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KOJAIR TECH OY – GUIDELINES FOR A DIGITAL MARKETING PLAN

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ABSTRACT

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Kojair Tech Oy – Guidelines for a Digital Marketing Plan

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This thesis was commissioned by Kojair Tech Oy. The company has been operating for decades in the field of clean air industry, and needed a digital marketing plan which would help them to get more traffic to their website. The company has not had a marketing plan nor a digital marketing plan before, so the objective was to establish guidelines for a digital marketing plan which would help them to understand the basics of digital marketing.

The authors familiarized themselves with different digital marketing platforms and digitalization as a phenomena by using scientific literature as a secondary data. The authors conducted a qualitative research in the form of interviews to gather information about the current digital marketing situation within the company, the coherency of sales and marketing activities and how the customers of the company perceive them. The authors composed interview questions for three different clusters who were identified as significant target groups; customers, distributors and marketing employees of Kojair Tech Oy.

Based on the research of secondary data, the authors found out how big importance the company's website has. Especially when the company is establishing their digital marketing channels, the website should be used as a foundation to all of its digital marketing activities. Also the coherency of the online and offline marketing actions with the sales activities are crucial in terms of creating a distinct brand image for a company. The employees and customers of Kojair Tech Oy admitted that the website of the company needs to be improved. When it comes to the coherency, the results of the interviews indicated that there is room for improvement.

The findings suggest that in order to get the full potential digital marketing could be offering to them, the company should research and understand their targeted customers. Based on the findings, the website should be established around the customers' needs and wants. The authors recommend the company to establish a customer database. By analyzing it, the customers of the company will have a better online experience which is tailored for them. In order to execute these suggested actions, the authors recommended Kojair Tech Oy to assign a digital marketing expert who would be responsible for the creating content, updating the database and developing their digital marketing actions. It would be beneficial for the company in the future to execute a research about the functionality of the website from the customers' point of view.

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Key words: digital marketing plan, business-to-business, traffic building

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1   INTRODUCTION

The term digitalization is defined on The Oxford English Dictionary as "the adoption or increase in use of digital or computer technology by an organization, industry, country, et cetera" (Brennen & Kreiss 2014). As digitalization has grown rapidly during the last few decades, it has also changed the way how consumers nowadays experience marketing and its communication channels. The power the consumers have, has also grown during the years, and there is also more information available. The consumers have totally changed their media usage, and on the side of traditional marketing, there has been born hundreds of new marketing channels during the digitalization era. Marketers are constantly trying to come up with more efficient and more precise media channels. The type of media has also bigger impact on the design of the campaign than what it used to have. (Leino 2010, 34.)

The digitalization has changed the field of marketing a lot during the past few decades and the way how companies react to the changes is important. It is crucial for the companies to keep up with the changing environment, and the campaigns need to be accurate and well-adjusted to each platform and customer segment. Updating the digital marketing channels is critical as the companies want to keep up with new trends and platforms, which keep evolving all the time. (Siu, n.d.)

Generally speaking, the internet has connected people from all over the world and made information and idea sharing effortless. This has made marketing to be a part of a conversation where the customers have the biggest impact they have ever had so far. In the internet the customer is not a passive message receiver but an active participant who can create and share content as well as decide what one wants or does not want to see. (Juslen, 2009, 5.) This is why the marketers and companies need to be on top of digitalization. If a company is not aware of the content that is about them on the internet and does not control it, it can have a huge negative impact to the company's image. It is essential nowadays for a company to have certain digital marketing platforms in order to create legitimacy and trustworthiness towards the company.

Because the digitalization has a big impact nowadays to the company's overall image, the commissioning company hoped the authors would create a digital marketing plan for

them. The objective of the digital marketing plan would be to help the company to improve their digital marketing actions and attract more traffic to the company's website. The commissioner hoped that the following would eventually result in increased sales.

2 THESIS PLAN

The following thesis plan introduces shortly the topic, objective and purpose of this thesis. The plan also includes a brief explanation of different concepts and theories, which will be used for this thesis. It will also explain the data gathering methods used, and eventually will go through the structure of the thesis.

2.1 Thesis topic

The topic of this thesis is a digital marketing plan. The thesis focuses on how to create an effective digital marketing plan and what are the main parts which need to be considered when creating one. The main focus of the marketing plan is on the digitalization, but for example social media platforms are not playing that significant role in this thesis. This is due to the company's business to business (B2B) nature, and also because the company has only recently started their social media channels.

The thesis is focusing on the digitalization because the commissioner saw it as an important part of their marketing, and also because their current digital marketing is close to non-existing. Nowadays it is also crucial for companies to have an online presence in order to gain new customers and to maintain the relationship with the existing ones.

According to Merisavo, Vesanen, Raulas and Virtanen (Merisavo et al. 2006, 31) customers nowadays tend to start their buying process from the internet in one way or another. They seek for information and previous customer experiences from online. It seems like the consumers are adopting different digital channels and platforms faster than the companies are adopting them into their digital marketing. Even today many companies are not using the full possibilities that digital marketing could be offering to them, which further seems to be the case in the commissioning company. Some of the biggest matters that cause the issues within a company's digital marketing actions are:

- Lack of solid strategies and vision
- Lack of experiences or experimenting
- Being too careful to try new thing for example being scared of getting bad reputation as a junk mail sender
- Lack of previous good examples.

(Merisavo et al. 2006, 31.)

By acknowledging these stumbling rocks the authors will build a carefully planned digital marketing plan for Kojair Tech Oy based on the academic literature and collecting primary qualitative data from the interviews.

2.2 Thesis objective, purpose and research questions

The objective of this thesis is to research guidelines for creating a digital marketing plan for the case company. The objective can be formulated in the form of a research question as follows:

"How to create a digital marketing plan for Kojair Tech Oy?"

The sub-questions that will help to frame the theory for this question are:

"Which digital marketing tools the case company should use to attract more visitors to their website?"

"How the case company should use these tools in order to reach the full potential of digital marketing?"

This thesis focuses on answering to the research questions, and they will be used as a guide throughout the whole thesis process. The purpose is to help the company to understand better the possibilities digital marketing is offering to them. The objective of the digital marketing plan is to gain more traffic to the company's website.

2.3 Concepts

This thesis will introduce and explain different concepts that are related to digital marketing. These theories will be used as a theoretical framework for the thesis. Also the common marketing terms will be explained. The literary review will establish the base and theoretical framework for the thesis, and it will form a part of the secondary data for this thesis. The terms "marketing" and "digital marketing" will be explained here, because as this thesis is a digital marketing plan, it is important to know and understand the definitions of the terms. By defining these terms, the readers will also have a better understanding of the topic and the crucial concepts that need to take into consideration when creating a digital marketing plan.

2.3.1 Marketing

According to Blythe (2008, 4) marketing is the phrase which has been given to certain activities which happen in the contact between the company and its customers. Nowadays marketing uses the customer's needs and wants as the base for all marketing decisions. As this is the most important task of marketing, it can be seen as one of the hardest parts as well, because one has to think like someone else and understand their needs in order to have successful marketing actions. (Blythe 2008, 4.)

Also Kotler, Armstrong, Wong and Saunders (2008, 6, 7) stress the importance of understanding and satisfying the needs of customers. They state that marketing has been seen as the act of making a sale, which especially nowadays is incorrect. He quotes Peter Drucker, who has said that "The aim of marketing is to make selling unnecessary." He implies that the goal of marketing is to understand the customer so well that the products are made to fit for them, thus the selling becomes unnecessary when the product sells itself. (Kotler et al. 2008, 6, 7.)

2.3.2 Digital marketing

As stated in Lucy Alexander's blogpost called "What is digital marketing?" (2016) digital marketing is an umbrella term for all the marketing efforts that take place in the online environment. According to her post, people spend twice as much time online as they used to in 2008. It can be debated if offline marketing is attaining enough customers nowadays when being compared to digital marketing. According to Kotler (Kotler et al. 2009, 839) the internet has created a new way to create content for customers and build relationships with them. Alexander (2016) adds that as marketing has always been about connecting the company with its audience at the right time and at the right place, today that place most likely is internet.

Most of the attention has been on business to consumer (B2C) websites and marketing, but as Kotler (Kotler et al. 2008, 842) mentions, B2B digital marketing is also blooming. There are multiple ways for B2B marketers to reach new business customers, such as online trading networks, B2B websites, emails and online product catalogues. B2B companies can also improve their customer relationships in the internet, and have features

such as customer support services, product information and purchasing possibilities. (Kotler et al. 2008, 842.)

It has been said that currently there are three different types of media in digital marketing: paid media, earned media and owned media. In paid media there is an investment where the company has used their capital in order to gain more visitors, appear more often in a search engine or to have a display in an advertising networks. Offline medias such as TV commercials, direct mail and print advertising are also a part of paid media. Earned media includes things like word of mouth and public relations. Earned media is usually generated through different types of associates, such as bloggers and publishers. Smith and Chaffey (2017, 34) describe it as "different forms of conversations occurring both online and offline which still require an investment." Owned media is the media that the company actually owns, for example the company's website and the company's existence in different social media platforms. Retail stores and company brochures are examples of offline owned media. (Chaffey & Smith 2017, 34.)

2.3.3 Business-to-business marketing

B2B marketing refers to the marketing, where the businesses are also targeted as "customers", so in B2B marketing there are no "end-consumers" who would purchase the products and consume it by themselves only. Silverstein defines in his book Business-to-Business Internet Marketing (2001, 7) that in the B2B world there are individuals who are consumers but have taken additional responsibility of appraising and buying products for the company that they either work for or own. Thus, there usually is an individual who has their own opinion and needs, which implies that in the end, in B2B marketing there is also an individual customer who makes the purchase decision on the behalf of the company. Still, the B2B purchasing process is a more complex one, because there are usually multiple individuals who have an impact on the purchase decision. It is important to understand the concept of B2B marketing because that is the field of business where the commissioning company operates at.

2.3.4 Business-to-business purchasing process

Purchasing behavior is the act and process that a consumer goes through when buying new products. Decision making process varies on B2B and B2C. When considering the

special features of B2B markets, B2C markets are often used as a comparison. Similar to both markets are that in both there are people who are included in the purchase decision making process who have adopted a certain role and make the purchase decisions to fulfil certain needs. The biggest differences between these markets are in the structure of the markets, demand, the amount of individuals who contribute to the purchasing decision and the decision making process itself. (Kotler et al. 2008, 291.) Since Kojair Tech Oy is operating at B2B field, it is important to understand the purchasing process of the B2B buyers in order to target the buyers correctly. The special features of B2B decision making are taken into consideration in the following.

Comparing the B2C and B2B purchase decision making process, consumers have both emotional and rational needs on a personal level. The B2B buyers do not only have these needs on a personal level, but they also need to consider the purchase on a company level. The personal needs of a B2B buyer are usually strongly connected to wanting to be accepted among the work community, and for that reason the buyers try to avoid high risks. Since it is impossible to know B2B buyers' emotional needs on a personal level, the only thing a company can do is to make buyers feel confident by maintain a good image of the firm. The emotional needs on a company level are connected to brand image. Companies want to work with companies that share the same values and have a brand image that fits and complements theirs. No company wants to be associated with another that does not have a good reputation or whose values and positioning differ a lot from theirs. (finance-online.com 2018.)

The rational individual needs of a B2B buyer are also connected to the buyer's need to perform well on their job. They want to do their job well and that is why they avoid high risks. Nevertheless, the company's rational needs are the ones to have the biggest impact on the purchase decision making. The strategic effects of the purchase play the most important role in the decision making process, and the price of the good has a huge impact as well. Purchases can be divided into low- or high price categories depending on whether the purchase uses less or more than five percent of the company's annual budget. Within the low and high spend categories the purchase can be divided into two groups – whether the purchase has high or low strategic importance to the company. (financeonline.com 2018.)

According to a study which was conducted by Pardot (2013), 72 percent of the B2B buyers start their purchasing journey from Google. The journey starts with the research phase where the buyers usually search for customer reviews, educational material and testimonials. The buyers will return to Google many times during the research process, trying to narrow down their options. It is said that B2B buyers have made their purchase decision by 65 percent to 95 percent before they even actually contact a company. (Cohen, 2015.)

2.4 Marketing theories applicable

For this part the authors have collected some theories that are applicable to digital marketing and creating a marketing plan in general.

2.4.1 SOSTAC

SOSTAC is a marketing planning model designed by PR Smith. The model consists of six phases that support one another in the planning phase. The popularity of this model is based to its simplicity and the fact that it can be applicable to any industry. The name of the model is an acronym which becomes from the steps that the model presents. These steps are: Situation analysis, Objectives, Strategy, Tactics, Actions and Control. Because of the simplicity of the model, the main principles of the SOSTAC model can be understood within a short period of time. This model can be used to create an overall marketing plan for a company but it is most commonly used when designing a digital marketing plan. (Smith 2018.) Since Kojair Tech Oy has not yet had a digital marketing plan it will be planned with the help of the steps on the SOSTAC model.

According to Smith's model, digital marketing plan usually starts by analyzing the company's current situation. This is the SOSTAC model's first phase and it is aimed to answer to the question "Where are we know?" When a company is aware of their current situation they are able to focus their strategic actions into the right places. In the next phase the company needs to answer to the question: "Where do we want to be?" which will reveal their objectives. When this has been done, it is time to think about the company's strategy and "How do we get there?" The next phase of the SOSTAC focuses more precisely to the tactics of the strategy. In the model this answers to question "How exactly do we get there?" The last two phases "Action" and "Control" concentrate to actually implementing the plan and monitoring how well the plan is working. (Chaffey & Smith 2008, 4.)

The SOSTAC model concentrates to analyze the company's current situation which is why is why the theory is applicable for this thesis. If a company is not aware of its current situation it will be impractical to plan anything ahead. By acknowledging the strengths and weaknesses in the field of marketing, the company will be able to concentrate their strategical marketing actions in the right places.

PICTURE 1. SOSTAC model, modified (Smith N.d.)

2.4.2 Company websites as a digital marketing tool

"Effective web design is the central element of digital marketing, from which we develop strategies for other delivery platforms, which include search, social, mobile and e-mail marketing." (Zahay 2015, 27.) This statement shows how important the website of a company is in digital marketing. The website should be used as a core for all the other digital marketing channels and it needs to be done first in order to have a coherent digital marketing experience. According to Zahay (2015, 32) the positioning and objectives of the company need to be established before the website is created, because website is a tool where those decisions are being mirrored to the users of the website.

First impression of the website is vital since the visitor will decide within the first ten seconds spent on the company's webpage, whether it is worth visiting and trustworthy. Bad first impression will automatically lead on customer loss. (Lincoln 2009, 59.) As one

of the objectives is to increase the traffic to the company's website, it is crucial to understand what a good website should look like and what are the main functions it should offer to a customer.

The key questions that should be taken into consideration before building a website should be:

- Why is this website established?
- What is the main purpose of the website?
- What are the goals this website is hoped to achieve?
- How is the website going to help the company?

(Lincoln 2009, 49.)

As reported by Lincoln (2009, 47) the websites are the least understood and the most underutilized places online. She states that most of the company websites are used as "brochures" and not extended to their full potential they could offer to a company. Well-functioning websites which are designed to be user friendly, interactive and vibrant are the backbone in digital marketing. Many companies do the mistake of building websites just about their company and products instead of constructing them around the prospects. Companies should consider what are the prospects' problems, interests and needs. (Lincoln 2009, 47.) When designing or reforming websites, companies should at least be serving the existing customers by providing them useful information about the company and its products, but also lure them to make new purchases. (Bergström & Leppänen 2015, 314.) According to Zahay (2015, 27) there are two different categories for websites: they can be either informational or transactional. The informational ones provide information about the company and its products but do not offer a direct opportunity for a purchase, whereas the transactional websites offer the opportunity to purchase or donate on the website. It is important to keep in mind that the online and offline marketing tools should be unified, so that they create a solid experience for the customer (Merisavo et al. 2006, 31).

2.4.3 Traffic building

Traffic building is a digital marketing term, and refers to acquiring the target visitors to a desired website in order to achieve the established marketing objectives (Chaffey & Smith 2008, 277). As stated before, the B2B buyers have a tendency to start their purchasing

process by googling and making a research online. This is one of the reasons why it is important to have a successful traffic building plan, as it will result the company getting closer to its marketing objectives. Traffic building is important for this thesis, because it will be one of the tools which will be used in company's digital marketing plan.

Smith and Chaffey claim that there are three key points in traffic building that one has to keep in mind. First one is named "targets". It means that there has to be specific objectives, especially in terms of traffic building, because they will also guide the other e-marketing objectives. Second one is "techniques", which indicates company's offline and online communication tools, and how they are linked together in order to create a unified marketing tool plan. These tools will also promote the company's website and encourage people to visit it. The third factor in traffic building is "timing". Timing in this case refers to company's plan on the timing of the traffic building campaign. It is also important to keep in mind that there should be a contribution in a continuous process of attracting visitors to the website through search engines or business partners. (Chaffey & Smith 2008, 278.)

There are multiple different tools on how to increase the traffic to a website. The following chapter introduces more carefully different tools on how to attract more visitors to a company's website.

2.4.4   Search engine marketing

According to Smith and Chaffey (2017, 368), search engine marketing is one of the most important digital marketing tools. One reason they give for this argument is that when someone is searching for a new product or a service, they are most likely to turn to Google and try through different searches to find a product or service that fits for their needs. Using search engines is likely when someone is already familiar with a product or service, and they want to find out more about it. (Chaffey & Smith 2017, 368.) This indicates that the search engines lure most of the traffic to a company's website and this why search engine marketing is one of the most important tools in digital marketing. Two main tools of search engine marketing are called search engine optimization (SEO) and paid search marketing, also as known as pay per click. (Chaffey & Smith 2017, 368).

Search engine optimization is a system where the used search engine, most likely Google, will select and prioritize the best and most applicable websites depending on the web user's search. The search ideally has different keywords which also mirror the intention of the user. (Ginty, Leake & Vaccarello 2011, 38.) In other words, search engine optimization makes one visible and easier to find through different search engines. It is crucial for the website to appear on the top of the search, and especially on the first page of the search. It is really common for people to check only the first page of the search, and if they don't find what they are looking for, they will do another search with different keywords. (Newland 2011, 148.)

Pay per click advertising is almost the same as "ordinary" offline advertising: the link for a company's website with a relevant text advertise will be seen on the top of the search, when the searcher has used certain keywords with their search. There is also a text which refers that the commercials are actually paid, and may not be as relevant to the search as the ones that will follow the ads. The difference between ordinary advertising and pay per click advertising is that in the pay per click, the cost for the company will occur when the ad is clicked and the visitor is being moved to the company's website. Pay per click advertising is also really highly targeted, because the advertisement is seen on the search only when certain keywords are typed in to the search engine. This way the wastage is not as big as compared to other medias. These searches often offer good leads for companies, because these individuals who see and click the ads have a high interest on the topic they are searching. (Chaffey & Smith 2017, 384.) Search engine optimization and pay per click advertising will be used in the digital marketing plan as well, which is why these terms are explained above.
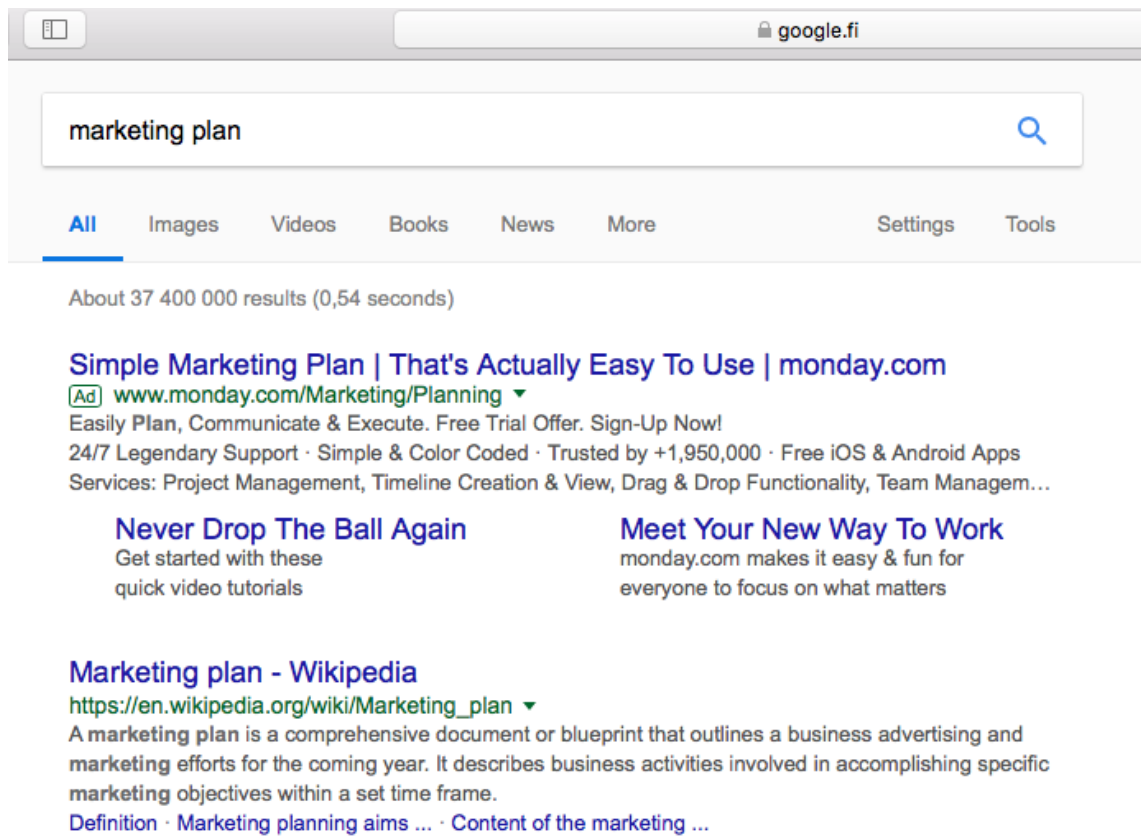
PICTURE 2. Google pay per click- example search "marketing plan", made on the 9th of March 2018.

2.5 Working methods and data

The primary data for this thesis will be collected in the forms of interviews. The authors will be interviewing four distributors of Kojair Tech Oy, who are located outside of Finland. There will be two clients from Finland who will be participating on the interview, and three marketing persons from Kojair Tech Oy who will be taking part on the interview. The authors will also receive data from the company's Google Analytics, which they will also analyze. By analyzing the Google Analytics the authors will get an insight of the current customer behavior on the company's website. The secondary data will be researched from multiple scientific publications and different online sources.

According to Rapley (2004, 16), qualitative interviewing is simple and self-evident in some cases. As interviews are a pretty normal, everyday practices where one person interviews and the other one answers, the interviewers may not need that much guidance on how to conduct qualitative interviews. There are two different ways of how to use data that is being collected from the interviews, one where data is treated as a resource and

one where data is used as a topic. (Rapley 2004, 16.) It is clear that for this thesis, the interview data will be used as a resource. Using the data as a resource will allow the authors to apply different theories to the interviews and also make conclusions based on the answers. Although Rapley (20014, 16) reminds that the interviews may be more a reflection of the social interview than the actual interview itself, but using careful and throughout analyzing, it will be possible to avoid these mistakes. Rapley (2004, 16) also states, it is important to keep the text in its context in order to keep the data clear.

The primary data will be analyzed based on different theories the authors find applicable to this subject. For example the theory for B2B purchasing behavior will be used in the interview for the customer of Kojair Tech Oy. The marketing activities will be interviewed from the employees of Kojair Tech Oy, thus the marketing theories, like SOSTAC, will be used in order to analyze these answers. The selling process itself and the digital activities used in it, will be researched when interviewing the salespersons of the company, and these answers will be analyzed and compared to the company's employees results. Thus, it can be seen if the selling and marketing actions are designed as a whole or not. Also the customer's perspective about the integrated marketing plan will be exanimated.

According to Merisavo et al. (2006, 31, 32), it is crucial for a company to have coherent and unified brand and service experience. Customer service and commerce solutions need to be connected into the company's communication decisions so that they cooperate and create a solid experience for the customer. When these actions are seen as a whole, it is easier to focus on the customer's viewpoint and also improve them simultaneously. Creating a unified experience can be challenging, because often different people and different departments manage these actions inside a company. (Merisavo et al. 2006, 31, 32.) This is why the interviews include a customer, salespeople and marketers of the company. Thus, the data will be more accessible and easier to analyze, when this theory is also considered.

2.6   Thesis process

This chapter provides information on how the thesis process will take its place. The first chapter introduces the topic of the thesis briefly. Chapter two is the thesis plan, where the reader gets an insight of the objective and purpose of the thesis and the necessary theories

and data collection method. Chapter three will introduce the more specifically the case company and digitalization as a phenomena. Fourth chapter will include the results of the interviews, and the gathered data will be analyzed. The data will be used also in the chapter five, where the essential digital marketing communication tools will be used in order to create a digital marketing plan. The chapter number six will include the conclusion and recommendations.

3   THE CASE COMPANY & DIGITALIZATION AS A PHENOMENA

The following chapter introduces more thoroughly the commissioning company and the industry where it operates at, and explains the history of digital marketing. It was seen that a more specific description of the company is needed, and to understand the digital marketing as a phenomenon, it is important to understand its roots.

3.1   Kojair Tech Oy

Kojair Tech Oy is a Finnish small and medium-sized technology company which has its roots deep in the history. A company called "Koja Oy" was established in 1935, which was a parent company for Kojair. Koja Oy founded a separate clean air unit in 1969 which was called Kojair. During the same year they also introduced their first bio safety cabinet, which was their entrance into the industry. Kojair and Koja worked together until 1983, when Kojair separated from Koja to become an individual company. (Kojair Tech Oy n.d.)

Kojair Tech Oy works in clean air technology industry, and the main products they are specialized in are biosafety cabinets (Kojair Tech Oy n.d.). They also offer maintenance services and other equipment adapted to their core products. Their customer service covers many different issues, such as installation and validation, service visits and support, maintenance contracts and warranty services, to name a few. Kojair Tech Oy is one of the few companies within the industry where the products are made in Finland. Their main office and production facilities are located in Vilppula, and their sales and support office is located in Tampere. Kojair has 46 employees altogether, of which 44 work in Finland and two in the Netherlands. Kojair Tech Oy has around 30 distributors, and they cover almost every European country. The number is not precise because some of them work more actively with the company than others. The total turnover of the company was 5,1 million euros in 2017. Export creates roughly half of the turnover. (Aro, 2018.)

Kojair Tech Oy's customers are usually businesses and different institutes, such as hospitals and universities. The customers of Kojair Tech Oy are not only represented from one field of industry. For example pharmaceutical industry and laboratories, micro electronic industry, biotechnology and food industry belong to the customer sector of Kojair

Tech Oy. The company has customers all over Europe, and also a few in the Middle East and Asia, so the company has a big variety of different customer segments. (Aro, 2018.)

One of the most important values Kojair Tech Oy names, is safety (Kojair Tech Oy n.d). As the cabinets, which the company produces, play a big role in hygienic environments, it is crucial to have a safe work environment, and especially equipment which are safe to use. Other values the company emphasizes are environment friendly procedures and quality. When it comes to environment, the company promises on its website that they make the lowest possible impact ecologically, and that they insist the same persistence from their suppliers. (Kojair Tech Oy n.d.)

According to Aula Research Oy's research they executed for Association for Finnish Work (Suomalaisen työn liitto), the Finnish municipals' influencers gather that the domesticity of the public acquisitions should have a bigger impact on the purchase decision. Currently the influencers think that the price of the acquisitions has too big impact on the purchase decision. They would prefer if the locality of the product and its impact on the employment rate would be more important than the price itself. (Eljala 2016.) As the company's products are made in Finland, it offers a great asset for the international and domestic markets. When the Finnish companies are looking for "made in Finland" products for their laboratories et cetera, Kojair Tech Oy's products would be one on the top of the list.

Kojair Tech Oy does not have a lot of digital marketing yet. They have a website, so far only in English and German, and they are trying to publish it in Finnish. They have also created some social media platforms, such as Facebook, LinkedIn, Twitter and YouTube. The company's Twitter account has 198 followers, and it has been active since October 2016 (Twitter 2018.) In LinkedIn Kojair Tech Oy has 136 followers and one post which is dated to the turn of the year (LinkedIn 2018). In YouTube company has two videos and zero subscribers (Youtube 2018). This may be because the videos are published over a year ago and have a low amount of views. In Facebook Kojair Tech Oy has 22 likes, and they have been active as long as in Twitter (Facebook 2018). The company has also an Instagram account where they have 23 followers and one photo posted so far (Instagram 2018). There are social media icons which can be found at the bottom of Kojair Tech Oy's homepage. The icons bring the viewer to the chosen social media platform.

3.2 Technology industry in Finland

The technology industry has a big impact on the Finnish economy. According to Teknolo-giateollisuus' website, the technology industry is the most important sector in Finland's export. There are close to 300 000 people working among the industry. Almost 30 percent of Finnish employees are working directly or indirectly with different technology busi-nesses. There are five different main categories in technology industry:

1. Electronic and electricity industry
2. Machine and metal industry
3. Metal refinement industry
4. Design and consulting
5. Information technology.
   (Teknologiateollisuus 2018.)

Technology industry is crucial for Finnish economy also because it invests annually ap-proximately 5.5 billion euros into development and research. This is around 70 percent of all the investments made within Finnish economy. (Teknologiateollisuus 2018.)

From before mentioned five categories, Kojair Tech Oy operates in the machine and metal industry. There are 125 000 people working among the machine and metal industry in Finland. It is the biggest branch in technology industry measured by the rate of employ-ees. Companies operating in the field of machine and metal industry have altogether a turnover of 28 billion euros. (Teknologiateollisuus 2017.)

3.3 History of digital marketing

The history of internet starts from the 1960's at the time of the Cold War between the United States of America and the Soviet Union. The officials of the US wanted to have a communication system that would not have one communication center which could be destroyed. The idea was to have a network where each network unit would be equal to one another so it would be harder to destroy. (Suomen Internetopas n.d.) Also universities had a need for a communication system that would work better than the phone lines at the time. The Soviet Union had already gone ahead in technology by launching the Sputnik

satellite. Correspondingly the US started working on their network. As a result the AR-PAnet was invented and by the year 1969 army sponsored ARPAnetwork had four computers attached to it. In 1970's the network grew for the whole decade. (History.com n.d.)

At the beginning of the 1980's the ARPAnet divided into MILNET which was meant for military use only. ARPAnet was left to the use of science communities such as universities. Even though the first computers were introduced into household economies in the 1980's, the internet usage was considered mostly as a tool for more official communities like universities. (Suomen Internetopas n.d.)

The internet went through multiple stages before turning into the place people know nowadays. The biggest development the internet had to encounter was how to connect every household around the world. The real breakthrough of the internet happened in the 1990's when Tim Berners-Lee came up with the world's first "web browser" called WorldWide-Web. Later on the name was changed into Nexus, so it would not be confused with the World Wide Web which people know today. A couple years later a web browser called Mosaic was invented at the University of Illinois which was a more user friendly edition. After these milestones the internet's growth started. (Alyssa, 2017.)

When it comes to digital marketing, e-mail was one of the first tools to be used in marketing. Even though e-mail had been in use for a long time (mostly used as a communication tool for universities and military), it was only in the early 1990's when emailing started to really bloom and marketers adapted it, too. (Alyssa, 2017) The 1990's became the time when businesses started to use internet as a tool of marketing. First form of a search engine was released 1990. It was primitive and could not be com-pared to the search engines that are used today. The major search engines that are still operating today have their roots in between 1993 and 1998 such as Yahoo! and Google. (Thehistoryof-seo.com n.d.)

Overall the whole atmosphere and rules of marketing have changed during digitalization. Unlike in more traditional marketing channels like television, newspaper or radio, in the internet the consumers are not just passive receivers of the messages. They are also active content providers who decide what they want to see and when. (Juslén 2009, 5.) Because of this, it is crucial for companies to know their customers' preferences when it comes to digital marketing (Merisavo et al. 2006, 32).

4   THE DATA COLLECTION & ANALYSIS

The following chapter includes the objectives of the research, the design of the research and data collection method explained. The results of the primary data collection will be also introduced. The earlier mentioned and explained theoretical framework will be used in the analysis of the interviews.

4.1   Research objectives

According to Carson, Gilmore, Perry and Gronhaug (Carson et al. 2001, 75, 76), there are different steps when planning an interview. The first step is to create an overall objective for the interview which will be designed in the context within the whole project. As the topic of this thesis is a digital marketing plan, the objective of the research was to investigate the current digital marketing situation within the company, and also to figure out if the company has coherent sales and marketing activities and how the customers of the company identify these activities.

The authors also wanted to find out what kind of keywords the customers would use when searching online for similar kind of products as the company is producing. This would help the company to design its webpage and ensure that the search engine optimization is optimal.

By interviewing the customers, employees and distributors of Kojair Tech Oy, it was easier to attain the information from all the perspectives. Especially the customers' aspect was valuable to both sides of the thesis — the commissioner and the authors. As the authors left space for feedback in the end of the interviews, it ensured that the customers had the opportunity to give general feedback for the company. The authors chose to leave the feedback opportunity into the interviews because the nature of the interviews was otherwise focused on the purchasing behavior and the overall picture of the marketing activities rather than the customer satisfaction.

4.2   Designing & conducting the research

After the objectives for the research were clear the actual research had to be planned. The authors found out that qualitative research method would be the most suitable method for

this thesis. This was due to the fact that the data they were looking for into their research questions were not numerical. The main research question for this thesis was: "How to create a digital marketing plan for Kojair Tech Oy?" The theories applicable to the research subject were gathered by the authors around the research question. Along the collection of the secondary data, the interview questions were formed.

The interviews were designed personally to each interview group based on theories applicable to the subject. Three groups that the authors decided to interview were Kojair Tech Oy's employees who are working with the company's marketing activities, company's distributors and the final customers of the company. All three groups were thought to have an indispensable unique vision to the important aspects on the customers purchase decision making process and Kojair's marketing activities. Due to this the authors wanted interview each group separately with different interview questions.

The interviews were conducted in the form of e-mails. The commissioner was the one to find the interviewees, and to contact them. The authors formulated the interview questions and sent them to the commissioner who forwarded them to the selected people. There were three marketing employees of Kojair Tech Oy who participated in the interview, and four distributors of the company. The company was able to reach two customers to take part of the interview. The interview questions for each group can be found from the appendices.

The interviews were analyzed by first grouping the interviewed people by their task (customer, marketing employee, distributor). Each groups' answers were then gathered and analyzed as a whole to get an overall image of the opinions. Theories that have been introduced in chapter two were used as a tool in the analyzation of the interviewees' answers.

4.3 Validity, reliability & limitations

As the aim was to gather information on how the company is currently using its marketing tools, it was clear that the interviews would be the most beneficial ones to use. Due to the fact that the company works in a B2B business world set its own limitations especially for the customer interviews. As the face to face interviews would have gained the authors

deeper information about the customer behavior and the organizational purchase decisions, it was almost impossible to conduct the interviews in person. This is due to the fact that many of the customers are abroad and they are actually corporations, not persons. Although there is a person behind each organizational purchase, it would still make the interviews more complex because the customers would have to spend and organize time from their working hours. As there could have been more interviews, it was agreed that at least six interviews would be enough to gather needed information. Also the short timeframe had an impact on interviews, and it was a mutual decision between the commissioner and the authors that the e-mail interviews would be the best ones to use.

As mentioned in the B2B decision making process chapter, B2B buyers usually make their purchase decisions rationally but the effect of the buyers' personal feelings and experiences should not be forgotten. Because of that using laddering technique in the interviews would have increased the validity of the interviews from that point of view. Laddering is a technique used in interviews in order to uncover the roots behind one's behavior (Hawley, 2009).

4.4   The marketing employees of Kojair Tech Oy

The main objective of the interviews for the Kojair Tech Oy's employees was to research the current digital marketing activities of the company. Questions were formed by using the SOSTAC model as a frame to find out what the company had done and to which direction they are hoping to go to. When a company is aware of their current situation, they are able to focus their strategic actions into right places. As mentioned, Merisavo et al. (2006, 31, 32) have stated that a company should have a unified brand and service experience. With the interview the authors also wanted to find out how well the company has combined its' online and offline marketing activities.

Kojair Tech Oy's marketing employees who answered to the interview stated that the marketing activities the company have been quite traditional. In the field of marketing activities they have done trade shows, face to face meetings, e-mailing and keeping the webpage updated. More specifically when asked about digital marketing, the respondents revealed that the activity has been low. The company has had the webpage for a couple of years and it has been their main tool in digital marketing. Besides the webpage, the company has been e-mailing informational company messages in central Europe to their

distributors to improve their marketing. The company did not want to execute this in other countries because they were afraid to annoy the receivers or that the e-mail would end up to the junk mail. As earlier mentioned by Merisavo et al. (2006, 31), by being too afraid to try new digital marketing actions, companies usually prevent using the full potential in their digital marketing. Also a lack of experimenting can formulate into an insurmountable obstacle (Merisavo et al. 2006, 31).

Even though digital marketing actions have been quite negligible, the company is keen on improving them. By improving their digital marketing activities they would like to gain more visibility and improve their brand image. They also want Kojair Tech Oy to be easily reachable. To reach these goals, the marketing employees of the company believe that they need to have a digital marketing plan and to improve their Google ranking. They think that they should use Google Analytics more efficiently in order to analyze their customers' behavior better. From the interview came out that analyzing has been done in some countries but all advantages of the analysis have not been utilized. This could be due to the fact that for example Google AdWords campaigns have been executed only in few countries.

One of the interviewees mentioned that well planned digital marketing actions would also help to support other marketing actions. All of the marketing actions the company makes should support one another and be coherent. When asked about how well the company has combined its online and offline marketing tools, all the respondents agreed that there is a need for improvements.

As Lincoln (2009, 47) stated, well designed websites are the backbone to digital marketing, which should have distinct objectives. The interviewees were asked "What is the main objective of Kojair Tech Oy's website?" to which the company representatives stated that the main purpose of the website is to attract visitors and give information, not only about the products, but about the company also. Like Zahay (2015, 27) affirmed, effective website is the central element in digital marketing. Vibrant, user-friendly and informative website would strengthen the company's image and boost the business

Merisavo et al. (2006, 31) stated also that most companies are not using the full possibilities of digital marketing. The most common reasons which lead to this are that the company is lacking solid vision and strategies on digital marketing, and that they do not have

enough experience or experimenting on the field (Merisavo et al. 2006, 31). One of the interviewees admitted: "Marketing in our company has not been thought out systemically". It is good that the company acknowledges the weaknesses of it, in order to make improvements.

4.5   The distributors of Kojair Tech Oy

The theory of coherent online and offline marketing activities within a company by Merisavo et al. (2006, 31, 32) was one of the most important theories that was used when creating the interview questions for the distributors. The aim for these interviews was to find out how well the offline and online marketing activities work together within the company and whether the marketing actions support the sales actions and vice versa. The communication tools the distributors use in customer retention and acquisition was also researched. The authors also wanted to research if the distributors use Kojair Tech Oy's digital marketing tools or any digital marketing tools at all, and about their attitude towards digital marketing.

In customer acquisition, the distributors mostly rely on word of mouth and other face to face campaigns like fairs and acquisition through existing customers, rather than trying to find customers online. Half of the interviewed people mentioned the usage of a database for existing customers or prospects in terms of online marketing activities. "Yes I do, I manage my own database of customers with information. I also use platforms like LinkedIn to find the right people to make contact with."

For the customer retention, the interviewees mentioned emailing, calling and visiting the customers. Sending a personal message or contacting the customer personally is more likely to leave a good impression for the customers about the company than sending for example an un-personalized email (Hyken, 2017).

The attitude towards the online marketing was quite positive among the distributors. Many of them recognized that different digital marketing tools have improved their current customer relationships and helped them to find new customers. "We get a lot of new clients that have found us through the web, either by organic search or AdWords campaigns." Only one of the respondents mentioned that they are not currently using any

digital marketing tools because they do not have enough capacity to handle more incoming requests.

Some digital marketing tools the interviewees use were LinkedIn, the company's website, Google AdWords and direct mail system called Mailchimp. All of the interviewees agreed that using digital marketing will help them to find B2B clients, especially nowadays when focus is more on the digital marketing than in the traditional marketing. Almost all of the distributors acknowledged the importance of a well-functioning website in relation to a better reachability and distinguishing the company from its competitors. As Lincoln (2009, 47) stated in her book, it is crucial that the company constructs the website around its customers rather than the products. This is something that the companies may have troubles in understanding.

When asked about the pros of digital marketing in customer acquisition and retention, one of the answers was "Digital marketing we can use to constantly inform the already existing customers/relations about our innovations and all other news as well as confirming their previous purchase of our products was a good decision. For potential new customers/relations it shows that we are active and maybe a good partner/supplier for them?" The answer shows that even if there is some digital marketing knowledge in the company, the lack of experiences can be an obstacle for extending the digital marketing to its full potential (Merisavo et al. 2006, 31). Although, as Bergström and Leppänen (2015, 314) implied, the websites should at least serve the customers which are already existing, so if the website is built that way, there is a good start for developing the website further.

The offline marketing that the distributors are used to doing, is mainly taking a personal contact to the customer or prospect by for example encountering them in different fairs and seminars. The sales managers of Kojair Tech Oy are expected to visit the customers. Other offline medias the distributors mentioned were workshops and publications, like advertisements in lab magazines, meetings and product info catalogues which is sent by request. As the offline marketing tools should be coherent with the online tools, (Merisavo et al. 2006, 31) the customer service and sales should also be in line with all of the following factors. It was not certain whether all of the following factors are coherent as this thesis discourses more the online and offline tools used in marketing.

When comparing the company's online and offline marketing tools, most of the respondents mentioned that there are still things which need to be improved. One of the interviewees suggested having a more standardized way to rate customers and leads would help the sales representatives of the company to have a better insight in opportunities and the market overall. Also having a better digital marketing plan would help the company to differentiate itself from its competitors. As Merisavo et al. (2006, 31) have implied, the lack of vision and solid strategies may be one of the biggest reasons why the digital marketing is not used to its full potential in companies which is likely to be the case in Kojair Tech Oy's digital marketing.

4.6   The customers of Kojair Tech Oy

The objective of interviewing the customers was to get to know to the steps on the customers' buying process. Merisavo et al.'s (2006, 31, 32) theory of a coherent online and offline experience was investigated on this interview also. The biggest objective was to find out how the customers perceive the company's websites and its online experience. Like mentioned earlier, according to Lincoln (2009, 47), most of the companies do not get their full potential out of their websites even though they are the most important tools in digital marketing. The importance of the websites got authors interested in investigating how the customers perceive them.

Purchasing behavior is the act and process that a consumer goes through when buying new products. By understanding the process and its phases, the customers' buying process can be affected and taken advantage of. A study conducted by Pardot (2013) revealed that 72 percent of B2B buyers start their buying process from Google. All of the participants of the interview mentioned going online as their first step, when starting to seek information about the potential options for the upcoming acquisition. More traditional ways, like catalogues and other type of literature were also mentioned as a source. This indicates that no matter how important the digital marketing is, it should always be supported with other marketing and sales activities too.

The interview had a few questions which asked directly from the customers how well they see Kojair Tech Oy's sales activities supporting its marketing activities. Another question specifically asked how well the customers see Kojair Tech Oy combining its online and offline marketing. The theory of combining online and offline marketing tools

by Merisavo et al.'s (2006 31, 32) was also applied to these questions. Both of the interviewees mentioned that they have not seen much marketing from Kojair apart from direct contact of the sales representatives. After the sales contact they mentioned visiting the website to learn more about the products. The other interviewee said that the website looks clean and that is has good links to products. The other interviewee did not agree with the previous statement, rather the opposite. When the other customer tried to use the webpage in Finnish, he was disappointed to see that it did not function. The interviewee was unsure about the coherency of the offline and online actions, which could indicate that the marketing actions made within the company do not appear clearly to the customers.

If more than 70 percent of the potential buyers are seeking their information online, a company should have a webpage which is easy to find from search engines, and in addition to function well. As Lincoln (2009, 59) stated the first impression that the visitor gets of the website during the first ten seconds is crucial. The customers of Kojair Tech Oy also decide whether to stay or not on the webpage based on the overall look of it. If the visitor does not see the webpage trustworthy or beneficial, they probably leave the site without getting to know it better. The visitor has to like the page visually and to be able to find easily all the wanted information. The customers of the company were asked about the main factors that make a website good in their opinion and one respondent narrated: "How easy is it to move around the site, how clearly the information is shown and how easy it is to find. Are there good images of the product and does the site keep you interested in the products as you look around? And can you easily order from the site?" The same customer added that the company's website has a big influence on their purchase decision making process, which strengthens the theory of the importance of a company's websites.

The interviewees were asked to mention specific keywords they would use in a search engine when making a biosafety cabinet purchase for their company. Some of the keywords the interviewees mentioned were: "biological safety", "microbiological", class 2", "cell culture" and "operator protection". Due to the fact that B2B buyers start their decision making journey most likely from online and specifically from search engines, Kojair Tech Oy should pay attention to these specific keywords mentioned when planning their search engine optimization. As the company operates in many different countries, it

should take different languages into account when planning and designing their search engine optimization.

Customers were also asked about the type of content they would wish to find about the company online. Things mentioned were images, product information, customer reviews, updates and news about the company and industry in overall. As Lincoln (2009, 47) has stated, websites should always be constructed around the buyers interests and desires. When the customers is not on the center of building your website, a company is more likely to fail in its digital marketing.

Based on the secondary and primary data collection, the authors realized how big impact the company's website has. Due to this, the authors would recommend Kojair Tech Oy to perform a wider research about the operability of their websites.

5   THE DIGITAL MARKETING PLAN

The following chapter provides the digital marketing plan which is gathered for the company by the authors. The plan has first situation, marketing and SWOT analysis, followed by SOSTAC model and an action plan which illustrates the required actions which the company should consider committing.

5.1   Current situation analysis

Kojair Tech Oy offers clean air products, and they are specialized in biological safety cabinets. They also offer maintenance services and other equipment, such as spare parts, which are connected to their core product. Kojair's customer service covers many different issues, such as installation and validation, service visits and support, maintenance contracts and warranty services to name a few. (Kojair Tech Oy n.d.)

Kojair's customer segment consists of different fields of businesses and institutes, such as hospitals, universities, laboratories and industries like pharmaceutical, microelectronic, biotechnology and food industry. The company has customers and distributors all over Europe, and also a few in the Middle East and Asia, so overall the company's customer segment is quite big. (Aro, 2018.)

Kojair Tech Oy belongs to the technology industry, which is the most important sector in Finland's export, and almost 30 percent of Finnish employees are working directly or indirectly with this field of business (Teknologiateollisuus 2018). Some of the trends among technology industry in 2018 will be strongly connected into artificial intelligence and the possibilities it offers to different industries. New software and advanced technologies will shape many industries and change the strategic and organizational development (Bobriakov, 2018.)

The company has quite many existing competitors in the Finnish market and abroad. Most of the companies who offer the same products as Kojair (safety cabinets or microbiological safety cabinets) also have many other products which belong to these sterile, clean air surroundings. Their product range seems to be slightly larger than Kojair Tech Oy's. It is not necessary an asset to have a wide range of goods, because some companies value

more specialization than a big range of different products. Having a big variety of products could indicate for some customers that the company may have a lack of expertise in a specific field. The product itself brings competition for the company, because it is not unique, so there are other companies who offer the same exact product, which creates more competition.

5.1.1 SWOT analysis

SWOT analysis is a tool which helps a company to identify its strengths, weaknesses, opportunities and threats. SWOT analysis investigates the capabilities of a company, both internally and externally. The internal factors which are investigated are the strengths and weaknesses within the company. Thus, opportunities and threats will be examined as external factors which can have an effect to the company. (Investopedia, n.d.) As the SWOT is made by individuals, it should be used as a guide more than as a strict and commanding rule. SWOT analysis will be used in this thesis to examine the digital marketing factors made within the company.

Strengths

The biggest strength of Kojair Tech Oy is the company's long history. Their first microbiological safety cabinets were released already in 1969. Due to the years of working in the industry, they have gained a lot of experience and expertise which works as an asset against to the competitors. With that expertise and experience they have been able to produce products that are durable and reliable.

Weaknesses

As one of the company's marketing representatives have also stated, their website is still incomplete and in progress which is one of the weaknesses the company is dealing with at the moment. Another weakness that they are aware of is the lack of planning. The company does not have a clear marketing plan, not to mention a digital marketing plan. The lack of planning is affecting the company negatively since they are not using the full benefits of digital marketing possibilities. For example Google does not show the company as a result until the third page when using a search word "microbiological safety cabinets". The interviews for the company's distributors revealed that the company is not

combining its sales and marketing activities in the best way possible. Since the communication and cohesion of all the parties are not coherent, the company is not working at best.

Opportunities

Since the company has not done any planned or organized digital marketing, the clean start can be seen as an opportunity. Customers have not created an image of Kojair Tech Oy through the marketing so the positioning will be easier. Other companies in the industry have not either done anything extensive in the field of digital marketing so with proper planning, dissociation from the competitors can be done more effortlessly. According to Jäske, (2018) the Finnish health technology is blooming at the moment, as it is one the fastest growing high technology industries. Majority of the Finnish health technology products are being exported and they are highly recognized abroad (Jäske 2018). As Kojair belongs to this industry, it has a great chance to increase its export sales.

Threats

Digital channels change quickly and digitalization is not anymore a phenomenon but an essential part of today's businesses and marketing. The digital channels are used for multiple purposes and in multiple ways. It even seems like the customers adopt the diversity of digital world faster than the marketers (Merisavo et al. 2006, 15, 16). Since technology and the trends in digital marketing chance so rapidly, companies need to be up to date at all times. Without researching and having digital experts working for the company, the company can easily be left behind. As a result company's competitors can take an advantage of it and pass by. Also new changes in legislation in the European Union and Finland has an effect on digital marketing. Especially new General Data Protection Regulation from European Union will change the rules when it comes to customer database. The implementation of the regulation is still ongoing, so the precise consequences to businesses are hard to define. (Tietosuojavaltuutetun toimisto 2018.)
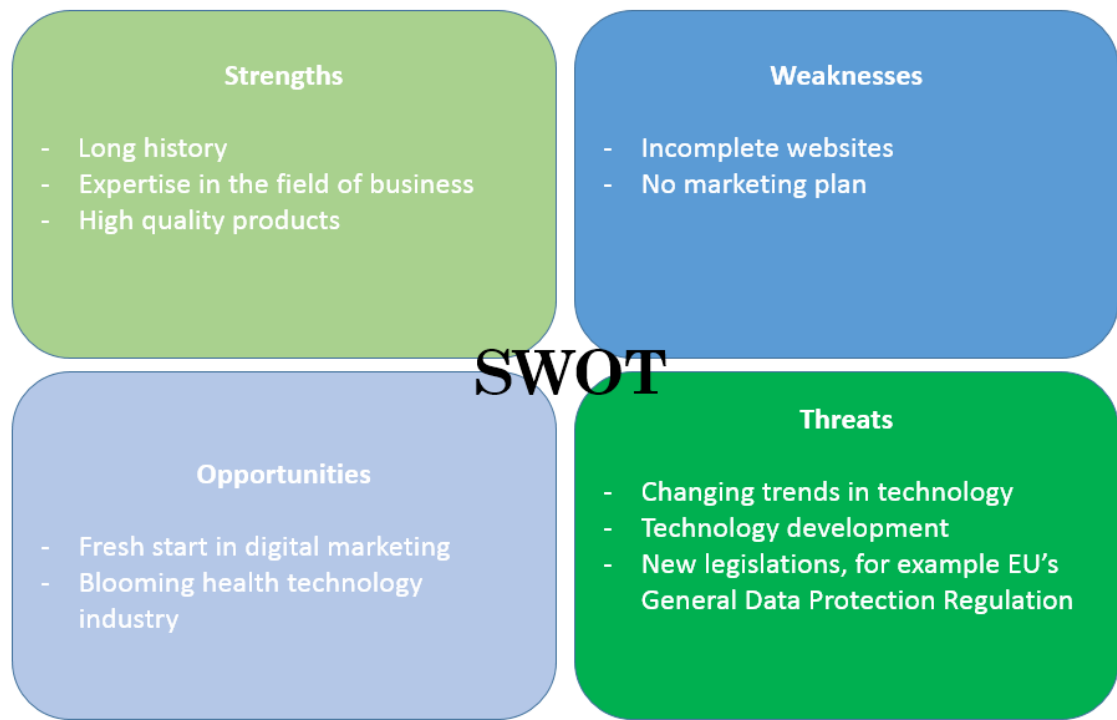
PICTURE 3. SWOT analysis of Kojair Tech Oy's digital marketing actions

5.1.2 Current marketing analysis

As it came to the fore from the interviews that the company does not have marketing plan at all, it sets a small challenge for the analysis. The lack of a marketing plan can be seen from the company's marketing actions, as they are quite mixed and incoherent. It is not clear whether the company has a business plan or not, but if they do, the marketing plan and actions should follow the guidelines that the business plan offers. The marketing plan and a digital marketing plan should have the same objectives as the company has in their business plan. (Zahay 2015, 25.)

As the overall marketing plan is missing, the integration of digital actions of the company have been hard to integrate so that they would be unified and clear, and fit to company's overall plan. As said, this has resulted in incoherent digital marketing actions. The offline approaches have probably been the main way of marketing for the company which seems to have been the most productive and functional way for their marketing. Especially fairs and seminars seem to play a big role in company's offline methods, as well as contacting the customers and prospects personally.

Due to errors in communication, the authors were not able to get any data from the company's Google Analytics. The current metrics of the website would have been analyzed here, but since the authors did not receive any, the basics of the metrics analyze will be explained here. The way how people end up to the company's website should be investigated carefully. By analyzing the keywords the prospects use in organic search, it will be easier to understand what type of optimization needs to be done in order to appear higher in the Google search. When the authors used the keywords that the interviewed customers mentioned using when searching information on this type of products, the Google results were poor as Kojair Tech Oy did not appear on the first result page at any given times. The amount of visitors on the website should be measured from time to time, and that could be one of the factors which is used to measure the efficiency of the digital marketing plan. Also the time spent on the website could be tracked to analyze whether the changes in website will have an effect on the time spent at the page.

5.2 SOSTAC

As mentioned earlier in the chapter two, SOSTAC is a marketing planning model that is most often used when specifically implementing a digital marketing plan. It consists of six stages that illustrates the essential phases of a marketing plan from current analysis to execution step by step. The SOSTAC model starts by analyzing the company's current status and identifies the objectives that the company wants to achieve. Once the objectives have been cleared out, SOSTAC model identifies the details of the strategy and tactics on how to reach them. As a final step the model determinates how to measure whether those goals have been reached. (PR Smith, 2018.)

S - Where are we now?

Currently the company does not have a digital marketing plan at all and so it is not taking the full advantages of digital marketing. Company's websites are at the moment under construction, the operability and appearance of the page are renewed and language options are being added. As former digital marketing activities, the company has in some countries tried search engine optimization and have also sent marketing letters through email. Kojair Tech Oy has accounts on the most popular social media platforms such as Instagram, Facebook, YouTube, LinkedIn and Twitter. The company has not tried to gain followers on those platforms and the content of them has not been planned.

O - Where do we want to go?

By improving their digital marketing Kojair Tech Oy has few objectives they want to achieve. With a solid digital marketing plan and actions they want to strengthen their brand image and gain more visibility to the company. Another target is to differentiate themselves from their competitors. One of the biggest goals is to gain more traffic to their website. The ultimate target that stays behind these objectives is to get new customers and to enhance the relationship with the current ones.

S - How do we get there?

Well working and user-friendly webpage will be the backbone of other online and offline marketing activities. With the good webpage they will differentiate themselves from the competitors and create a good brand image of the company to the current and potential customers. Once the page is working well, more traffic will be targeted to it through search engine optimization.

T- The details of the strategy?

Firstly, to complete the website, the company should research and understand its customers better to make the website serve the customers' needs and wants. Currently the site is not optimized right and is in a need of other adjustments. Kojair Tech Oy has added German and Finnish as language options for the website besides English. Currently the Finnish version of the site is not working. Once all three language versions of the website are in use the search engine optimization has to be planned to take advantage of all the languages. The keywords mentioned in the interviews should be taken into account also when planning the search engine optimization for the company's websites. The authors have made a more comprehensive and descriptive strategic plan, which is presented in the next chapter 5.3.

A -The details of tactics. Who, when?

The company should have a designated digital marketing expert who will follow the implementation of the digital marketing plan. Since technology develops all the time and

digital marketing trends change quickly, it would be an asset to have one person who is always up to date on these trends and changes. Once the basics have been set to the demanded level, the digital marketing activities can be further expanded.

C- Metrics to measure results

To follow how the digital marketing plan is working, the visitors of the webpage must be counted. Google Analytics is one of the tools that will be used to follow how many visitors the page has and through which key words they have found the site from search engines. One of the goals of the digital marketing plan is to raise the company's sales. Due to this objective, the sales have to be monitored to examine whether the digital marketing activities have an effect on the sales.

5.3 Action plan

The action plan was created to explain the concrete steps on how the company should execute the digital marketing plan. First and foremost the action plan will explain how to develop a good, well-functioning website.

First step of planning the website is to research and understand the target market, which can involve using digital marketing technologies like analyzing internal and external data. The data should be analyzed on a regular basis. It is important to understand what is the customers' perception of the products and the functionality of them in order to understand how the company brings value to customers. Subsequently, the company should understand its unique selling point and determine how it adds value to the customers. After the positioning and value decisions, the website's goals and objectives can be formed. It is important that the website's objectives mirror the company's strategy and positioning because otherwise the overall picture of the digital marketing actions and the company will not be coherent. (Zahay 2015, 24, 25, 32.) Kojair Tech Oy should investigate its customers further before stating the positioning and value decisions. As unique selling points the company should utilize its strengths, such as the long history in the industry and the attractiveness of the Finnish health technologies abroad.

It is also important to check that the website will work on different platforms, such as mobile and computer. Before the actual launch of the website, it should be tested weather

the site is easy to use and the customers find what they want without troubles. As there are different ways of testing, Kojair Tech Oy should find the best way of testing for them, depending on the purpose of the website. As the B2B websites are usually based on information rather than transactions, one way of analyzing the testing could be based on metrics such as how long the customers spend on the website and whether they have downloaded or accessed certain product information. Tracking this information will help Kojair Tech Oy to analyze if the website is reaching its goals or not. (Zahay 2015, 32, 38.) After the website is finished, the company can start develop further its social media pages if it desires to do that, but not before the website is finished.

Next, the search engine optimization needs to be taken into consideration. The search engine optimization will help Kojair Tech Oy to build more traffic to its website by being easier to find through search engines. As Kojair Tech Oy operates in many different countries, it should take different languages into account when planning and designing the search engine optimization. According to Zahay (2015, 44) it is crucial for the company to know which keywords the customer use, because without knowing them the company cannot be found through organic search. It is important to know and understand the customers and their intentions when they are searching for something.

For example Google offers few tools, such as Google Analytics, to help companies to figure out which search words are the most effective ones to use and where the traffic is coming from. If the campaign is paid, the company which is offering the campaign usually provides tools to analyze the results. (Zahay 2015, 47.) It is crucial to use time to analyze the results of the campaign because it offers great deal of data which can help the company to further develop its website and the keywords in it. As the metrics of the current website were not available for the authors, Kojair Tech Oy should execute the keyword analyzing by itself.

When the website is completed by using the search engine optimization, the traffic building will need a plan as well. There has to be clear objectives on what the company wants to achieve by building traffic to their website. The online and offline marketing tools need to be coherent and work together to create a unified marketing experience for the customers. By having unified online and offline tools, they will promote also the company's website and encourage the customers and prospects visit it. Timing is also important to remember when creating for example a campaign plan for the traffic building, but it needs

to be taken into account that also continuous process of attracting visitors to the website is important. (Chaffey & Smith 2008, 278.)

As the distributors of the company mentioned in the interviews, a database about the prospects and customers would ease their workload and minimize the time waste. As some of them mentioned keeping a list of their own customer database, the authors would recommend Kojair Tech Oy to also create a wider customer database which is available for the distributors and company's internal use. Zahay (2015 5, 10) states that digital marketing has its roots in direct marketing, where the usage of a database is really crucial in order to measure the effectiveness of the campaigns and to further understand the customers. She also implies that data collection and analyze will create a more satisfying internet experience which is tailored for each individual customer (Zahay 2015, 5, 10). The usage of a customer database will help the sales people, distributors and marketing employees of the company. The sales people and distributors will know through the database which accounts to contact and the marketing people will benefit by understanding the nature of the customers of the company and this way develop the marketing actions such as advancing their search engine optimization.

Once the company has a structured database of its customers and of their preferences it will be easier to start combining Kojair Tech Oy's online and offline marketing activities and sales actions. Both the distributors and customers mentioned in the interviews that they do not think that Kojair Tech Oy is combining these actions in the best way possible. As Merisavo et al. stated (2006 31, 32) a coherent and unified brand and service experience is important so that customers can understand the company and have a pleasant overall experience. Once these are unified it is easier to focus on the customers' viewpoints. Since different people and different departments manage the different actions such as digital marketing and sales, the complexity occurs on getting them all to work together and building the unified experience.

To execute the steps of the action plan, the authors would recommend the company to hire a digital marketing professional to the company. The digital marketing employee would create the company's website by using the created digital marketing plan as a guide, establish and maintain the customer database. The person designated to this task would be responsible for communicating with different departments of the company, and this way ensuring that the company will have a coherent service and brand experience. In

the future the employee would be working more as a content creator for the company's social media channels and website. This would ensure that all the contents of the company will be unified thus creating a stronger brand image for Kojair Tech Oy.

6   CONCLUSION & RECOMMENDATIONS

The objective of the thesis was to establish guidelines for a digital marketing plan to Kojair Tech Oy. The objective of the digital marketing plan was to gain more traffic to the company's website, and it was assigned by the commissioner. The authors decided also to research which points need to be in order on the website before the growth of the traffic takes place. The authors researched information and theories from academic books and publications. The data collection helped the authors to get a better insight from different perspectives both inside and out of the company.

As the research question of the thesis was *"How to create a digital marketing plan for Kojair Tech Oy?"* the answer for it is created and explained in Chapter 5, which includes the digital marketing plan. The sub-questions: *"Which digital marketing communications tools the case company should use to attract more visitors to their website?"* and *"How the case company should use these tools in order to reach the full potential of digital marketing?"* are both answered more accurately in the previous chapter, but briefly the authors would recommend the company to first focus on developing the website to its best form, creating a database and improve the search engine optimization with traffic building, and after completing those steps, Kojair Tech Oy can focus on the social media channels and content creation. Especially a good website and well-established traffic building plan are in the key position in terms of attracting more visitors to the website.

The benefit this thesis provides for the commissioning company, is a guide how to develop the digital marketing tools inside the company. The thesis provides recommendations which the authors saw that were necessary for the Kojair Tech Oy. The authors believe that following the action plan, the company will have a well-made webpage, more organized marketing actions which support each other and improve the company's brand image. Hopefully these actions will have a positive effect on the company's sales.

The recommendations the authors created are explained more closely in the chapter five. The first recommendation is to develop the Kojair Tech Oy's website by using the provided guidelines, which most importantly are researching and understanding the existing customers before making marketing decisions. After the website has been published, a traffic plan should be planned and executed. Also a joint customer database which the whole company would be using is recommended to create, because it will ease the sales

employees' workload and will help the marketers to get a better insight of who the customers of the company are. Kojair Tech Oy should also highlight more the fact that they have been operating for a long time in this industry and their products which are made in Finland are high in quality. The following recommendations lead to the final recommendation, which is to hire a digital marketing professional to the company who would get the best results out of the company's digital marketing actions.

When taking the objectivity and validity of the research into consideration there are some matters that the authors could have done differently to enhance the validity. The most remarkable difference that would have improved the results of the research would have been to conduct the interviews as face to face meetings and using the laddering technique. This would have given a better understanding to the customers' viewpoints of the website and overall experience of the company. Another issue that the authors encountered with the email interviews was the difficulty of getting answers within the given timeframe. It is easier for people to ignore an email than to decline or to miss an agreed appointment by the phone, skype or face to face. But as mentioned before, most of the interviewees live abroad so by taking the time and resource limitations into account the email interviews were the best way to conduct the interviews for this thesis.

During the research of secondary data, the authors later on realized how big role the company's website has in the digital marketing. Thus, making a research about Kojair Tech Oy website's user-friendliness could have been interesting and beneficial to execute in order to see which issues need the most attention and development. The authors recommend Kojair Tech Oy to run such a research in the future to get the best benefit from their website. In the future it will be important for the company to research their customers, because having a better understanding of the customers will have a positive effect to all of the company's actions. Also a lack of technical skills, such as WordPress and other platforms for website creation prevented the authors to create a proposal for example for the company's website. A visual plan would have been helpful and emphasized which things are the most crucial for a company's website. This would have obviously demanded more research of the current customers of Kojair Tech Oy to create a good outline for a website.

The authors of the thesis learned a lot from the process, as it has been so far the biggest project they have done. In the beginning the process seemed like a lot to handle, but during the time the authors learned to trust more on their skills. Time management caused some worries for the authors in the beginning of the process, but making short-term goals helped a lot, though there were some issues which complicated the process. For example getting interview responses back is something where there is very little to do, especially if one does not have a straight contact for the interviewees. This taught the authors to plan flexibility to their scheduled goals. The authors also gained a deeper understanding of the different digitalization tools which are crucial for the companies nowadays, such as search engine optimization and traffic building.

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APPENDICES

Appendix 1. Interview questions for customers of Kojair Tech Oy

Interview questions for customers of Kojair Tech Oy

1. Where do you usually go first to seek information/options when doing purchases for the company you are working with?

2. From where do you usually find retailers for possible purchases?

3. How important role does the sellers website experience have on your decision?

4. What are the main factors that make a website good in your opinion? (For example previous clients' references, contact form, distinct overlook of the page etc.)

5. In a situation where you would be assigned to buy a new biosafety cabinet for your company, what keywords would you most likely use in search engines when looking for ones?

6. How well do you think the company has combined its online and offline marketing tools?

7. Do you consider that the company's marketing actions support its sales activities?

8. What kind of content do you wish to find about the company online? (For example blog posts, social media accounts (if yes, which ones), updates & news about the company and its industry)

9. To conclude we would like to hear your feedback about Kojair Tech Oy's marketing in overall? (Company's website, sales actions, accessibility of the company etc.?)

Appendix 2. Interview questions for Kojair tech Oy's distributors

Interview questions for Kojair Tech Oy's distributors

1. How do you usually find your B2B clients?

2. What kind of offline marketing activities do you have?

3. What kind of digital marketing tools are you currently using?

4. Do you think it is easier for you to find B2B clients by using digital marketing?

5. How do you usually retain the relationship with your B2B clients?

6. Do you think digital marketing is helpful for retaining the relationship with the current customers /to find new ones? Please specify how

7. Do you use digital marketing tools to assist your offline marketing activities? If yes, how? If no, why?

8. How well do you think the company has combined its online and offline marketing tools?

Appendix 3. Interview questions for marketing employees of Kojair Tech Oy

Interview questions for marketing employees of Kojair Tech Oy

1. What kind of marketing strategies and activities have you had in general?

2. More specifically, what kind of digital marketing activities have you had? When did the company start having its first digital marketing activities?

3. What would the company like to achieve by improving its digital marketing? Are there any specific goals etc.?

4. What kind of digital marketing activities do you think needs to be done in order to achieve those goals?

5. How well do you think the company has combined its online and offline marketing tools and activities?

6. How do you think improving Kojair Tech's digital marketing could help the business?

7. Have you considered any digital marketing campaigns/advertisements, such as pay per click advertisement?

8. What kind of content do you publish on your digital marketing platforms?

9. Have you ever measured the efficiency of your digital marketing actions? If yes, how? If no, why?

10. What is the main purpose of your website?