordinate personal schedule and participate in the summer school programme right after finishing the exchange semester. According to the figures from survey, 2-week course has the highest number of votes from respondents which is 51 votes followed by 1-week course with 31 votes. The least preferred duration of the summer course is 4-week programme which is quite understandable.

4. Factors that have the most influence on the students' motivation

In question number 5, researcher asked about two factors that have the most influence on the students' motivation. As can be seen from the chart below, multicultural environment and travelling to the new country were/are two factors that motivate students the most when joining a summer school abroad.

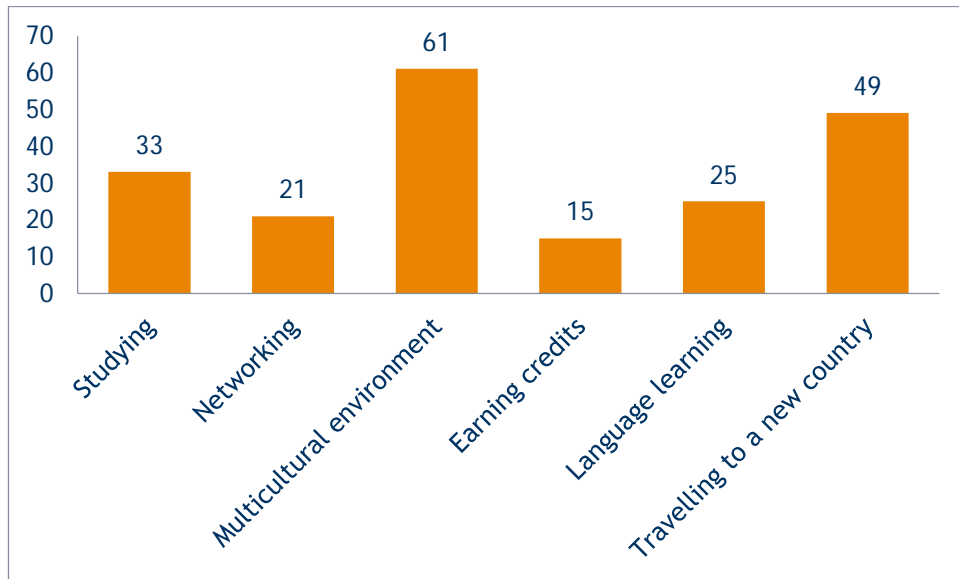


Figure 11: Factors that have the most influence on the students' motivation

5. Preferred teaching methods

In term of teaching method, according to students' opinions, company visits and real business case study which coincidentally have 94 votes from respondents are the most appealing approaches that students expect to have during their summer study. Interestingly, group work and project seems to be too familiar to students so that it gets only 14 votes from respondents. There are 6 students chose in-class lecture as their preferred teaching method which is understandable from students' points of views. These findings benefit organizers when planning for the academic program; as can be seen from figure 9, summer school pedagogical model needs to be shifted toward practical learning to accelerating students' motivations and interests.

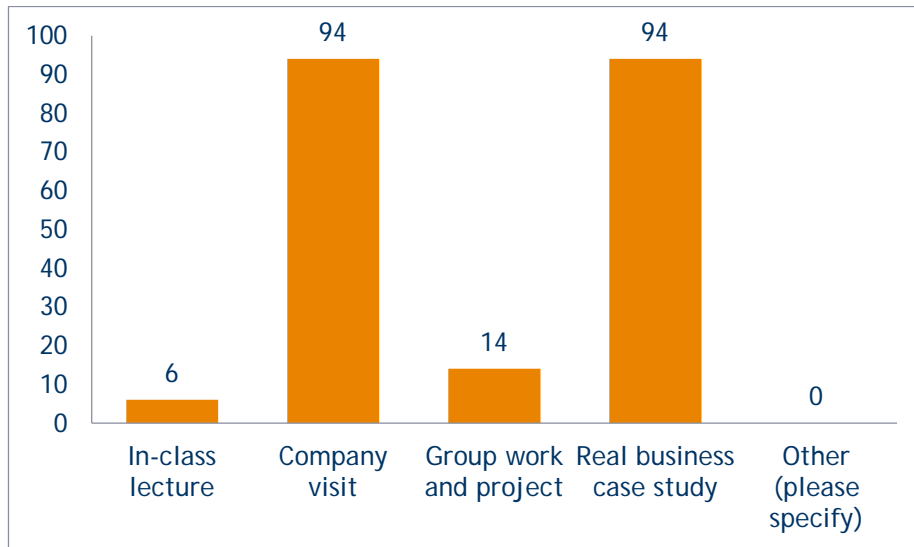


Figure 12: Preferred teaching methods

6. "Must-have" social and cultural activities

In question number 7, students were asked to choose two social and cultural activities that they think are "must-have" for the summer school abroad. A glance at the graph reveals that traditional/ indigenous cultural activities and guided tours/sightseeing are activities that respondents expected the most from the program. Surprisingly, there are two students choose other as their choice with the specific answer of beer gardening/party. Accordingly, it could be noticed that cultural differences have impact on students' perspective on social activities.

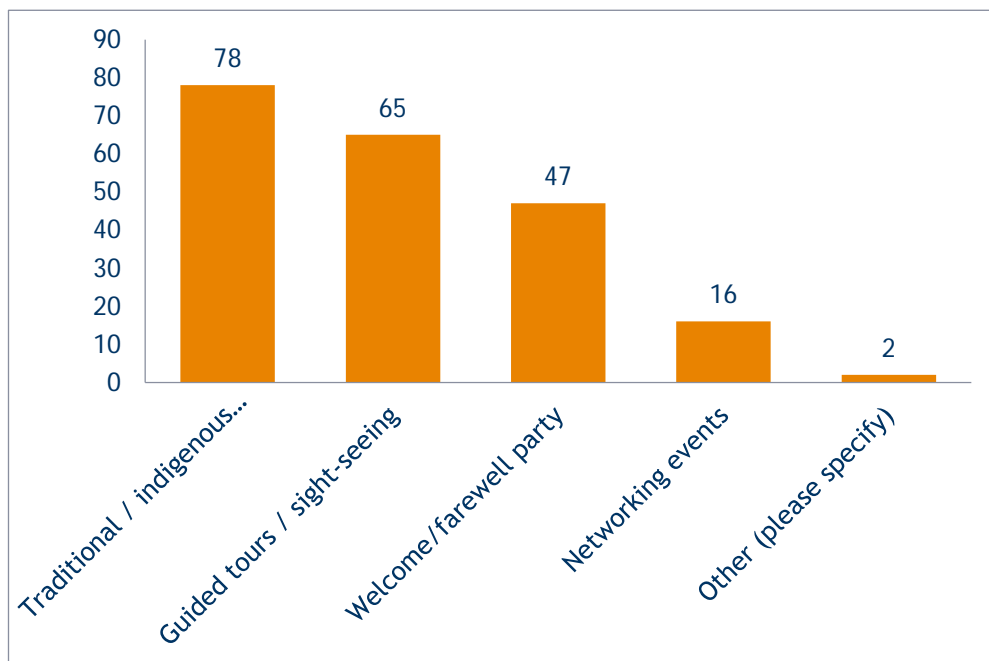


Figure 13: Preferred social and cultural activities

7. Suitable price for a summer course

Regarding the price for a summer course of 2-week, an average tuition fee that is reasonable for students came out as 330 Euro. It is worth noticing that some of Japanese students are willing to pay the up to 850 Euro for the course. This is a good sign but also organizers should consider the fact that Japanese students come from a country which has a reputation for their distinctive culture and unique traditions. This means they would expect a well-organized summer course along with exclusive and authentic cultural activities that appropriate to the highly tuition fee that they have paid.

4.4 Results from organizers

A Skype interview with Ms. Kaisla Saastamoinen was conducted on 16th February. The questions were sent to the interviewee prior to the interview. Ms. Kaisla Saastamoinen was the project worker for the Digital Wellbeing Sprint 2017. Her main responsibilities were handling day to day organizational tasks, involved in advertising and scheduling duties. She also played a key role in discovering and remaining cooperation with companies, speakers and mentors.

Regarding the marketing strategy and channels; according to Ms. Kaisla, "there was no specific marketing strategy for the Digital Wellbeing Sprint". Since this course was one project that organized by three universities: Haaga-Helia, Metropolia and Laurea, "each institution has its own marketing plan". One traditional marketing method which done by all three universities was sending the marketing material to international office of their partnered institutions. "That was old-fashioned but effective method" Kaisla said. In comparison to the survey from potential customers, it seems that organizers of Digital Wellbeing Sprint 2017 were on the right track when choosing international office as marketing distribution channel. Besides, marketing material was also sent to third parties such as Europa or studyinfinland.fi official website which is Finnish National Agency for Education. In addition, Kaisla and other colleagues contact teachers of three universities, came to some classes and give an elevator pitch about Digital Wellbeing Sprint to having more enrolments.

Then, in the next set of questions, Kaisla was asked about the self-evaluation and reflection after the Digital Wellbeing Sprint what can be improved. Below are key points that Kaisla mentioned in her answers:

- Low participants was disappointing
- Lacking human resource
- Collaboration between three universities can be challenge.
- Mentor and facilitator workshop was good ideas.

- Summer time was challenge; there were unexpected changes during the Digital Well-being Sprint.
- Need lots of flexibility and adaptability.
- Participants was quite uncertainty since everyone has different expectations for the summer school, cannot build a "one fit all" programme.

In summary, this chapter gives answers for the first two main research question mentioned in the beginning of the study which were the current service experience and expectation of the Digital Wellbeing Sprint students and the marketing channels and strategies applied in Digital Wellbeing Sprint 2017. Besides, thanks to the results of potential customers, the third re-search question on how to improve the marketing strategy was given some hints to be further discussed in the next chapter.

5 Developing a marketing strategy

As a result, the final outcome of this study is to develop a marketing strategy for the Digital Wellbeing Sprint. Thanks to the feedbacks of current participants and analysis of potential customers' survey, author suggests some proposals for marketing action. The result will be presented in three parts: the objective of marketing strategy, the extended marketing mixes which include people, process and physical evidence factors and general recommendations for the preliminary concept which cover the rest factors which are product, price, promotion and place.

5.1 Objectives

As mentioned earlier in the literature review (see figure 1), the first step in developing a marketing strategy is to identify the organizational goals; accordingly, define a set of marketing objectives to support them. The main purpose of organizing Professional Summer School and Sprint is not to gain profit but to enhance the cooperative partnership between three universities and play a role as a marketing channel to improve reputation and international partnership. Therefore, marketing objectives should be in align with the organizational goals and define the expected amount of full-time students, exchange students and students from abroad come to Finland just to attend the Sprint. According to the figures that author received from Antti Piironen, the estimated amount of students who would participate in The Sprint was 100 students. This could be the objective for next year and other sub-objectives will be presented in the table below.

Clasification	Targeted amount of students
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Full-time students	30-40
Exchange students	20-30
Students from abroad	20-30

Table 4: Targeted amount of students

Two years in a row, organizers of Professional Summer School have been struggle with the problem of lacking students and even when students registered for the summer school, they dropped out in the middle of the course which caused lots of difficulties not only for organizers but also for other students. That is the reason why author suggests the targeted amount of students from abroad is 30 out 100 since they paid tuition fee for the summer school and surely will have more commitment. In addition, geographically, according to the research survey, marketing activities should be focused more in Germany and Japan, where most students are willing to participate in summer school.

5.2 Extended marketing mix

This part cover only the extended marketing mix since other factors which are product, promotion, price, and place will be presented as a preliminary plan in the next part.

People

First and foremost, it is worth to mention that the Digital Wellbeing Sprint is organized and constituted by collaborations of various stakeholder groups. That is the reason why if the responsibilities of each group was not defined clearly, it will create chaotic and confusion in organization and difficult to remain a clear information flow. Besides, Kaisla also mentioned in the interview that “lacking human resource” was also one of the burning issue that have negative effect on the service quality of the Digital Wellbeing Sprint. The table below presents stakeholders of Digital Wellbeing Sprint along with the suggestions for responsibilities of each individual.

Stakeholder groups	Main stakeholders	Suggested responsibilities
Organizers	Management teams of 3 UASes	Planning the concept, academic program, registration management, staff training
	International offices and	Distribute information to partner

	marketing departments of 3 UASes	institutions
Employees and workforce	Teachers/Professors	Provide needed scientific theory, teaching, support students if necessary
	Volunteer, project workers	Scheduling, administrative task, planning for the free-time activities, discovering case companies
Participants	Mentors, facilitators	Support and assist students in solving assigned case study
	Students	Be present and stay active during the course
Cooperated partners and third parties	Companies	Provide real case problem for students
	Student associations, associations for international education	Distribution channels

Table 5: Stakeholders involved in the Digital Wellbeing Sprint

It is suggested that organizers should form a team of project workers and volunteers in which each institution will have at least one member in the team to planning for the free-time activities and support in marketing activities. The team could be supervised by one person who had experience in organizing the Professional Summer School in previous years. Team of volunteers is extremely important to solve the problem of lacking human resource. Besides, since the target now is having international students from abroad, it is necessary to having tutors who currently students of three UASes and support them in getting used to the Finnish environment.

Process

The process of organizing a summer school can be divided into 3 stages: planning, implementation and evaluation which is illustrated as the figure below.

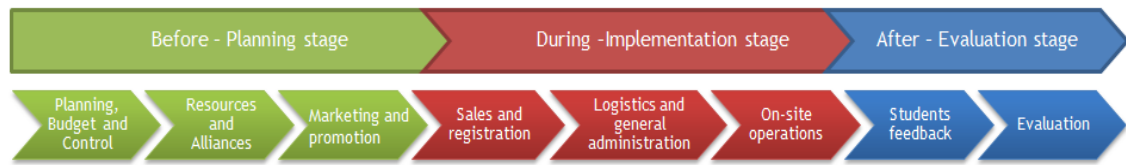


Figure 14: Process of organizing a Digital Wellbeing Sprint

In the very first stage, when planning the content for the Digital Wellbeing, organizers should do a competitor analysis then support marketing team in creating more innovative ideas to enhance the competitive advantage over other rivals. Interestingly, due to the explosion of social media, organizers should keep up with the trend and integrate social media in marketing activities. Besides, as mentioned earlier, landing page is a perfect tool to having more registrations. Since the Digital Wellbeing is organized by 3 UASes, resources need to be allocated and used wisely. Responsibilities of each stakeholder should be defined clearly as discussed in the previous part. Then, there should have a staff briefing before the Sprint is occurred in order to ensure that the message that organizers want to deliver to participants would consistent.

The first stage should be done 8 to 10 months ahead of the event which means right after the Digital Wellbeing Sprint of the previous year end; organizers should start planning for the next year which includes following task according to chronological order:

- Establish goals and objectives
- Select date, identify venue, estimate budget
- Recruitment of event staff
- Contact lecturers, mentors, facilitators, third parties, etc.
- Creating landing page, social media page, set up registration
- Venue/logistics planning
- Start marketing actions
- Confirm the final list of all participants
- Staff briefing

In the second stage, during the event, it is important that staff need to keep a cool head, stay positive and calm and stay engaging to the audiences. As being a volunteer in Digital Wellbeing Sprint 2017, author gained a valuable lesson on dealing with changes. One advise for organizers of Digital Wellbeing Sprint next year is that always prepare for the plan B and

training staff to manage the anxiety that comes with unexpected changes and stay calm, be flexible and adaptable.

The post-event activities cannot be underestimating and need to be done carefully from distributing survey to collecting student feedback or sending thank-you notes to all participants. Then, finally having a meeting to review all feedbacks, check financial status and prepare to plan for the next year event.

Physical evidence

Physical evidence is defined as tangible elements that will attract participants' first impression. According to research analysis, students of summer school need to be instructed more about the concept of the Sprint so that they will not mislead the role of mentors/facilitators as teachers. Besides, since the marketing activities were not planned properly and each institution conducted the marketing activities individually, if the message was not in align with the main theme of Digital Wellbeing Sprint, students might get confused. The tools to deliver those message are physical evidence that ranging from ambient conditions to corporate branding such as design of logos, online website (landing page, social media), marketing or pre-arrival documents (brochure, poster, timetable). All those documents need to be in align with the main theme of the Digital Wellbeing Sprint and well-designed that highlight the message that organizer want to deliver.

Besides, since one targeted audience is also include students from abroad, organizers should benchmark some accommodations, hostels in Helsinki, Espoo regions, gather public transportation information and provide students more support regarding practicalities. The best way to conduct this is to create a pre-departure document and publish in the website or send to individual students who come from broad.

5.3 Recommendations for preliminary concept

In this part, author will present the preliminary concept in which suggests time, duration, marketing distribution and communication channels, price, academic course and social event for the Digital Wellbeing Sprint. This will cover the first four factors of marketing mix. Please note that since the academic program will be designed by professors from three universities, the outcome will not analyze deeper into this category, the social and cultural event however will be discussed clearly.

Regarding the time and duration of the summer school, the best time to organize Digital Wellbeing Sprint is in June and August could be the second option. According to the survey, preferred time of most students is 2 weeks which is not suitable since the concept of Sprint is designed as a five-day process for solving a business issue. However, it is not reasonable for students who come from abroad and spend only 1 week for the summer school. Author sug-

gests that organizers of Professional Summer School should organize an extra course and combine with the Sprint to create a complete 2-week program.

Aside from academic course will be managed by teachers and professionals from three universities, other social and cultural events are organized to create a networking environment for students. Some activities like the trip to Suomenlinna and Nuukio, get together event and farewell party should be continued. Especially, students gave extremely positive feedback regarding the trip to Lapinjärvi to conduct the research and interview customers for the case study. What can be improved is having more "break the ice" games for students and the most suitable time to organize those games is on the first day during or after the get together event. Besides, it would be nice if students from abroad can visit Tallinn (Estonia) or Stockholm (Sweden) where are located near Finland and can be coordinated easily.

In term of promotion, marketing distribution and communication channel, marketing department and international office of each university will responsible for distributing information regarding summer school to its own partner institutions. Besides, to be able to promote for the partnership of three universities, it is essential to create a landing page that includes information regarding Professional Summer School in previous years, social media activities, supporting service and registration link. Furthermore, students associations such as Laureamko, Metka, Helga or ESN can be good distribution channels. In addition, marketing activities for the summer school can be done through lots of events are organized during academic year like the welcome event for incoming exchange students or international education conference, networking events, etc...

It is inevitable to having a price strategy when establishing a marketing plan. Even though the main purpose of the summer school is not profitability, the project itself still need to cover the cost so that in the end, it will not lead to negative effect on the financial situation of the whole organization. Because of the fact that full-time and exchange students of three universities do not have tuition fee, their commitment when participate in the summer school is not enough, only students from abroad and other institution have to pay for the course. This is the reason why organization is suggested to having more heavily marketing activities for international students from abroad and organize 2-week course which is more reasonable for them. Suitable price for the summer school would be 330 Euros for a two-week course that includes lectures, study materials and social program. This price obviously is not include some extra activities such as travelling to Estonia or Sweden and other social activities.

In conclusion, author created the following event calendar for 2-week course which can be considered as physical evidence and used in brochure, online website or pre-arrival documents. This is the ideal demo for organizers of Digital Wellbeing Sprint next year based on result of the research.

Week 1: Digital Wellbeing Sprint.

Week 2: Extra course, topic: to be decided but it should be under the main theme of Digital Wellbeing Sprint.

Optional culture and Leisure Time Program

Part of mandatory course program

Week 1: Digital Wellbeing Sprint

Time/Date	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
8.00 - 12.00	Welcome day Introduction to Finland and Sprint concept	Trip to Nuukso	Trip to Suomentinna	Lecture	Meeting clients Interviewing people	Teamwork: Prototyping workshop	Lecture, Team work	Final presentation
12.00 - 13.00 Lunch								
13.00 - 15.00	Lecture			Teamwork: Preparation for client meetings	Teamwork	Teamwork: Prototyping workshop	Teamwork	Free - no program
15.00 onward	Get together party			Discovering Helsinki				

Week 2: Extra course

Time/Date	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
8.00 - 12.00	Trip to Tallinn (Estonia)	Free day - No program	Lecture	Lecture	Lecture	Lecture, Team work	Final presentation
12.00 - 13.00 Lunch							
13.00 - 15.00			Lecture	Workshop	Company visit	Teamwork	Closing session Farewell party
15.00 onward			Discovering Helsinki				

Figure 15: Suggested even calendar for the Digital Wellbeing Sprint

6 Conclusions and recommendation for further

First of all, it is necessary to repeat main purpose of the thesis which was to creating a marketing strategy for the Digital Wellbeing Sprint with the goal of attracting more international students from abroad to leverage the diversity of student in the summer school. Besides, three research questions which were initiated in the beginning of the thesis will be answered briefly in this chapter. Then author will suggest some recommendations for further research.

6.1 Summary of the results

From survey's result, in general, students who participated in the Digital Wellbeing Sprint 2017 satisfied with the arrangement of organizers. Regarding the content and learning outcome, students had experience of unexpected change about the schedule of the program and expect to have more guidance from mentors and facilitators. This was happened because students did not fully understand the concept of Sprint that mentors/teachers are in background as facilitators and not to give ready answer. Organizers were suggested to ensure that all participants understand the concept by present it in landing page and in the beginning of the course.

Moreover, result from the survey of potential customers who had experience in studying abroad which was presented also in chapter 4. Basing on those findings, author discover the expectations of students regarding the teaching method, motivation, duration and preferred activities when register for the summer school abroad.

The second research question was answered based on the information that collected from Antti Piironen who is the academic coordinator of Metropolia UAS and also responsible for organizing the Digital Wellbeing Sprint and the skype interview with Kaisla Saastamoinen who was a project worker of the summer school. Accordingly, the information received was the marketing activities was not planned properly, each university conducted their own marketing activities mainly through international offices and university websites.

From the theoretical background and analysis of research findings, the improvement plan was presented in chapter 5 which include basis recommendations for organizers when set the date, duration, concept and academic program of the Digital Wellbeing Sprint. Besides, some suggestions on marketing distributions and communication channels were proposed by authors to create a more user-friendly service for customers. In addition, as mention in the beginning of the study, the marketing strategy will be developed base on extended marketing mix. Hence, three factors of extended marketing mix which are people, process and physical evidence were discussed to answer the research question.

6.2 Recommendations for the future research

Since Professional Summer School program have been organized only 2 years and still in trial period, it might not suitable to set the goal too high for the amount of international students from abroad. But if the summer school is well-organized, it would be profitable. Accordingly, there is a need for organizers to create summer school as a service package that include also accommodation arrangement which include in the price along with tuition fee. Moreover, since this study was conducted base on the current situation of the Digital Wellbeing Sprint which had duration of a 1-week course, it will be organized by three UASes. The advantages of cooperation between universities are deniable; however, Laurea university of Applied Science can organize the summer school program itself to promote student mobility and partnership with its institution. Summer school can become a channel to promote for the internationality of Laurea.

In addition, author spent summer 2017 to studied European Business and Economics Programme at Berlin School of Economics and Law in Germany. It was well-organized with more than 100 participants and 5 different programmes which were designed for students come from various degree programs. Interestingly, more than half of students come from the United States. This is an evidence to encourage organizers of Digital Wellbeing Sprint to organize a programme that can attract non-EU students and enhance partnership with others but not limit to European institutions. This summer school program in Germany can be considered as a successful example that open for further research in benchmarking their best practices and apply to the Digital Wellbeing Sprint.

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Appendix 1: Survey for the Digital Wellbeing Sprint participants

1. Sprint practicalities, process and content

- a) How satisfied were you with the practical arrangements and services during the Digital Wellbeing Sprint? (1-6)
- b) How did the lectures, mentors and kick-off activities support the Sprint process and your learning, how could the content be developed?

2. Learning outcomes

- a) Did you gain more new skills for professional development during the Sprint than in regular university/professional development courses? (1-6)
- b) Please evaluate your overall experience of the learning outcomes (1-6)
- c) Anything else you would like to share about you learning outcomes?

3. Teamwork

Was working in a multi-disciplinary and multicultural team enable learning from each other and considering multiple viewpoints more than working in a more homogeneous team (1-6))

4. Social and cultural activities

- a) Did you participate in the organized free-time activities (Yes/No)
- b) If yes, what activities did you participate in, were you happy with the activities provided?

5. Other-General

- a) Did the Sprint correspond with your expectations-did you get what you came for (1-6)
- b) Any comments or suggestions that would improve the Sprint in the future?

Appendix 2: Survey for potential customers

1. What is your nationality?
2. Have you ever take part in any international summer school abroad? (Yes/No)

Please choose 2 channels that you like the most to get the information?
 - a) Email
 - b) Social media
 - c) Home university international office
 - d) Summer school website
 - e) Word of mouth (people, friend)
 - f) Other (please specify)
3. What do you think is the most suitable duration of a summer school abroad in Finland?
 - a) 1 week
 - b) 2 weeks
 - c) 3 weeks
 - d) 4 weeks
4. What is the most suitable time for you to participate in summer school abroad in Finland?
 - a) June
 - b) July
 - c) August
5. What were/are two factors that motivate you the most to join a summer school abroad?
 - a) Studying
 - b) Networking

- c) Multicultural environment
 - d) Earning credit
 - e) Language learning
 - f) Traveling to a new country
6. What are two teaching methods that you like/expect the most in the summer school abroad?
- a) In-class lecture
 - b) Companies visit
 - c) Group work and projects
 - d) Real business case study
 - e) Other (please specify)
7. In an international summer school, what would you think are two "must have" social and cultural activities?
- a) Traditional and indigenous cultural activities
 - b) Guided tours or sight-seeing
 - c) Welcome/farewell party
 - d) Networking events
 - e) Other (please specify)
8. What is the price that you think suitable to a summer course of 2 weeks (including lectures, materials studies and social activities) in Finland?
- a) 200
 - b) 300
 - c) 400
 - d) 500
 - e) Other (please specify)

Appendix 3: Skype Interview with the Kaisla Saastamoinen, project worker of the Digital Wellbeing Sprint on 16th February, 2018

1. What was your responsibility in the Summer School?
2. Could you provide me more details about the students (How many students from abroad, how many are Finnish or international students)?
3. What was the marketing strategy and channels that you had to approach students? What were you targeted customers, students in Finland or students from abroad, why?
4. How did you set the price for the Digital Wellbeing Sprint, did you do the benchmarking for it?
5. What are you self-evaluation and reflection after the Digital Wellbeing Sprint? What can be improved?