Tampere University of Applied Sciences

MARKETING COMMUNICA-TIONS PLAN FOR JOLLA OY

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ABSTRACT

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Thesis commissioned by Jolla Oy, founded in 2011 and developer of mobile operating system, Sailfish OS. In 2015 the company changed their business strategy and their marketing activities failed to adapt to the new change. The author was commissioned to develop a marketing communications plan that would reflect on their business strategy, target audience and key messages.

The author researched concepts and theories such as Marketing, Marketing Plan, Business-to-Business Marketing, Integrated Marketing Communications, Communications Planning Framework – PASTAE, Business-to-Business Buyer's Journey and RACE Framework. With the objective of having a theoretical background to produce the marketing communications plan. The author conducted a qualitative research in the form of interviews on the two major shareholders of the commissioner: the marketing team and business customers. The interview conducted on the marketing team provided insight into the current marketing activities performed by the commissioner. The interview conducted on the customers, was based on the Business-to-Business Buyer's Journey and gave insights on the content customers need in each stage of the journey. Apart from the theoretical framework and qualitative research, the author investigated best practices for business-to-business marketing communication activities.

Based on the primary and secondary data gathered the author was able to develop a marketing communications plan that would reflect the commissioner's business strategy, target audience and key messages. In addition, a set of recommendations were included with best practices for Business-to-Business Marketing activities. This includes a new set of key messages, more specific target audience, and a list of channels and content which performs better on business-to-business customers. Finally, the author provided the commissioner with a content calendar which would allow for future planning with a suggested timeline for the activities suggested.

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Key words: marketing communications plan, business-to-business.

CONTENTS

ABBREVIATIONS AND TERMS

TAMK	Tampere University of Applied Sciences
cr	credit
B2B	Business-to-Business
CEO	Chief Executive Office
G2C	Government-to-Citizen
G2B	Government-to-Business
G2G	Government-to-Government

1 INTRODUCTION

Jolla is a Finnish technology company which started in the consumer market developing smartphones and their own mobile operating system. In 2015, CEO Antti Saarnio, described the company's survival of a Death Valley –the term describes a period of time in a startup which has started operations but has not yet obtained revenue (Investopedia 2019) – and the beginning of a new business strategy (Saarnio 2015). This new business strategy would transition the business from Business-to-Consumers to Business-to-Business customers. The objective would be to offer the mobile operating system to corporates and governments. Although the business strategy changed, the marketing strategy and marketing communications plan fell behind. In this thesis the author will create a marketing communications plan with the objective of reflecting the business strategy on the marketing communication activities. The author will research best practices for building a marketing communications plan for business-to-business customers. A set of recommendations and best practices will be created based on the primary and secondary data gathered from the research. The final objective is to help the commissioner set a foundation for strategic marketing planning.

2   THESIS PLAN

The following thesis plan is a guide that will follow throughout the whole thesis. The goal of this thesis plan in to be able to give a perspective of the planning and thought process that drives this thesis. This plan describes the topic, purpose and objectives that shall be accomplished with the thesis. In addition, the research questions which serve as the steering wheel throughout the text. The thesis plan also includes relevant concepts and theories used by the author. The reader can find a description of the working methods and processes used during this thesis.

2.1   Thesis Topic

The topic of this thesis is a marketing communications plan with a focus on Business-to-Business marketing. The actions described in the thesis will follow the best practices of a Business-to-Business marketing communication plan. In addition, it will include aspects of traditional and digital marketing to create an Integrated Marketing Communications Plan. The author will use a combination of material produced by the commissioner and set of interviews to gain a better understanding of the current business strategy and key messages that represent the company. The tools, theories, framework and models that will be used in this thesis, will guide towards an operational side of marketing activities. The objective of an operational plan is more practical than theoretical.

As mentioned in the introduction, the outcomes of these thesis are relevant to the commissioner to support their business strategy. This marketing plan will reflect the key messages of the business strategy and will set a precedent in the marketing activities, since most of their current marketing activities are targeted towards their previous Business-to-Consumer strategy. By aligning the key messages, channels and marketing activities the customer will be able find cohesion in the commissioner's value delivery.

2.2   Thesis Objectives and Research Questions

The objective of this thesis is to research the current marketing practices followed by the commissioner and research business-to-business marketing activities which would reflect their business strategy. It is important for the commissioner and the author that this plan is cohesive to their business strategy. The objective can be reflected in the main research

question; *How to create a Business-to-Business marketing communications plan for Jolla Oy?* The sub-questions that derive include; *How to make the marketing plan cohesive and consistent with their new business model, customers and key messaging?* and *What type of marketing activities need to be integrated to support their business strategy, customers and key messages?*

These questions will steer the thesis towards building an understandable and practical text. The purpose of the thesis is to create a marketing communications plan for the commissioner, which will be cohesive to their new business model strategy. In addition, being consistent in both physical and digital marketing. Through this process, the purpose of the thesis is to reflect the key messages of the company in the marketing communication activities.

2.3   Concepts

The following chapter is a description of the concepts that will be used in this thesis with descriptions by means of literature. These concepts are essential for the thesis and therefore, deserve to be dissected and analyzed. The author decided to write the concepts from the most common concept to more specific ones. The goal is to give a broader perspective to the thesis and finish with a specific idea. The concepts that will be described include; Marketing, Marketing Plan, and Business-to-Business Marketing. The first two concepts, Marketing and Marketing Plan introduce background information to the objective of the thesis and the topic area which the author will follow. Business-to-Business Marketing will describe best practices of marketing activities with business customers as their target audience. The concepts mentioned above are relevant as they provide support to the theoretical framework of this thesis.

2.3.1   Marketing

The concept of marketing is in constant change and evolving due to, changes in society, technology and communication. Marketing is the process of understanding customer's needs, developing a product that offers high value for the customers, establishing a price that reflects the value, and finally being able to distribute and promote the product by targeting the right customers (Kotler, Armstrong, Wong & Saunders 2017, 5). The Amer-

ican Marketing Association (2013), AMA, defines marketing as the activities and processes for communication offerings that have value for shareholders such as customers, clients, partners and society. Based on both definitions the author of this thesis can conclude that marketing is a process by which value is communicated or exchanged to customers through the understanding of their needs.

In the publication by Harvard Business Review and Alvin J. Silk (2006, vii) the parties suggest that successful marketing requires two aspects; the first one is a deep understanding of customers, competitors, and collaborators, the second one is the skills to apply the organization's capabilities with the goal of creating customer profitably. This idea is also reflected in the introductory book, Principles of Marketing, written by Kotler, Armstrong, Lloyd and Piercy (2017, 6). The authors describe the process of marketing as; (1) Understanding the customer needs and wants (2) Designing a marketing strategy driven by the customer (3) Building an integrated marketing program that delivers value to the customer, (4) Building a profitable relationship and delighting the customers, which will then lead to (5) Capturing value from customers to create profits and customer equity. (Kotler et al. 2017, 6) Both sources express two important aspects of marketing, strategic and tactical parts which combined lead to the acquisition of the customers. From these sources the author gained the insight on the importance of understanding the customers to be able to create a successful marketing.

2.3.2   Marketing Plan

As mentioned before, strategy and tactical implementation are an essential parts of successful marketing execution. Kotler, Armstrong, Wong and Saunders (2017, 6) highlight the importance of building an integrated marketing program that delivers value to the customer. In other words, the authors describe the process of creating a marketing plan as an essential part of a successful marketing implementation. A marketing plan, documents the strategic objectives in an organization and how they will be achieved through marketing tactics keeping the customer in the center of the board. (Kotler et al. 2017, 6.) In Marketing Plan Handbook, author Marian Wood (2014, 5) refers to the marketing plan as the outcome of the process of marketing planning. She describes marketing plan as a document covering a particular period of time that summarizes what the marketer has learned about the marketplace, the objectives that should be accomplished through the marketing, and the operational aspects to reach those objectives. (Wood 2014, 5.) In both

definitions it is clear that the marketing plan serves as a document, proof of the research done on the customer and market, with clear guidelines and actions on how this theoretical knowledge will be implemented. Based on the definitions, the author can conclude that the purpose of the marketing plan would be the creation of a structured and flexible framework which would guide the company towards building relationships with the customers and providing value for them. (Kotler et al. 2017, 6; Wood 2014, 5.)

The contents of a marketing plan tend to vary depending on the organization and strategy; however, the following sections described in Marketing Plan Handbook are included in most marketing plans. Main Sections of a Marketing Plan: (1) Executive summary (2) Current market situation (3) Target market, customer analysis and positioning (4) Objectives and issues (5) Marketing strategy (6) Marketing program and tactics (7) Financial (8) Metrics and implementation control. (Kotler et al. 2017, 6.) According to business consultant and author, Jonathan Groucutt (2005, 349), the marketing plan usually consists of an analysis of the marketing mix depending on the needs of the project, a financial description of the resources required and the revenue expected from the implementation. The author stresses the importance of the plan fitting in the overall strategy of the company (Groucutt 2005, 349). This sheds a light as to why Woods (2014, 4) also emphasizes the aspect that a marketing plan should be disciplined yet with a flexible framework. The marketing plan depends upon the overall strategy of the company; therefore, the plan has to be well structure yet able to adapt to the changes in the strategic ambitions of a company. The focus of this thesis will be on Marketing program and tactics and Metrics and implementation control of the Marketing Plan. This is also referred to, as the Marketing Communications Plan. The Marketing Communications plan is a more operational approach and supports the strategic part of the Marketing plan.

2.3.3 Business-to-Business Marketing

Although the end goal is similar, the processes and approaches of Business-to-Business and Business-to-Consumer are intrinsically different. It is of great importance to adapt the marketing communications to the behavior of a business customer. Business-to-Business Marketing is activity of marketing businesses, products or services to other businesses. According to Hall (2017, 1) in the book Innovative B2B Marketing Business-to-Business marketing can be described as the actions taken by organizations promoting

products or services to other organizations. A major difference between Business-to-Consumer and Business-to-Business activities lies in the description of the customer. In the Business-to-Business case the customer is an organization rather than an individual, even if the product or service is the same. (Hall 2017, 1.)

Hutt and Speh (2010, 5), give examples of companies who had to adjust their business strategy to target a different market. The authors mention that these companies had to adjust their marketing strategies due to the significant differences between their previous and new customers. They add that even if the product is the same, the fact that the communications are targeting a different market requires the organization to find a different marketing approach to be able to reach their final target buyer. (Hutt & Speh 2010, 5.) Therefore, it is important to highlight that the type of approach that shall be done in this thesis is different than of a Business-to-Consumer approach. This is to support the business strategy followed by the commissioner, Jolla Oy.

Apart from a target audience, the processes of the business-to-business market also work different than the consumer market. According to Kotler, Armstrong, Wong and Saunders (2017, 7), the main difference in this market are (1) the demand; there are fewer but larger buyers, (2) the buying unit; business purchases involve more decision makers, and (3) the decision process, purchasing is more complex; the partnerships are more dependent and the relationships take longer and are more formalized. (Kotler et al. 2017, 170.) Authors, Gillin and Schwartzman (2011, 7) express the importance of partnerships, establishing that a high complexity and longer periods between interaction require that a partnership is formed between the parties. Partnerships will then ensure that the parties are working towards their benefits. Many stakeholders are dependent on the purchasing decisions and therefore, the best and most valuable outcome is expected from the parties. Relationships and partnerships can be then considered as an essential factor in Business-to-Business decisions. (Gillin & Schwartzman 2011, 7.) These purchasing processes reflect on the type of marketing communication activities that the commissioner has to perform. Due to the larger purchases, business customers expect communications with higher levels of expertise and detail. Customers perform longer research and comparisons from different sources and content. Selecting the right channels and content to reach the right decision makers will also be of great importance. Partnerships will be essential to reach a positive decision from the customer.

2.4   Theories and Frameworks

The following chapter includes a description of the theories that will be used in this thesis. They provide a framework to the thesis, with a specific focus on marketing. A theory is a collection of ideas intended to explain a subject (Lexico n.d.). Integrated Marketing Communications will describe the underlining notion of the marketing plan, which is to create a consistent and cohesive message throughout the traditional and digital channels. The modified PASTA framework will be the backbone of the marketing communications plan.

Business-to-Business Buyer's Journey will be used to create a better understanding of the customer's process towards a purchase. This information will be obtained through the customer interviews, and will shed light on the content needed by the customers through their buying journey. Finally, RACE framework will serve to set Key Performance Indicators which will allow us to measure the success of the marketing communications plan. These theories and frameworks are relevant as they will support the objective and purpose of the thesis. Furthermore, they will provide a structure and framework for the successful creation of a marketing communications plan. The following chapter will also explain further this theories and frameworks.

2.4.1   Integrated Marketing Communications

According to Orasmäe, (2017, 5), Integrated Marketing Communication is a strategic process, which uses integrated communication instruments that will complement each other to create a seamless and cohesive message for the customers. Integrated Marketing Communications appeared first in late 1980s in a time where marketing communications were drastically changing. Since then, the idea has changed from a set of tasks to an operational strategy. (Orasmäe 2017, 5.) The author of this thesis chose this theory on the basis of the commissioner's current marketing communications situation. Part of this thesis will be adjusting the new messaging and objectives of the commissioner to their current communication channels. Therefore, the author will need to follow a strategy that will allow the new message to be distributed cohesively in all of the channels.

Integrated Marketing Communications has been described by many authors and adapted to the current needs of the time. One of the first descriptions was done by Schultz (1993):

> A concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communications disciplines (for example, general advertising, direct response, sales promotion, and public relations) and combines these disciplines to provide clarity, consistency, and maximum communications impact. (Schultz 1993.)

In general words, Integrated Marketing Communications has the goal of integrating different communication tools in order to create a clear and consistent message to a targeted audience. Orasmäe (2017, 5) gathered the definition from several different authors between the years of 1991 to 2011. Based on those definitions, Orasmäe found there are four basic aspects to Integrated Marketing Communications. (1) Process of strategic planning, (2) Determining the most consistent message, (3) Exposing it to the target audience, (4) Through marketing communication tools and media. (Orasmäe 2017, 5.)

Schultz' (1993) defines, Integrated Marketing Communications as a concept; however, modern definitions also describe it as a process. The researcher, Kliatchko (2005, 16), mentions further that Integrated Marketing Communications has been developed into both a concept and a process. Bodekhina (2016) describes the concept as a mindset towards a holistic approach to the marketing communications plan and the process as steps such as database building, message planning and delivery through different channels, evaluation and measurement of effectiveness of the actions. (Bodekhina 2016, 12.) Understanding that Integrated Marketing Communications is both a concept and process it is important to clarify its impact on this thesis. The author of this thesis will use Integrated Marketing Communications as a notion throughout the Marketing Communications Plan.

2.4.2   Communications Planning Framework – PASTAE

Developed by Theo Zweers (2015) the original PASTA model is a framework for marketing communications planning. This model appeared from the need to have a practical planning model, compared to other strategical models such as SOSTAC. The PASTA model approaches the operational planning rather than the strategic planning (Zweers 2015, 2). The PASTA model consists of five phases; Problem Definition, Analysis, Strategy, Tactics and Action. These different phases create the acronym PASTA. The goal of using this model is to focus on the main purpose of this thesis which is to create a tactical

marketing plan. Although the model fits the purpose of this thesis, the author considered an important factor missing. In the PASTA model there is no measurement or evaluation of the outcome of the plan. In strategical planning models this factor is called control, and its goal is to establish metrics which can measure the effectiveness of the plan. According to Zweers (2015, 3) when describing the differences between the operational and strategic plans, Zweers sheds a light into the possible measurement phase in the PASTA model. The author describes that in strategic planning a section to measure the outcomes is called "control", while in an operational plan it becomes "evaluation". (Zweers 2015, 3.) The author of this thesis considers that metrics and evaluation are a fundamental part of the plan, to understand its effectiveness. Based on this, the author will use a modified version of the model to add a sixth phase, Evaluation. This explains the modified acronym as PASTAE; Problem Definition, Analysis, Strategy, Tactics, Action and Evaluation.

Problem definition stage is defined by three questions: (1) Which goal does the company wants to achieve? (2) What issues are involved? (3) What strategic objectives underline the development of the plan? Zweers (2015) highlights that prior to this stage, there must be knowledge on the organization, product, service and customer. Analysis stage consists of an internal and external analysis. The goal internal analysis is to understand the current state of the company and the external analysis is to understand competitors and the market. The third stage is Strategy, contains four important modules Target Group, Objectives, Proposition and Positioning. The fourth and fifth stage, Tactics and Action, are closely linked. This stage determines the tools and techniques that will be utilized. Once the resources are established the planning is developed to carry out the message. (Zweers 2015, 6.) The last stage Evaluation is determined by identifying metrics and measurements to monitor the performance of the plan (FIGURE 1).

FIGURE 1. Structure of PASTAE framework (Zweers 2015, modified)

2.4.3   Business-to-Business Buyer's Journey

Buyer's Journey is a marketing framework that describes the stages which a buyer goes through before making the decision of purchasing a product. The Buyer's Journey is centered in the customer's actions rather than on the actions that should be taken by the marketing team. The Buyer's Journey consists of four stages identified as Awareness, Consideration, Decision, and Advocacy. The goal of this framework is to identify the process a customer goes through before making a final justified decision (Salesforce Pardot n.d.). Once there is an understanding of the buyer's journey, the marketing activities can be created to support that journey. The author will use the Business-to-Business Buyer's Journey as a basis for the interview questions in data collecting which will be made to the current customers of the commissioner. These questions will shed light to the process the customer goes through before purchasing a solution from the commissioner. In addition to understanding the type of information that customers need to make a final educated decision.

The first stage is Awareness, which is described as the stage were the buyer has a notion of the problem, however, they are not aware of the company which can provide a solution to that problem. In this stage buyers will start researching possible solutions to their needs, and get a better understanding of what criteria fit their needs. The second stage is consideration, in this stage buyers perform deeper research, comparison between vendors and justification of final decision. The third step is Decision, this stage is where the buyer decides the solution based on the research and criteria found before. Business-to-Business markets purchasing process tend to be long term, taking from months to years to finalize (Gillin 2011). The final stage is Advocacy, which can be described as the stage where the buyers are delighted and willing to share their story to bring more customers to the company. These buyers will become clear cases for the company to use and bring similar customers into the funnel. The Business-to-Business Buyer's Journey is relevant to this thesis as it gives a clear structure of the steps a customer goes through before making the final purchasing decision. This will allow the author of this thesis to fit the marketing tools into each stage to accomplish the goal of moving the buyer forward into their journey. Buyer's Journey will support the PASTAE framework by establishing a structure for the content creation.

2.4.4 RACE KPIs

Developed by Dave Chaffey (2019) the RACE model serves as a structure to plan marketing activities in an organized manner. Although the RACE model can also be used to plan the marketing activities, the author will use its focus on Key Performance Indicators to help measure the effectiveness of the marketing actions. The author will use RACE KPIs as a method to measure the success of the content created based on the Business-to-Business Buyer's Journey. A diagram illustrating the collaboration of both models can be found bellow (FIGURE 2).
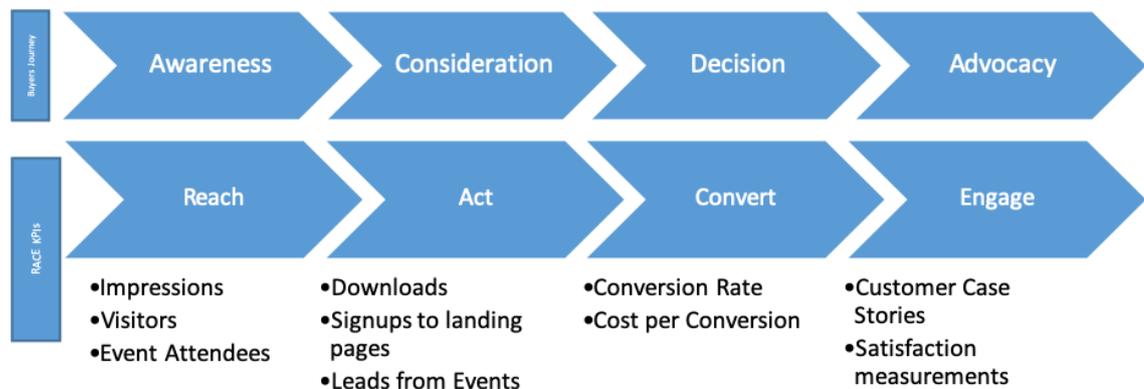

FIGURE 2: Business Buyer's Journey in conjunction with RACE KPIs.

According to Chaffey (2019) RACE model stands for Reach, Act, Convert and Engage. The purpose of Reach stage is to increase awareness. The message shared in the Reach stage shall reflect the mentality of the buyer in their awareness stage. Some examples of key performance indicators include website visitors, the reach of content on different channels and the number of visitors in an event. The Act stage is meant to create an action that the customer shall take to engage them further in the process. These actions are normally set as "calls to action" providing the customer with more information. Examples of actions includes having a landing page with a download button to obtain a white paper and providing a flyer in an event with a download link to an eBook. The key performance indicators include; signups, downloads, comments and leads from events. The third stage is Convert which is aimed at converting the prospect from a lead to paying customer. It is important to create marketing activities specifically dedicated to accomplishing this goal. Examples of key performance indicators include conversion rates, and cost per conversion. The final stage, which is to Engage has the goal of continuing conversations with the customers to keep them engaged and help them become advocates of the company.

The goal is to create long-term relationships with the customers which will allow for a richer and more valuable partnership. Examples of Key Performance Indicators include satisfaction measurements and customer case stories. (Chaffey 2019.)

2.5   Research Method and Data Collection

For this thesis the research method and data collection will be gathered through primary data and secondary data. Primary data will be gathered through qualitative interviews done to three customers and three marketing employees of Jolla. Qualitative data will also be gathered from marketing material created by the commissioner for example blog posts. Secondary data will be the theories, models and concepts which will be used as a foundation of this project, and to structure the data gathered by the author.

According to Uwe Flick (2007) author of Designing Qualitative Research, qualitative research uses text as empirical material, it focuses on the perspectives of the participants, on everyday knowledge and their everyday practices. Denzin and Lincoln (2005) write about qualitative research and mention an important factor to interpreting the data. The authors, mention that by using field notes, interviews, conversation and recordings. The qualitative research requires an interpretative approach to the material. (Denzin & Lincoln, 2005.) Trying to make sense of the material in their natural setting and in the terms that people bring to the material. Therefore, the author will interpret the interviews and marketing materials in a way that they provide value to the thesis. The goal is to gain insight about the processes and behaviors from the interviewees and resources. This will allow the author to better understand the current situation and suggest possible new structure for the marketing communications plan.

First, data will be gathered from interviews and marketing material created by the commissioner. The interviews will be done to marketing employees to obtain data on previous marketing activities. A second set of interviews will be done to the customers of the commissioner which will be based on the Buyer's Journey. This second set of interviews will later help on the creation of content specifically targeted to business customers. The author will then proceed to put this data into a structure, using the theories and frameworks presented before. The interview with employees and marketing material will be used in stages Problem Definition and Analysis. The author will utilize the new set of Key Messages developed by the marketing team which target Business customers. For stage four

and five, Tactics and Action the author will use the interviews to the customers to create guidelines of content which resonates with the needs of the new customers. Therefore, utilizing the Business-to-Business Buyer's Journey will be useful for this purpose. Finally, for the Evaluation stage, the RACE KPI's model will be used to establish metrics which will evaluate the success of the plan through the integration of Key Performance Indicators. The purpose of this models is to assist the author in the creation of a structured, cohesive and consistent plan.

2.6   Thesis Structure

In this section the author will describe the following structure of this thesis. This includes a brief description of each section in the thesis. This gives the reader a better perspective into the structure that will be followed and the thought process of the author while writing the thesis. The structure of this thesis is as followed; Chapter one is the introduction of the thesis with a description of its relevance and information about the commissioner's situation. The next chapter is one of the longest chapters in this text. Chapter two is the Thesis Plan; this section is the backbone of the thesis. Chapter two includes a description of the topic, the objective and research question of the thesis. In addition, the reader can find the concepts, theories and models which will be used in the thesis. Finally, a description of the Research methods and Data collection can be found in the last sections of the chapter. In Chapter three a collection of background information, this chapter includes the description of Jolla Oy, Mobile Operating System and Smartphone Industry and the opportunities that digitalization brings to technology companies. Chapter four oversees the data collection and analysis of the data. This chapter includes the results to the interviews. Chapter five describes the marketing communications plan using the PASTAE framework and the results from the data gathered on the previous section. Chapter six includes conclusions and recommendations to the commissioner of the thesis. Finally, this thesis also includes References to the literary material and Appendices which includes the interview questions for the customers and marketing employees of Jolla.

3 CASE COMPANY AND INDUSTRY

This chapter includes a throughout description of the commissioner, Jolla, with a description of their current situation. It includes the history of the company and the business strategy decisions that have been taken which have an impact on the marketing activities. In addition, the author will describe the mobile operating system and smartphone industry. Briefly the author introduces the new market opportunities that have grown for mobile operating system with the rise of mobile devices and digitalization. This section will describe the unique situation of a company in a changing geopolitical context.

3.1 Case Company: Jolla Oy

Jolla is a Finnish technology company which licenses and develops the mobile operating system, Sailfish OS. According to the company's official website for Sailfish OS (2018), the software has its roots in MeeGo, an operating system originally developed by Nokia. In 2011 MeeGo project was cancelled, which led to former employees to start their own project and utilize the open source components of the software to develop a new mobile operating system. (Sailfish OS 2018.) A new company was founded that year under the name of Jolla (Jolla 2018). Their target market was defined as a consumer centric company, which would provide mobile operating systems to mass market phones. The market was already taken by two major competitors, Apple and Android (International Data Corporation 2018). Therefore, to gain some advantage the company decided to develop their own smartphones which would have Sailfish OS pre-installed.

In 2012, the company developed the Jolla Phone and two years after Jolla announced they would launch the Jolla Tablet under a crowdfunding campaign (Saarnio, 2015). After issues with manufacturing, suppliers and investments, the company was unable to deliver and moved on to refunding the undelivered tablets. These issues led the company to face financial struggles (Saarnio, 2015). In 2016 the company announced that they would change their strategy to a regional licensing model. The company would target Business-to-Business customers by offering Sailfish OS as an alternative mobile operating system (Summers 2018). One of their first partners arrived in 2016 setting a clear case example; Russian Ministry of Communication. The institution had searched for a platform to build their own mobile ecosystem and after careful analysis, Sailfish OS was chosen to develop the mobile ecosystem in partnership with, Open Mobile Platform Ltd (Lassila, 2016).

At the beginning of the company's lifetime, Jolla gained tremendous traction from the moment they announced the production of their own smartphone and tablet. This was due to the unique proposal of a product that could be built on open source and community contributions. This traction brought people together from all around the world and who supported Jolla's values; Transparency, Love, Passion and Respect (Mosconi 2014). Sailfish OS is a people powered platform which has been built with the support of this community. Even now, when the business strategy has changed, the community still helps develop and improve Sailfish OS. Therefore, it is clear that the Community that surrounds Jolla is part of the company's DNA. This has led Jolla to search for a balance between the communications targeted towards the community and their business customers.

The new business strategy meant to Jolla the need to adapt their communications in order to reach the business audience. Actions such as, reviewing the channels currently used and creating new content that appeals to Business-to-Business customers. The most important aspect currently is to adapt the new key messages to the company's channels and reflect them on the communications that are done online and offline. The situation the company was at the moment the change in strategy occurred, led to a discrepancy between the marketing and business strategy. Currently the marketing communication actions are mainly reactive and planning is short term without clear goals. The communications address primarily the community rather than business customers. The goal of this thesis is to create a plan that will allow for a more consistent and cohesive communication with the new business target. A more in-depth analysis of the current situation will be done in the upcoming chapters.

3.2 Mobile Operating Systems and Smartphone Industry

The author will describe the current mobile operating system market and the impact of smartphones on our society. Although these topics seem broad, they are strongly intertwined with each other and therefore it is important for the reader to understand their impact on society. This section describes the consumer market and the challenges of that market. An operating system is the intermediary between the user and the hardware, in addition to being a platform that provides a foundation for applications (Gagne et al. 2010). A mobile operating system is used in hardware of mobile devices such as smart-

watches, tablets and smartphones. The applications available in the mobile operating system ecosystem can be built by the provider of the operating system or third-party developers. With the arrival of smartphones, the use of mobile devices increased exponentially, and the need for alternative mobile operating systems. By the end of 2013, one in five people worldwide owned a smartphone (Science Museum 2018).

The most popular and known mobile operating system brands started targeting the consumer market. These companies approached the consumer market with different strategies to achieve profitability and increased take on the market. From selling hardware with a pre-installed mobile operating system such as Apple's iOS, to building partnerships with phone manufacturers to provide them with the mobile operating system and support for their phones such as Google's Android. Together both American companies amass a total of 100% of the global consumer market, respectively iOS has 14.9% and Android has a massive 85.1% of the consumer market (International Data Corporation 2018). Although Android and iOS take the majority of the market, there are other alternatives such as Blackberry OS, Tizen, KaiOS, Symbian, Windows Phone, Chrome OS and Sailfish OS. Since the smartphone and mobile operating system industry are crowded and challenging to enter, focusing on alternative markets which would need a mobile operating system as a solution could create opportunities for the commissioner.

The use of smartphones as an everyday life tool has changed the way we communicate. Mobile devices are no longer just expected to make calls, but now they are capable of holding games, movies, music, and bank accounts. Smartphones and mobile devices have become essential parts of our lives, introducing new digital needs on users and opening opportunities to many markets. This has led many industries to adapt their processes into the digital world. Digitalization has consistently changed industries, however, there are still many untapped markets and potential to improve.

3.3   Digitalization creates new opportunities

Digitalization refers to the use of technology to change physical processes into digital processes (Gartner Glossary 2019). Digitalization has brought the need for different industries to modernize their services for the users. Not only does the private sectors such as banks, restaurants and retail market had to adapt to digitalization but also the public

sector. This brings us to the new opportunities opened for the mobile operating systems and other technologies in the business-to-business market.

An interesting development comes from the government and public services' need to improve their services to the citizens. Mobile operating systems are not only used for consumer devices. As more and more people are adopting new technological communication devices, governments are looking to take part in the digitalization of their services, making them more secure and convenient for citizens. This movement is called e-Government short for Electronic Government. (UN E-government Knowledgebase n.d.) This term describes governments that use communication devices such as computer, mobile devices and the internet to provide better public services to people in a country. This movement has also led to the need for mobile operating system ecosystems which conform to the standards needed by the governmental organizations. In 2016 the European Commission established a policy called European eGovernment Action Plan 2016-2020 (European Commission, 2018). With the goal of modernizing public administration operations through different actions. This is an example of the significance of e-Government for the current era. A case example of this trend is the project between the Jolla and OMP, in which Sailfish OS was selected as the mobile operating system preinstalled in the daily devices utilized by Russian Post (Lassila 2016). The rise of this Business-to-Business market has opened the possibilities for Jolla to expand their services other than the Business-to-Consumer market.

4 DATA COLLECTION AND ANALYSIS

In the following chapter the author will describe in more detail the process of the research conducted for this thesis. The first section of this chapter contains the objectives set for the research. The second section includes a description of the process that took place while designing and conducting the research. The third section introduces three key factors of any research; validity, reliability and limitations. In this section the author will describe the reasoning behind the research approach and the limitation that might have an impact on the research. Finally, this section includes the analysis of the interviews done to the employees and customers of Jolla.

4.1 Research objectives

The objective of a research will guide the author into the process of designing and conducting the research. Understanding the current state of the marketing activities, and find the best practices that could be implemented in the future by the commissioner. This will give the author a holistic view of the marketing practices and create better output recommendations for this thesis.

The first objective is to understand if the current communication activities and if these activities reflect the new business strategy. In addition, the author wants to understand what are the strengths, weaknesses, opportunities and threats to the current marketing communication activities. The second objective is to understand the previous activities that have been practiced by the commissioner. The third objective is to understand the needs of the new customers; research the communication channels that they utilize during their information gathering process and the information that they look to obtain from these channels. The objectives of this thesis are based on the understanding of human interactions and their experiences. To be more specific, the previous experiences of the marketing team and the customers while interacting with the communications channels used by the commissioner. Based on this, the author took a qualitative approach to this research which will best reflect the experiences of the contributors.

4.2   Designing and Conducting the Research

The objectives will greatly define the type of research that shall be undertaken. The objectives center around understanding the marketing activities practiced by the commissioner. The author considered that, to obtain this information, experiences and opinions should be gathered from internal and external contributors. This type of data gathering is difficult through quantitative research methods. Therefore, a qualitative research method was to be conducted in the form of interviews. This would allow the interviewees to express their experiences and opinions while providing insights to the author.

To obtain internal and external information on the marketing activities of the commissioner the author selected the marketing team and the customers of the commissioner as interviewees of the research. To reach the objective, for each group a specific set of questions was carefully designed. Theories and concepts used to support this section include; specifically, the Business Buyer's Journey to stage the questions of the customers interview in such an order that the author could understand their needs in every stage of their journey. As per the marketing team, the main goal of their interview questions was to understand the previous, current and future activities for marketing. The author set the questions based on the PASTAE framework created by Zweers (2015) to obtain information on the first sections of the framework; (1) Problem and (2) Analysis.

To conduct the interviews the author agreed with the commissioner that the most efficient way would be through e-mail. This is based on the fact that both the customers and the marketing team are located internationally. In addition, conducting the interviews through email would allow the interviewees to answer the questions at their preferred time, and to avoid contradicting schedules. The marketing team was contacted directly by the author of this thesis. The contact was made personally to each member of the marketing team compared to establishing a focus group discussion which could lead to group-think (Boateng 2012, 54-57). The answers provided would be kept anonymous. The total number of employees that integrated the marketing group was three employees. The customer group, on the contrary, was contacted by the commissioner themselves and then introduced to the author of this thesis. The customer group was integrated by three customers of the commissioner. All interview questions can be found on the appendices of this thesis.

The interviews were analyzed based on each group's interview questions. The author looked for similarities and differences in the answers to create an overview of the results for each question. In the following sections the author will give a more detailed description of the answers provided by each interviewee group. The answers also provide context for the author to establish the situation of the marketing activities and create a set of recommendations for the commissioner.

4.3 Marketing employees of Jolla Oy

The interview questions conducted on the marketing team, were based on the first two sections of the PASTA framework created by Zweers (2015); Problem Definition and Analysis. The objective was to understand the commissioner's situation of the marketing activities. When asked about the previous marketing strategies and activities between 2016 and 2018, all team members agreed that the commissioner had a strong focus on the consumer market which reflected the business strategy at the time. Interviewees answered: "Software and community focused content was previously quite strongly represented in Jolla's public communications" and "Consumer focus on the marketing activities of Jolla devices and the operating system. Extensive spending on Mobile World Congress without clear strategy focus." Another interviewee pointed out that the company is still recognized from its consumer activities during that period of time between 2016 and 2018.

After changing the business strategy, the company tried to slowly shift out of the consumer market, however, no successful attempts have been accomplished. "Business-to-Business and Business-to-Government focused communication was not as strongly in the plans as it should have been." The interviewees mentioned events that the commissioner attended, such as Mobile World Congress, until 2017 Jolla has attended regularly with a booth. Other type of events attended by the team include software and community centered events. The communication activities were dependent on the budged available at the moment, content included videos, social media activity, fliers, brochures and blog posts. The most recent marketing activity include a set key messages that would reflect on corporate and governmental customers, the messages were included in their website. The key messages are; (1) The European alternative to dominating mobile operating sys-

tems, (2) The only mobile operating system offering a regional licensing model, (3) Compatible with the Android ecosystem, (4) Technologically versatile OS, (5) Developed by Jolla, its customers and the Sailfish community.

The author asked the team about the strengths, weaknesses, opportunities and threats on regards to marketing communications. Strengths include; "positioning, coming from Finland and with limited resources, Jolla has been positioned as credible name in the mobile industry". "Jolla has found a space in the market for an alternative mobile operating system". Another interviewee mentioned; "small coherent team, clear messaging," "Nokia background story with long legacy, strong brand and great PR contacts." For weaknesses it includes; "consumer business and device focus are still strong in the company culture." The marketing activities have also not been able to align to the business strategy change. In addition, there is "low planning on marketing activities". On regards to customers, one interviewee mentioned the "need to bring more customers to increase variety". About the opportunities the marketing team answered that "recognizing that the consumer business is still strong in their thinking process, would lead them to build communications for the business market". Current customers are great opportunities to create references or customer case content. When asked about the threats to the marketing, the team answered that "failing to adapt the communication to business customers could be a big threat." Another interviewee answered that "financial issues and limited number of customers are threats to the company."

When asked about the specific targets the marketing team wants to achieve by improving the Business-to-Business marketing communications activities the responses were as follows. Interviewees mentioned that "With a strong Business-to-Business and Business-to-Government focus Jolla wants to profile itself as a serious and professional mobile OS company, which is lucrative for governmental and corporate customers around the world." In addition, the content targeted towards business customers would support the activities performed by the sales team. An interviewee mentioned that improving the Business-to-Business marketing communication activities is something that should have been done earlier and would align the marketing activities with the business strategy. "We should've shifted the focus to Business-to-Business and Business-to-Government earlier. Even though the content was shifted to this direction, the branding materials were still directed towards consumers." This reflects on authors Hutt and Speh (2010, 5) in which they mentioned that although the product is the same, the fact that the communications

are targeting a different market requires the organization to find a different marketing approach to be able to reach their final target buyer. (Hutt & Speh 2010, 5.)

Considering that the business strategy had already been implemented few years prior, the author asked the interviewees what changes would need to happen inside the marketing team to be able to make effective improvement. The team mentioned the importance of planning the marketing activities beforehand. As mentioned before in the theoretical framework, the authors Kotler et al. (2017, 6) described the process of creating a marketing plan as an essential part of a successful marketing implementation. Prioritizing and focusing on targeting Business-to-Business customers. "Planning our activities with a strong focus on Business-to-Business and Business-to-Government" In addition, to improving and harmonizing the key messages in all marketing communication channels.

The author asked the marketing team, how would improving the marketing communications plan impact the business for the commissioner. The interviewees mentioned it would benefit the communications with the customers. It would allow to have direct interactions with selected customers which would then bring business opportunities. "More direct interaction with selected customers will help bring business." It would also allow the marketing communications activities to support the sales development that has taken place in different countries. They also mentioned that having a comprehensible message and professional content would create a clear image of the proposal to the customers.

When asked about the type of marketing activities that would bring benefits to the commissioner the majority of interviewees answered that content should be focused on targeting specific regions. This is based on the licensing business strategy that the commissioner has maintained. Events and content that would focus on the regions targeted by sales development in an effort to support their activities. One of the interviewees suggested that content wise, the focus should be on describing the value Sailfish OS brings to business customers. This answer refers to the fact that for a long period of time the message was directed towards general consumers and the community. In one of the questions the author described the unique position of Jolla, communicating to both business customers and community members. All members agreed that both segments support the further development of Sailfish OS. The community brings unique support to different areas such as localization used in Sailfish OS. Both segments are equally important, as the current activities mainly target the community, it is important that the marketing team

also starts addressing the business customers. "These target groups and their needs are very different, and we need to cater to both of them." Finally, the author asked what other factors should be considered while building the marketing communication plan. The team members noted that the current situation of the company is important to keep in mind. Based on current situation and capacity; the marketing activities should be based on building awareness and supporting the current sales activities with useful content. Three points were noted, build awareness of the value provided to business customers, improve employer branding and promote Jolla's expertise through thought leadership and professional content.

4.4 Customers of Jolla Oy

In this section the author will proceed to analyze the answers provided by the customers. The following interview analysis was based on the Business-to-Business Buyer's Journey. The main areas of this journey are Awareness, Consideration, Decision and Advocacy (Salesforce Pardot n.d.). The author decided to use the Business-to-Business Buyer's Journey to get a better understanding of the process a customer goes through when researching for Jolla. In addition, to understand if any of the current content in the website if helpful and what kind of marketing activities would provide the best value to the customers. According to Kotler et al. (2017, 5) marketing is the process of understanding customer's need and being able to distribute and promote the product by targeting the right customers. This section will help understand the customers and reach a better target.

In awareness stage customers understand that they have a challenge or problem in their organization (Salesforce Pardot n.d.). The author asked the interviewees what challenge drove them to search for a solution and which channels did they used to find the commissioner. The main answer for this question was the opportunity to find a mature and secure mobile operating system that could be used by the organization. "Plan to make secure operating system without foreign influence with clearly visible secure borders for government and business market. Sailfish was the most mature product on the market." One interviewee mentioned that they searched on the web for "alternative mobile operating system." The interviewees responded that the channel that they used first to search for a solution was the web. Two interviewees mentioned that their knowledge in the market led them to hear about Jolla. "The research started with web search and our market

knowledge." The interviewees also mentioned that although trade fairs seem to be helpful, they met more companies through conferences related to their business area.

The next step is consideration, this section takes place when customers have already understood their challenge and start reviewing different competitors for their selection (Salesforce Pardot n.d.). When asked about the type of content they found useful, the interviewees mentioned technical content was interesting when considering if the product was viable. The interviewees mentioned they also appreciated meeting in person at events, workshops or conferences to clarify important technical questions. Another important aspect mentioned was the expertise shared by the commissioner to the customer. This expertise provided valuable information for the interviewees. When asked about the type of information they found missing in the channels, the interviewees mentioned that on the website they found information missing. For example, system interface. Another answer mentioned that the websites are hardly updated except for the developer's blog. "Jolla is passionate about maintaining both websites so they are hardly updated. The blog for developers is more updated." An interviewee added that having two websites could be difficult to maintain. Interviewees answered that it would be beneficial to increase the content directed towards businesses and partners such as public relation articles or updates on Jolla's growing ecosystem.

The Decision stage takes place when the customer has gathered all information they need to make an educated decision between the options (Salesforce Pardot n.d.). The author wanted understand in the perspective of the interviewees what aspects differentiated Jolla from their competitors. Therefore, what value made them take the final decision of choosing the commissioner's services. The answers ranged between simplicity of use, user experience, privacy, offering full control of data for users, and the ability to deploy to different hardware. Another answer highlighted the importance of Sailfish OS in the market, considering that only a handful of mobile operating systems are actually fully independent and operational. "There are about four mobile operating systems in the world that can actually be operative. As a company, you can spend a lot of money on building an ecosystem. That is why Sailfish OS is very valuable." Openness was also mentioned, describing the ability to take different parts of the operating system to adapt them for the customer needs. The interviewees mentioned that building an ecosystem can take a lot of resources. Therefore, finding an alternative mature ecosystem brings added value. Customers find it is easier to have a ready-made ecosystem available for implementation.

In addition, interviewees mentioned that they appreciated the relationships that were built between the customer and the commissioner, examples of this include top management attending events which allowed to answer important customer questions. Multiple aspects of this interviews reflected on the information mentioned in previous chapters such as the fact that business-to-business market activities require partnerships to be more dependent and the relationships take longer and are more formalized (Kotler et al. 2017, 170). This is also backed by authors Gillin and Schwartzman (2011, 7) where they mention that relationships and partnerships can be then considered an essential factor in Business-to-Business decisions. These interviews support that Business-to-Business customers find value in activities such as expertise sharing, meetings, trainings and relationship building performed by the commissioner.

Advocacy is a rather late stage in the process considering Business-to-Business Buyer's Journey. Due to the limited amount of long-term customer, the early stages of their relationships. The author decided to change the questions of this section to obtain feedback from the interviewees on the aspects that the author should consider while building this plan. The interviewees answered that they see the value in Jolla building a marketing communications strategy. That it would be beneficial to use international events and media to increase awareness of Jolla's value proposition. Increase marketing campaigns based on the resources available and a focus on building awareness of Sailfish OS. "Make the world know that Jolla exists. They need to push more information of Sailfish OS on the media." In addition, interviewees mentioned to keep the close relationship that Jolla has with its customers, such as close collaboration and support.

In summary, customers look for secure and mature mobile operating systems. Customers also find that Jolla offers value through user experience, privacy, independent, data control, hardware adaptability, mature ecosystem, and customization. The channels preferred by customers include conferences and the web. However, some of them questioned the necessity of multiple websites. Content that they would find useful includes sharing expertise, technical content and meetings during events. Digital content on the website that would be targeted to business and partners. In addition to more PR news and content such as whitepapers.

4.5   Validity, Reliability and Limitations

As mentioned before the interviews were conducted through e-mail, based on the following factors: distance and time availability. The marketing team and customers are all located in different geographical locations. In addition, finding availability in schedules would have been complex. Therefore, the author decided to continue with a written interview format, shared through email. This led to some limitations for the interviewees as some felt the open-ended questions could have been answered more extensively through a physical interview. In addition, although the e-mail simplified the process of answering questions, some interviewees also mentioned less questions could have increased the amount of time in questions with higher priority. Interviews through e-mail can also generate doubts or questions on relation to the questions, therefore the author was available to answer queries in relation to the interviews. Being in direct contact with each interviewee allowed to avoid miscommunication.

According to Golafshani (2003) Validity and Reliability has often been described differently between quantitative and a qualitative approach. For this research, reliability and validity will be based on the descriptions of quality, rigor and trustworthiness. (Golafshani 2003, 601-602.) To support validity and reliability the process started from the selection of the interviewees. The marketing team was selected based on their knowledge of the history of marketing activities. In addition, their insights on the best performance of the team for future activities. For the customer, the selection was done based on recent customers that could reflect on the new strategy of the commissioner. The interviewees were informed that their answers would be anonymous to obtain the most honest answers. The customer interviews were based on the Buyer's Journey which allow for a clear structure during the analysis phase. A factor that could affect the validity and reliability of the research is the questions that are based on recovering memories from the interviewees. As it has been extensively studied that memories tend to be lost and distorted (Lacy & Stark 2013). Therefore, it is important to maintain an unbiased perspective when analyzing the interviews as to obtain the most effective results.

5   MARKETING COMMUNICATIONS PLAN

The following chapter is the final product of this research. This includes a marketing communication plan that uses all the resources presented in the previous chapters. According to Kotler et al. (2017, 6) a marketing plan, documents the strategic objectives in an organization and how they will be achieved through marketing tactics keeping the customer in the center of the board. Concepts, theories, sources and interviews are meant to be reflected in this final output. The Marketing Communications Plan is based on the PASTAE framework created by Zweers (2015), which is divided in several parts; Problem Definition, Analysis, Strategy, Tactics, Actions and Evaluation. The objective of using this framework is to have a clear structure that guides the reader and author from the problem to the solution. The figure bellow (FIGURE 3) shows the interaction between concepts, theories, frameworks and data sources.

FIGURE 3: Interaction between Concepts, Theories, Frameworks and Data sources.

5.1   Problem Definition

Zweers (2015, 3) describes Problem Definition as being able to understand the issues surrounding the case and the goal of the commissioner. This section will be based on the answers provided by the marketing team through the interviews. The issues surrounding the case include; (1) that the new business strategy messaging has not been fully adapted to the marketing communications activities. As mentioned in the interviews "Business-

to-Business and Business-to-Government focused communication was not as strongly in the plans as it should have been." (2) Current marketing activities have been focusing on the consumer market without reflecting the messaging for the business market. "We should've shifted the focus to Business-to-Business and Business-to-Government earlier. Even though the content was shifted to this direction, the branding materials were still directed towards consumers."

The goal of the commissioner is to have a structured marketing communication plan that is aligned to their business strategy and that targets business-to-business customers. Marketing activities should build awareness of the value provided by Sailfish OS, promote Jolla's expertise through though leadership and support sales activities with professional content. Based on the interviews, by accomplishing this marketing communications plan the marketing team wants to accomplish; "profiling themselves as a serious and professional mobile operating system, lucrative for governmental and corporate customers around the world".

5.2 Analysis

The objective of the analysis phase is to understand the current situation of the company and the market. This section is divided in two parts; internal and external analysis. The author will use the interviews and articles on regards to the company as main sources. The goal of the internal analysis is to understand the current situation of the company. For the external analysis the author will use articles describing the current situation of the market. An important aspect of external analysis is the understanding of the customer behavior. The following sections will describe further the analysis of each section.

5.2.1 Internal Analysis

For the internal analysis it is important to understand the organization, the problems surrounding the organization, the roles inside the marketing team, customers and value proposition (Zweers 2015). The author will also include a set of communication channels used by the commissioner to gain better perspective on their current activities.

Jolla is a technology company which has developed the mobile operating system Sailfish OS (Sailfish Website 2019) Since their creation in 2012 the company designed phones integrated with their own mobile operating system and targeted towards a consumer market. In 2016 the company changed the business strategy and targeted corporates and governments as their audience. However, their communication activities failed to follow the change in business strategy. The current marketing team has the goal of updating the communications to be able to share a message directed towards business customers. The perspective of the team was gathered through a set of interviews in which they describe the Strengths, Weaknesses, Opportunities, and Threats (FIGURE 4) that surround the marketing activities. The marketing team considers the marketing communications misalignment with the business strategy as a weakness. The current marketing team is composed by four people; the Vice President of Business Development and Sales who leads the team, Public Relations Manager, Community Manager, and Chief Designer. The channels managed by the marketing team include three different websites; jolla.com, sailfishos.org, and blog.jolla.com. Social media channels include Facebook, Twitter, LinkedIn, Instagram, Diaspora, Tencent and YouTube. Main events previously attended, as mentioned by the interviews, include Mobile World Congress.

Strenghts
- "Positioning in the market considering size and resources of the company. "
- "Small coherent marketing team, clear messaging, Nokia background story with long legacy, strong brand and great PR contacts."

Weaknesses
- "Consumer business and device focus is still strong in the company culture."
- "The marketing activities have not been able to align to the business strategy."
- "Little planning on marketing activities."
- Limited customers.

Opportunities
- "Recognizing that the consumer business is still strong in the commissioner's culture."
- "Current customers are great opportunities to create references or customer case content. "

Threats
- "Failing to adapt the communication to business customers could be a big threat."
- "Financial issues and limited amount of customers are threats to the company"

FIGURE 4: Representation of SWOT gathered from the marketing team interviews

The current main partner of Jolla is OMP, which works with Rostelecom, the telecommunications provider in Russia. This partnership allowed the commissioner to have a strong customer case story that would allow them to expand their services to a business-to-business market. Currently Jolla is developing new customer relationships by working on projects that could potentially lead to bigger opportunities. Compared to business-to-consumer processes, business-to-business relationships take longer periods of time to process (Gillin 2011). In this case marketing communications plan could be a source of leads and information to support the sales activities. Based on the interviews, the key messages developed for Sailfish OS include the following statements; (1) The European alternative to dominating mobile operating systems, (2) Compatible with Android ecosystem, (3) Offers regional licensing model, (4) Compatible and easy to deploy to multiple hardware.

5.2.2 External Analysis

This phase is focused on the external factors that surround the commissioner's case. It includes an analysis of the current market in which the organization operates, a description of the customer's behavior and decision-making process, finally a description of the competitors in the market.

With increased digitalization, service providers in private and public sectors have found themselves needing to adapt their processes to new technology. Part of this changes can be attributed to the use of mobile devices as an everyday tool for work, education and living. In addition to this, recent political actions have brought interest to mobile operating systems that do not have roots in the United States (Lomas 2019). Therefore, now is good time for Jolla to increase their awareness on the values provided by Sailfish OS- Not only is there a social need for mobile operating systems but also the political situation is opening new opportunities. Jolla offers a mature mobile operating system that prioritizes data privacy, can be adapted to multiple hardware and can provide a digital ecosystem for an organization. Clear examples of the possibilities of Jolla, include the partnership with OMP which allowed Sailfish OS to be distributed to the Russian Post's mailmen, the ecosystem allowed the mailmen to handle pensions and tax payments (Sailfish Website 2019).

Based on Jolla's work with corporates and governments would suggest considering targeting a market such as e-government. The goal of e-government is to digitalize and adapt

the government's processes to new use technology. Many international organizations are setting policies to push the digitalization of governmental services. For examples, in 2016 the European Commission established a policy called European eGovernment Action Plan 2016-2020 (European Commission, 2018). With the goal of modernizing public administration operations through different actions. As part of the 2030 Agenda for Sustainable Development the United Nations have also set to push the digitalization of governments to support their Sustainable Development Goals (United Nations 2018). The United Nations also described in their E-government Knowledgebase (n.d.) different types of communications inside e-government; Government-to-Government (G2G) involves sharing data between government agencies; such as local, regional or national agencies. Government-to-Business (G2B) involves transactions and services specifically designed for businesses. Government-to-Citizen (G2C) includes initiatives designed to make people's interactions with government easier as consumers of governmental services and citizens. This includes interactions such as consultations and decision-making processes. (UN E-government Knowledgebase n.d.)

Another interesting factor is the E-Government Development Index found in their E-government Knowledgebase. The index categorizes different regions based on their e-government development. As of 2018, the order of regions based on their development was in first place Europe, followed by Americas, Asia, Oceania and Africa (UN E-government Knowledgebase N.d.). Further division of the data can be done by regions, such as Northern Africa, Southern Africa, Eastern Africa between others and then by countries in those regions such as Tunisia, Morocco, Egypt in Northern Africa. These databases can give the commissioner data of countries looking to digitalize their governmental services and therefore, which regions to target when offering a mobile operating system as a product for the digitalization of governments. Finally, as described in the background information of this thesis. A series of competitors can be named for the mobile operating system market. The most popular are American companies, Apple and Google which amass a total of 100% of the global consumer market, respectively iOS from Apple has 14.9% and Android from Google has a massive 85.1% of the consumer market (International Data Corporation 2018). Although Android and iOS take the majority of the market, there are other alternatives such as Blackberry OS, Tizen, KaiOS, Symbian, Windows Phone, Chrome OS and Sailfish OS. Since the market is shared by the duopoly, entering the consumer market of mobile operating systems at this point would be difficult with limited resources.

5.3   Strategy

According to Zweers (2015, 4) the phase of strategy can be described as the approach that will used to build the marketing communications plan. In this section the author will describe further the Target Audience, Objectives, Proposition and Positioning. As this is an operational plan the author would like to remind that the information of this section shall be gathered from available sources.

5.3.1   Target Audience

Sami Pienimäki (2017), the CEO of Jolla, wrote an article on the company's official blog describing the new strategy consisting of a licensing and regional approach which would provide digital ecosystems to developing markets (Pienimäki 2017). A year later, Pienimäki (2018) described further the new strategy by mentioned that the regional licensing would allow countries around the world to build their independent digital ecosystems (Pienimäki 2018). In addition, during the interviews the marketing team refers to their customer segment as "Business-to-Business and Business-to-Government". We can therefore conclude that the target market can be described as: Corporations and Governments looking for a mature an independent digital ecosystem in their region. This customers value data privacy and European mobile operating systems.

Additional areas of segmentation will be described by the author such as geographic, demographic and psychographic aspects. If we consider geographical regions, using the E-Government Development Index, will show regions with low index of e-government development which could lead to growing opportunities, these regions include Africa and Oceania. On demographic segmentation, the occupation and industries are of great importance, targets would be the government and telecommunications industry; Ministries of transport and communications, Ministries of Postal Services, Department of telecommunications and local telecommunication companies. Due to the implications of the product the target audience would have to be decision makers, with titles such as Ministers, Directors, Deputy Directors and Chief Operating Officer. Psychographic segmentation is based on the customer interviews, in which customers mentioned the aspects they value from Sailfish OS; user experience, privacy, independent, data control, hardware adaptability, mature ecosystem, and customization. In addition, this audience would be looking

for a mature an independent digital ecosystem. This segmentation provides deeper understanding of the future customers of Jolla.

5.3.2 Objectives

According to Zweers (2015, 5) the objective of marketing communications plan can be divided in three parts; reach goals, process goals and effectiveness goals. The reach goal is described as reaching the target audience in an effective way. The process goal is the actions that should be accomplished before reaching the target audience. Important steps that should be done to be able to spread the message. The effectiveness goal is the actions that need to happen to be able to reach the audience and enter in a long-term relationship. (Zweers 2015.) Reach goal; to reach the target audience the author will select a combination of channels and content that speaks to the target audience. For example, selecting websites and social media that speak to business-to-business customers. Process goal; before being able to reach the audience, all channels will have to be updated with the new key messages and new content will be created based on those messages. Effectiveness goal; the author will introduce landing pages to the marketing activities, this way the marketing team will be able to obtain leads from the websites. In addition, content such as whitepapers can be used for events by sharing flyers with the link to download.

5.3.3 Positioning

Positioning is establishing a unique position of the product in comparison to the competitors and in the perception of the customers (Zweers 2015). According to Floor and Van Raaij (2011) there are four kinds to positioning: execution positioning which is based on the activities of the marketing campaign, informational positioning which is based on functions and rational benefits provided by the product, transformational positioning which is based on brand image and understanding of the target audience's needs. Finally, two-sided positioning is a combination of informational and transformational positioning.

Jolla and Sailfish OS have a legacy position from the consumer market as the alternative open-source mobile operating system (Oberhaus 2018). As mentioned by the customers in the interview, Sailfish OS, is known in the market and that allowed customers to approach the commissioner.

However, targeting the new audience of corporates and govern requires different benefits than the consumer market. Based on the primary data, the interviews provide insights on the values that brought customers to Sailfish OS. Customers find value through user experience, privacy, independent, data control, hardware adaptability, mature ecosystem, and customization. Based on this list of benefits, the author considers that a two-sided positioning would be beneficial for the commissionaire. Customers approaching Sailfish OS are looking for a mature alternative mobile operating system. Sailfish OS offers value on privacy and independence. Customers have control over their data while enjoying the benefits of a mature ecosystem compatible with Android. In addition, positioning Sailfish OS as an expert in the market and as a mobile operating system with experience building governmental ecosystems.

5.3.4   Proposition

Proposition is the central message that will target the audience and support the positioning strategy (Zweers 2015). The commissioner has a set of key messages developed for the corporate and governmental audience, however, the author will bring some suggestions based on the data gathered from the interviews. The key messages developed for Sailfish OS includes the following statements; (1) The European alternative to dominating mobile operating systems, (2) Compatible with Android ecosystem, (3) Offers regional licensing model, (4) Compatible and easy to deploy to multiple hardware. In the following table (TABLE 1) the author categorized the values mentioned by the customers into the key messages developed by the commissioner. The author suggests changing message (3) Offers regional licensing model for "Sailfish OS respects your privacy and gives you control over your data". Changing message (2) Compatible with Android ecosystem for "Mature ecosystem compatible with Android". The underlining messages representing Sailfish OS would be independent, customizable, privacy and data control, and adaptability. A view of the suggested key messages and values is represented in the table (TABLE 1).

TABLE 1: Categorizations of values in the current Sailfish OS' key messages.

Key Messages	The European alternative to dominating mobile operating systems	Compatible with Android ecosystem	Offers regional licensing model	Compatible and easy to deploy to multiple hardware	No category
Values mentioned by the customers	Independent	Customization	No value fit the category	Hardware adaptability, Customization, User experience	Privacy, Data control and Mature ecosystem
Suggested Key Messages	The European alternative to dominating mobile operating systems	Mature ecosystem compatible with Android	Sailfish OS respects your privacy and gives you control over your data	Compatible and easy to deploy to multiple hardware	-
Values	Independent	Customizable	Privacy and Data Control	Adaptability	-

5.4   Tactics

The following chapter is a description of the tactics that will be used in the marketing communications plan. Zweers (2015, 5) describes this chapter as establishing the channels that will be used in the plan. The objective of this marketing communications plan is to align the marketing communications with the business strategy. For this, the author established the target audience, positioning, proposition and objectives. In this section of Tactics, the author has the goal of selecting a combination of channels and content that reaches the target audience. Traditional and digital channels will be selected to maintain integrated marketing communications strategy. Relevant digital channels for the commissioner include website, landing pages, email marketing and social media. For traditional media, relevant channels include newspapers and magazines. Physical channels include conferences and trade shows.

Based on the customer interviews, the website was one of the main channels visited by the customers. A website is a good center point of information for customers in their initial stage of awareness. Jolla currently manages three different websites for marketing communication; jolla.com, sailfishos.org and blog.jolla.com. The first website, jolla.com, is the official company website which has information about the company, the products, and the community. Sailfishos.org is the official website for the main product of the commissioner. This website contains technical information about the mobile operating

system, information on customer cases and updates on the status of the software. Finally, blog.jolla.com serves as the main source of current information with blog posts published on average once every month. The recurring topics are on updates and new features introduced in Sailfish OS.

Having multiple websites for the company has advantages and disadvantages. According to Elliot Haines (2019) from Hallam, a digital marketing agency based in London, having multiple websites comes from different needs. This includes; business needs, each website representing different products and services, having different brand identities and different target audiences. Other reasons include; technical needs, such as not being able to host a blog on the main company website. If the business proceeds to have multiple websites, some advantages relate to the effects that it has on Search Engine Optimization. For example, when multiple websites are kept with unique content, they are able to take more space in search engines, and therefore increases the opportunities to have one of the websites in the top ranks. However, the multiple website strategy also comes with disadvantages. Updating multiple websites, creating unique content and then tracking the results takes twice as many resources. Another disadvantage includes creating confusion on prospects, both in brand and user experience. Having visitors jump between multiple websites instead of creating the easiest path to the information they are looking for can lead them to leave the website. In addition, if the websites are not clear in their objective and value propositions, prospects might find it confusing when using search engines to search for the product. (Haines 2019.) Google also recommends to consolidate multiple websites to create a single great website (O'Keefe 2019). Therefore, it is important for the commissioner to consider if the advantages of having multiple websites outweigh the disadvantages. Do multiple websites support the business proposition? Is there a strategic reason behind having different websites? Is it possible to maintain multiple websites with the current resources? Is the content being shared bringing value to the customers?

Apart from holding the company's main information, websites are also potential sources of lead generation to support the sales development. Therefore, a foundation could be established in the website in collaboration with landing pages and email marketing. Lead generation is a technique with the goal of attracting prospects by sharing valuable information in exchange for their contact information (Kolowich 2019). Lead generators can be whitepapers, blog posts, flyers with downloadable content, between others. Lead gen-

eration can help the marketing and sales team to keep track of potential customers interested in the product. The process of lead generation is for example, a visitor in a website finds a whitepaper which they have interest in reading. The page containing the whitepaper will have a call-to-action button such as "download now", which will request contact information of the potential customer. The prospects will receive an email with the whitepaper and another call-to-action to get in contact or download more content. If the prospects accept, they can sign up to the email marketing campaigns and that will also allow them know the latest news of the company. The objective is to build a relationship with the potential customers and keep in continuous contact. In addition, with the increase in awareness of Sailfish OS' value proposition, more prospects will reach the communications channels. Lead generation can help the commissioner to keep track and find interesting prospects.

Social media serves to connect with partners, share relevant content and target advertisement. Social media is a tool which can be used to increase awareness and strengthen thought leadership by sharing valuable content. An essential aspect of social media is their targeted advertisement. Specifically, in channels such as LinkedIn, where it is possible to target content advertisements through industry, company, job position and location (LinkedIn 2017, 23-25). Jolla currently has seven different social media channels available. This includes, Facebook, Twitter, YouTube, LinkedIn, Instagram, Diaspora and Tencent. Out of these seven social media channels, five of them are active; Facebook, Twitter, YouTube, LinkedIn and Diaspora. The author recommends doing a review of the current social media channels available. Do the current social media channels support our business proposition? Is there a strategic reason behind having multiple channels? Is it possible to maintain multiple social media channels with the current resources? Is the content being shared bringing value to the customers? If the commissioner finds that there is no need on keeping all of the channels active, the author suggests re-directing the readers to the active channels and after a period of time, closing the inactive channels.

Based on a survey done on more than three hundred business-to-business companies by the organization Chief Marketer (2019), 70% of companies selected Linked as the most effective social media channel for their brand, followed by 51% for Facebook and 35% for Twitter (Viveiros 2019). According to the Content Marketing Institute (2018) the top three most effective social media platforms for business-to-business marketers included

LinkedIn with 78%, Twitter with 48% and Facebook with 42% (Content Marketing Institute 2018, 28). The author recommends that a social media mix composed of LinkedIn, Facebook and Twitter would support the objective of reaching Business-to-Business customers. In addition, LinkedIn's ability to target sponsored content based on industry, company, job position and location will make it a useful tool for the commissioner to sponsor content towards the target audience (LinkedIn 2017, 23-25).

For traditional channels, a focus on printed media such as newspapers and magazines. A study done on 8000 individuals from Brazil, France, United Kingdom and United States showed higher levels of trust in printed outlets, primarily from magazines and newspapers (Cooke, K. 2017). Marketing tools such as newspapers and magazines are great sources of thought leadership content. Beneficial techniques include, working in collaboration with the news outlet to produce an article. Compare to direct printed advertisement, a collaborative article brings value to both the reader, media outlet and company. In addition, it is a good source of thought leadership content. Collaborating with magazines and newspapers in target markets could lead to stronger articles and material to share with potential customers in that area. In addition, the author will include physical channels such as conferences and trade shows, which are important sources of networking and speaking opportunities.

5.5   Actions

Once all theoretical knowledge has been established for the marketing communications plan, operational aspect has to be planned. The author will include a series of stages for the marketing team to follow the plan. The author has divided the final actions in two stages. Stage one is about updating all channels with the key messages and reflecting the current value proposition. The second stage includes the guidelines for the content creation and implementation of the content to create a foundation for lead generation on the current channels owned by the commissioner.

5.5.1   Updating the Communication Channels

Websites are no longer passive holders of company or product information, they can also be incredible tools to increase visibility, provide valuable content for customers, and generate leads. Before establishing the website as an active tool, it is important to maintain

the websites in good shape, in an organize manner so visitors find it easy to navigate and with the most current information. Chakraborty, Lala and Warren (2003) did a study considering what visitors valued in Business-to-Business websites. The authors found that the most important factor was organization. According to the authors, an organized website is perceived as less complex and more user friendly, in addition, it increases the quality of the visit. (Chakraborty, Lala & Warren 2003.) In another study based on Business-to-Business websites, the navigability of the website also had great impact on the commitment towards the website of the company (Bauer, Grether & Leach 2002). Currently jolla.com serves as the company hub of information, its directory includes (Picture 1) About Jolla, Sailfish OS, Sailfish 3, Sailfish X, Partners, Press & Media, Careers, Jolla Support, Jolla Legal, and Jolla Account.

PICTURE 1: Jolla.com directory. (Jolla website 2019)

In comparison, the directory of Sailfish OS website (Picture 2) includes the history of Sailfish OS, technical information about the user experience, corporate customer cases, community information, a developer wiki and contact information.

PICTURE 2: Sailfishos.org directory (Sailfish OS Website 2019)

Having complex websites will lead to a lower quality of experience and therefore, will lead prospects out of the website. The author would suggest clarifying the role and type of interaction between jolla.com and sailfishos.org. In addition, organizing the directories based on categories. Establishing categories would simplify the process of searching for information and increase the clarity of Jolla's value proposition. An example is having three major categories for jolla.com; Product, Resources and Company. Under Product, would be general information on Sailfish OS which would lead to the product page sailfishos.org. Under Resources information about Support, Legal and Account information. Under Company, having the history of Jolla, Press and Media and Careers. The table

below (TABLE 2) shows a proposal of the categories that could be used to organize the websites' directories. Jolla.com would have information on the company's products, resources and company information. While sailfishos.org would focus on the product and providing information for specific target audiences, for example information on the solutions offered to governments, corporates and community.

TABLE 2: New categories for the commissioner websites' directory.

Jolla.com	Sailfishos.org

• Product
    o Sailfish OS (information and link to sailfishos.org)
• Resources
    o Jolla Support
    o Jolla Legal
    o Jolla Account
• Company
    o About Jolla
    o Press & Media
    o Careers
    o Blog
    o Community
	• Sailfish 3
	    o Features
	• Solutions
	    o Governments
	        ▪ Customer Cases
	    o Corporates
	        ▪ Customer Cases
	    o Community
	        ▪ Sailfish X
	• Resources
	    o Developers
	    o User Experience

Using other websites as benchmark can provide examples of what will work for Jolla. Slack (PICTURE 3) is an example of a company that uses categories for organizing their website. Picture 3 shows their website directory with four main categories; Product, Slack for teams, Resources and Company. Categories will then organize the information and reduce the complexity of finding the content. In addition, it will increase the logic of the website and increase the quality of the visit for prospects. By having clear sections and titles, prospects will be interested in moving inside the website looking for more information and increasing their interest in Sailfish OS.
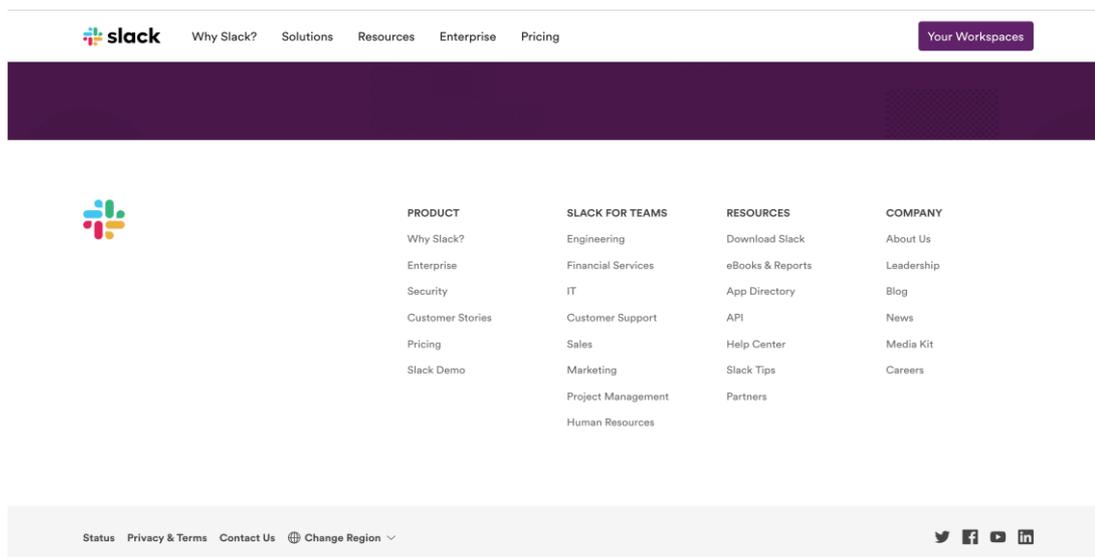
PICTURE 3: Slack.com directory (Slack website 2019)

Next step in maintaining the website includes keeping the website up-to-date with current information. Continuous maintenance of the website is important to increase the credibility of the company. Finding outdated information on a website, questions the validity of the data and product. During the interviews some customers mentioned this point "Jolla is passionate about maintaining both websites so they are hardly updated". Therefore it is important for the commissioner to set this actions as priorities. The author gathered some actions that could be updated; tracking that all linked items in the home page work correctly, for example the linked Partners page in Jolla's website is not currently active. Keeping all texts with current information, in jolla.com/sailfish3 it is stated that Sailfish 3 will be rolled out in phases during Q3/2018. If the commissioner knows that constantly updating the website is too resource intensive the author suggests keeping the texts descriptive rather than specific. Avoiding the use of specific years and words that denote time such as "now" or "currently" will give the commissioner buffer in case the information changes. Finally, the last aspect of updating the websites include integrating the key messages into the websites. Sailfishos.org has already integrated the new key messages in the home page. The author suggests reviewing that all content and messages in the website reflect this new key messages back.

The websites are not the only channels that should be constantly maintained. Once the commissioner has established social media channels which will target business-to-business customers. It is important to update all channels with current information. An example includes the biography text in Facebook, YouTube, Instagram and Diaspora which state that Jolla is still producing smartphones as their main product. An updated version

could reflect more on Sailfish OS as a product for corporates and governments. Having alternative text that fit each kind of social media is a good strategy. Different people reach different kinds of social media, LinkedIn is more professional while Facebook can be more relaxed.

5.5.2 Content Creation Guidelines

Once the current marketing communication channels owned by the commissioner have been reviewed and updated, the next step is to create content that reflects the new messaging. The objective of this content is to build stronger relationships with potential customers by sharing thought leadership and spreading awareness of Jolla's new key messages. This content shall reflect the business-to-business value proposition of the commissioner. In addition, the content recommendations will be selected based on the interviews and the business-to-business buyers' journey as basis of understanding the needs of the customers before approaching Jolla. The goal is to have content that speaks to business-to-business customers in every stage of the buyer's journey. As mentioned in Tactics, the author recommends using a combination of digital and traditional channels to reach the target audience. This include, website, social media, email, printed media, conferences and trade shows. The first part of the Content Creation section includes a description of the content selected and a framework of the business buyer's journey with the selection of content best suited for each stage. The second stage of the Content Creation is the introduction to a content calendar which can be used by the commissionaire and timeframes of the changes suggested in this thesis.

The reason of choosing Business-to-Business Buyer's Journey framework is to have a strategical approach to the content creation. It will serve as a guide to understand what kind of messages and content have to be created to move visitors to the next stages. In addition, the author should keep in mind the type of content that speaks to Business-to-Business customers. According to CoSchedule (2019) in their State of B2B Marketing Strategy Report 2019, the most successful tactics and content types for B2B Marketers include: Blog Posts, Email Marketing, Social Media Ads (Sponsored), Website Content, Organic Social Media Posts, Case Studies, Landing Pages and Whitepapers (CoSchedule 2019, 6) The Buyer's Journey is divided in four stages; Awareness, Consideration, Decision and Advocacy. The objective is to find content that will suit each stage and create

the new content reflecting the key messages. Perricone (2018) created a guide for Hub-Spot on content that best fit each stage of Buyer's Journey. In the awareness stage, potential customers are experiencing a problem and doing research to define that problem. The content has to be informative and to provide knowledge of the problem. According to Perricone (2018) the best content for awareness stage include; social media posts and blogposts between others. A whitepaper is a persuasive in-depth report which allows prospects to understand an issue, and presents a solution to the problem (HubSpot 2018). A social media post is content that can be used specifically for social media, such as images, texts and videos. There are two kinds of social media posts, organic and sponsored posts. The unique differentiator is that sponsored content will be boosted and targeted to a specific audience. Blog post should have topics that interest the target audience of corporate and government. Therefore, topics should be created with that audience in mind. Based on the interviews, one of the first channels visited by the customers when searching for solutions was the website. Therefore, it is good to have content for this stage in the website.

In the consideration stage, prospects have defined clearly the problem and they are looking for solutions. Content in this stage should provide more detail information about the product that can provide a solution to the prospects needs. Content suitable for this stage includes; Case studies, PR articles in newspapers and magazines, landing pages and email marketing. Case studies describe examples of projects worked with other customers. Case studies are strong tools in marketing which can increase the reputation of the commissioner while providing useful information to the prospect. PR articles in newspapers and magazines were chosen in the consideration stage to increase trust in the commissioner. The marketing team can search for popular media channels in the target country and collaborate to publish an article targeted towards that region. Since the audience target is corporate and governments increasing Jolla's trust is of great importance. Third type of content is a landing page, located in websites. The purpose is to lead the prospect to an action, either participating in a draw, signing to the newsletter, downloading a case study or whitepaper. Landing pages tend to have contact forms which need to be filled out before obtaining the content. This way the commissioner will be able to know which prospects are interested in the company and who should they contact. Finally, email marketing will allow the prospect to keep in contact with the commissioner. Email marketing can be shaped in many forms, for example, newsletter.

A newsletter can be used to communicate news, blogposts, whitepapers, or social media posts. That same newsletter allows you to build a relationship with prospects and at the same time use the tool to promote new information.

In Decision stage, prospects have researched different solutions and are ready to make the final decision. Content suitable for this stage includes; Trainings, meetings at events and speaking opportunities at events. This is two of these options are based on the answers from the customer interviews, where one of the most valuable forms of contacts was the trainings and meetings with the commissioner. These actions can be supported with speaking opportunities in conferences and trade shows where the commissioner can also show thought leadership. Many events open a Call for Speakers months before the actual event happens. The author suggests creating a set of ready-made topics and speeches which could be pitched at different events. For example, considering the commissioner's attendance, MWC Barcelona opens their Call for Speakers in August-September in preparation for the next year's event (GSMA Blog 2019). Finally, Advocacy is the stage were customers are delighted by the service or product and become ambassadors of the brand. Content suitable for this stage includes; email marketing to keep in contact with the latest news, blog post on new features and events. (Perricone 2018.) Advocacy stage can also be a great source of content for the commissioner. In this stage, customers become ambassadors of the product. Partnering with them to create whitepapers, case studies, or public articles is good opportunity to build more content. Advocates can also become the best ambassadors for the company during events. Inviting customers to important events can be beneficial for both parties. Therefore, it is important to continue the relationship with customers after they have purchased the service or product. The figure bellow (FIGURE 5) shows an image of the Business-to-Business Buyer's Journey with the content suitable to each stage.
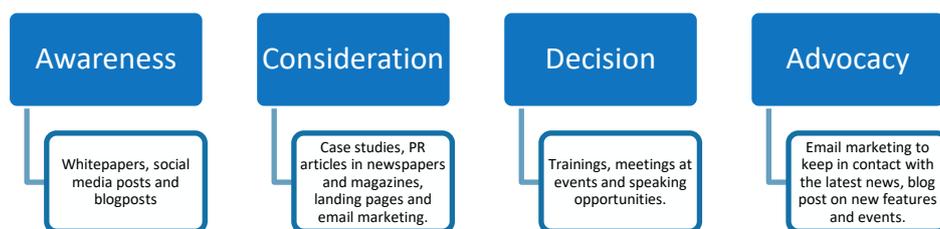

FIGURE 5: Content based on the Business-to-Business Buyer's Journey

Creating new content might be challenging considering team size and resources, therefore, the author would recommend repurposing content to maximize their impact. Repurposing content means preparing content for multiple sharing formats (Lamour N.d).

For example, if the commissioner creates a whitepaper, they can also plan to share a shorter version through a blog post, which promotes downloading the whitepaper. Then even shorter pieces of the blog post can be shared as social media posts. Repurposing content allows to share valuable information while promoting previous content created. The author recommends the commissioner to focus on four main pieces of content that will then expand to different types of content; whitepaper, case study, PR articles and speaker pitch. In the figure bellow (FIGURE 6), it is possible to see the relationship between the Business-to-Business Buyer's Journey, the content focus and the repurposing of content. The objective is to create this content with the Business-to-Business Buyer's Journey in mind, so that there is specific content targeting each stage.
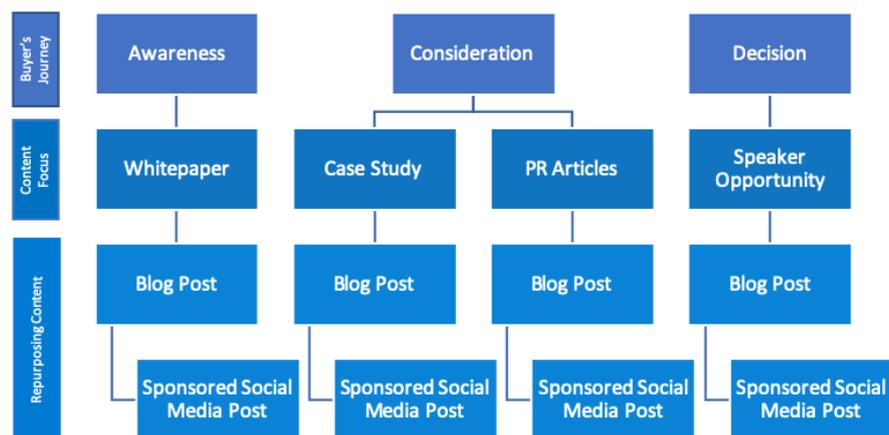
FIGURE 6: Repurposing content for whitepapers, case studies, PR articles and speaker opportunities.

Once the content focus has been created, it can be used to create landing pages and email marketing such as newsletters. Landing pages can be used for the whitepapers and case studies for the commissioner to know which prospect is interested in the product. If the prospects wanted to download the whitepaper and case study a contact form would request their information in exchange for downloading the material. In this same contact form, the commissioner can ask the prospects if they would like to sign up to the newsletter to learn about the latest news. Newsletters can share the new content, for example the latest blog post, for the prospects that have signed to the newsletter. This allows the commissioner to keep in contact and start a relationship with potential customers that are

interested in the product. As mentioned by CoSchedule (2019) in their State of B2B Marketing Strategy Report 2019, email marketing was mentioned as one of the most successful tactics and content types for B2B Marketers.

The author recommends the commissioner to set a foundation for email marketing and lead generation through the strategic use of landing pages and newsletters. To finalize the content selection the author created a clear table (TABLE 3) which shows the interaction between the content type, the channel where the content should be published and the stage of the Business-to-Business Buyer's journey.

TABLE 3: Comparison between type of content, channel and stage of buyer's journey.

Content Type	Channel	Buyer's Journey
Social Media Post	LinkedIn, Facebook and Twitter	Awareness
Blog Post	Blog	Awareness
Whitepapers	Website and Landing Page	Consideration
Case Study	Website and Landing Page	Consideration
PR Article	Newspaper and Magazine	Consideration
Landing Page	Website	Consideration
Speaking Opportunity	Event and Conference	Decision and Advocacy
Newsletter	Email Marketing	All stages

Next step in Content Creation is the arrangement of content in achievable timeframes and planning the content in the content calendar. The author will first list all the content previously mentioned and assign timeframes to the content, that means periods of times that it takes to produce and publish. The content is: whitepapers, social media posts, blog posts, case studies, PR articles, email marketing, landing pages, and speaking pitches for events. Generally, the fastest content to produce is social media posts and email marketing which take 1-3 hours, followed by blog posts 4-5 hours for 1000 words, whitepapers and case studies can take between 25 to 50 hours (Kolowich 2019; Stelzner 2006). Content that depends on outside channel collaborations such as PR articles and speaking opportunities might take between weeks and months to plan and produce. These timeframes are important to consider when the commissioner starts planning the content that will be created. It is important to give enough time to producing a good piece of content to provide value to the customer. As mentioned before, producing the whitepapers, case studies, PR Articles and Speaking Pitches will be the main focus. These types of content take the longest to produce therefore, the commissioner should plan accordingly.

The image bellow (Picture 4) shows the content calendar created for the commissioner with tentative schedule of content based on the information shared before. The content calendar will be shared as a file for the commissioner. To the left side the author set the channels in which each action will take place. The first two weeks are for reviewing and updating the current channels based on the recommendations mentioned by the author. This first two weeks should be the preparation for the content creation. The weeks after, have the goal of producing the four main types of content mentioned. Whitepapers, Case studies, PR Articles and Speaking opportunities. The commissioner can repurpose this content to create blog post and sponsored social media posts. Finally, once the first set of whitepapers are published through landing page, and prospects sign up to newsletter, the monthly newsletter can be launched.

PICTURE 4: Content calendar created for the commissioner.

5.6   Evaluation

The final stage of the marketing communications plan is the evaluation of the marketing activities. The author will use the RACE KPI's to set measurements for every stage. Created by Chaffey (2019), RACE stands for Reach, Act, Convert and Engage. It is important for the commissioner to measure if the marketing activities are effective and make changes accordingly. The table below (TABLE 4) shows the interaction between the Buyer's Journey, Content Type, RACE and Key Performance Indicators. According to

Chaffey (2019) Key Performance Indicators for Reach would be Visitors, Consideration would be Leads, Decision would be Sales, and Advocacy would be Satisfaction and Advocate activities.

TABLE 4: Buyer's Journey, Content Type, RACE, and Key Performance Indicators.

Buyer's Journey	Awareness	Consideration	Decision	Advocacy
Content Type	Whitepapers, Social Media Posts, Blog Posts.	Case Study, PR Article, Landing Page, Events	Speaking Opportunity	Newsletter and Social Media Content
RACE	Reach	Act	Convert	Engage
Key Performance Indicators	Reach and Visitors	Leads from Conversions	Sales	Satisfaction, Advocacy

Here is an example for the commissioner: Jolla publishes a social media post promoting their new case study about Rostelecom. The case study is behind a landing page, therefore the link shared will drive visitors to the landing page. The marketing team would then measure the reach of the social media post, the number of visitors going to the landing page and the number of conversion or prospects downloading the case study. Because Jolla has the contact information of the leads that downloaded the case study, they are able to know if this had any impact on sales. In addition, they are able to still keep in contact with the customer through email marketing. Eventually, collaborating with this customer to create another case study portraying their customer case. Once the commissioner has enough data from multiple attempts, it will be easier to know if the content being created is effective. The commissioner would then be able to know areas that need improving and understand which marketing activities are bringing more potential customers into the funnel. With real data the commissioner will be able to make more confident marketing decisions in the future.

6   CONCLUSION

The objective of this thesis was to understand the current marketing practices followed by the commissioner and research business-to-business marketing activities which would reflect their business strategy. The purpose of the thesis was to create a marketing communications plan for the commissioner, which would be cohesive to their new business strategy. To obtain this information the author researched concepts and theories which would support the theoretical knowledge to achieve the objective and purpose. Concepts include; Marketing, Marketing Plan, Business-to-Business Marketing. Theories include; Integrated Marketing Communications, Communications Planning Framework – PASTAE, Business-to-Business Buyer's Journey and RACE Framework.

The main question of this thesis "*How to create a Business-to-Business marketing communications plan for Jolla Oy?*" is answered through the PASTAE framework which guided the author to create the marketing communications plan found on Chapter 5. To answer the sub-question "*How to make the marketing plan cohesive and consistent with their new business model, customers and key messaging?*" the author conducted a set of interviews to the marketing team and business customers of the commissioner to understand the current situation of the marketing activities. Using the analysis of the interviews and best practices for business-to-business marketing the author created a marketing communications plan that would reflect the business strategy, key messages and target audience of the commissionaire. To answer the sub-question "*What type of marketing activities need to be integrated to support their business strategy, customers and key messages?*" Once the author understood the current marketing activities performed by the commissioner, the author researched best practices for business-to-business communications plan. Then the author performed an internal analysis of the current activities and made recommendations on activities that would benefit communication with business-to-business customers. The author believes that the information gathered for the commissioner from concepts, theories, data collection on marketing team, data collection from customers and best practices for business-to-business marketing activities, will help develop a marketing communications plan that truly reflects the new business strategy. The author believes this thesis will also support the marketing team to approach marketing communications in a planned and strategic manner that allows them to accomplish their goals. Many things been learnt from the thesis process, the author is grateful for the support from the supervisors at Jolla and Tampere University of Applied Sciences.

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APPENDICES

Appendix 1. Interview questions for customers of Jolla Oy

The objective of this questions is to understand the purchasing process of the customer, the author has based the interview questions on the Business Buyer's Journey. This arrangement will give the author a better understanding of the information needed by the customer through each stage.

Awareness
1. What original challenge/opportunity drove you to get in contact Jolla Oy?
2. How did you research possible solutions to this challenge/opportunity?
3. What communication channels did you use to research possible solutions to this challenges/opportunities ex. talking to sales people, attending fairs, searching the web, social media?
4. What topics of information, content or events did you found useful while researching for solutions?

Consideration
5. Once you had potential solution providers including Jolla, what type of value did you looked for in a mobile operating system? Example transparency, privacy, cost effective etc.…

Decision
6. In your words, what value differentiated Jolla and its mobile operating system Sailfish OS from other competitors?

Feedback
7. Did you research any website from Jolla and Sailfish OS for example jolla.com or sailfishos.org? If so, what information did you found the most useful?
8. What type of information did you felt was missing? What kind of information would you like to find in our communication channels ex. website, social media, fairs and events?
9. Finally, what feedback would you give on Jolla's marketing activities overall ex. website, social media, fairs and events?

Appendix 2. Interview questions for marketing employees at Jolla Oy

1. In your opinion what are Jolla's marketing communications strengths, weaknesses, opportunities and threats?

2. Describe the previous marketing strategy and activities at Jolla; What kind of events did you use to attend, what kind of content was shared?

3. How would you have improved the previous marketing strategy and activities?

4. What does the company want to achieve by improving their business-to-business marketing communications? Please, mention specific goals.

5. In your opinion, what type of improvements need to happen in the current marketing activities to achieve that objective?

6. What type of content or events do you think need to be integrated to provide valuable information to business-to-business customers?

7. How do you think improving the marketing communications activities will help business for Jolla?

8. Jolla's marketing situation is interesting as their marketing communications target both business and community customers. How do you think these communication activities should take place to provide the best information to both parties?

9. Have you set Key Performance Indicators to measure the performance of the marketing channels? If yes, which? If no, why not?

10. What other factors should the author consider while creating this marketing communications plan recommendations.