

# **The art of digital marketing manipulation.**

## **B2B Guide for Language Connections.**

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<p>In the world of constant technological development, it is necessary to stay on top of the competition to secure most profits. It is not enough to utilize available new tools, but rather understand how to maximize the impact on target that is more valued.</p> <p>This project was commissioned by Language Connections, a US-based company, providing translation and interpretation services for companies throughout a variety of industries mainly via B2B channels worldwide. While the case company is considered to be active throughout all their marketing channels, due to unclear marketing strategy, the company's marketing efforts do not reach targeted markets. The objective of this work is to study which of the best practices the company should utilize in its marketing strategy according to most prominent digital marketing theories and competition, which will further advance commissioner in its procurement of top tier clientele. Students will focus on online and digital marketing channels, which include email marketing, social media performance on Facebook, Twitter, LinkedIn, as well as Google AdWords and SEO for the commissioner's website.</p> <p>The theoretical framework touches upon the benefits and challenges of modern digital and online marketing theories, as well as psychology behind non-verbal human communication. These theories indicate the significance of the role content plays in capturing attention and manipulating with opinions of the target market. Key performance indicators are crucial in determining the success of social media efforts, and for this reason, are also discussed in the study.</p> <p>Benchmarking is used in this study to gain insights into how similar, but larger companies organize their social media activities, what type of content they use, how frequently they post and how their audience reacts to the efforts. Throughout this project, all the data was accumulated from existing resources, as well as public domains, i.e., social media platforms. Conceptual framework, created by students, serves as a structural basis for the marketing strategy and its implementation in the form of ads.</p> <p>The concluding chapter draws together what was learned from the theoretical framework in the form of conceptual framework with the results of the benchmarking and provides valuable suggestions for the case company's social media marketing actions with examples of exact ads depicted from every channel. These suggestions directly link new targeting and content to the desired customer base, but also provide information of which social media platforms will be most profitable for the commissioner to invest into paid advertising, and which strategical elements to include for each platform. Implementing the suggestions provided, the case company can enhance its social media efforts and obtain the large clients.</p>	
<b>Keywords</b> Content creation, visual manipulation, B2B marketing, marketing strategy, digital marketing	

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# 1 Introduction

This document was created as part of the Bachelor's degree program at Haaga-Helia University of Applied Sciences by two marketing students. This document is a collection of authors' accumulated knowledge, procured during studies in the university. Everything from practical experience from personal and school-related projects and the professional expertise obtained from examined sources is included. This thesis is a product-based project, which will result in a step-by-step guide for the commissioner. The guide will help boost B2B sales for the company and utilize features the company has not been focusing on before.

As it will be introduced in the second chapter, Language Connections is an established business within the industry of translation services. The idea for the project came from one of the authors, who was working for the company. The student had an opportunity to collect necessary data in the form of marketing reports and website analytics directly as a part of the internship at LC. Desire to help out to the company, as well as exercise own abilities, was the key motivational factor in the project.

The project idea was to showcase the commissioner on how the current marketing strategy performs in comparison to the competition, involving the step-by-step marketing guide that includes the "Octopus" framework as a base. Moreover, that guide explores the benefits of unexplored features of modern marketing tools. Furthermore, students bring to light the difference in marketing strategies between the commissioner and industry competitors. Benchmarking will compare the best practices in the translation industry over social media channels in order to improve the commissioner's brand awareness, which is additional to the marketing strategy.

The objective of the project is to help Language Connections to attract clients via social media platforms from a higher tier clientele: industries in which translation plays a vital role in global operations. For example, in the medical industry, companies tend to resort to authorized companies to deal with all document translations for new markets that are planned to be entered. In those cases, companies, like Language Connections, offer their services and enter into a long-term service agreement with a client. For this project, as a result, Language Connections will receive a step-by-step marketing strategy guide, which will help to obtain the goal of the project. The guide will be attached as an appendix.



A recollection of theories and models used in the project will become a layout for students' conceptual framework. The framework will consist of a set of methods and procedures already implemented into practice, later on, forming the core of the marketing strategy guide. The combination of all necessary data from existing theories and marketing frameworks in one conceptual framework will be named "Octopus."

In conclusion, the team of students has provided an overview analysis of the current state of the commissioner company. Based on the preliminary analysis and gathered data, students see how the public will react to the usage of modern marketing methods. Google AdWords campaign adjustments, paid and unpaid social media marketing with target-specific research, and created personas, as well the practical algorithm for the commissioner, will be shown in the suggestions.

## Outline and stages of the project

**Keeping the structure in the project and following unwritten rules is vital in order to draw the strategy.** A preliminary timeline for the project has been created (figure 1). That is why sub-goals act as invisible borders that support the thesis structure as well as the project itself. As a final result, the company gets a B2B marketing strategy with detailed steps on how to attract larger B2B clients (chapter 2). In order to get a result, the thesis was broken up into five steps, which will bring to a detailed step-by-step marketing strategy.

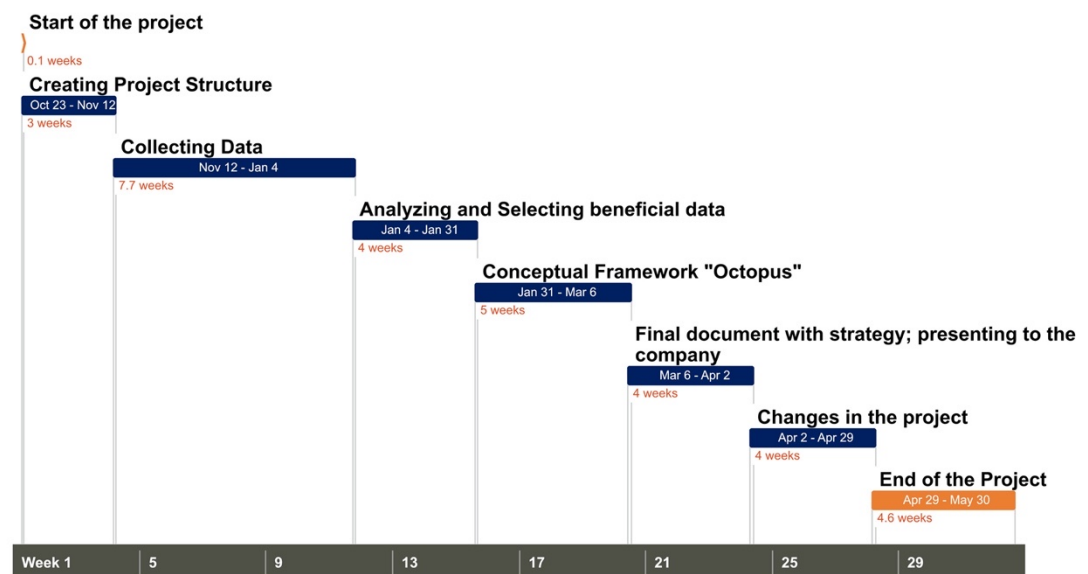


Figure 1. Preliminary project timeline

## **1. Creating structure**

Creating structure, in this thesis, means providing a skeleton base for relevant content, which will continue adding throughout the project. Structure is a plan, which students have to follow in order to succeed. Since the structure presented serves more as a skeleton base, additional information, as well as tools and techniques, may be used further in the project. The recollection of potential structural changes during the project will be mentioned at the end of the thesis.

## **2. Collecting data**

Induration of the thesis project, students will have direct contact with marketing channels, utilized by the company. With access to these channels, it will be easier to collect primary data from previous activities. Moreover, advertisements that were implemented by the company can showcase statistics and algorithms from the activities of former marketing managers, which are beneficial for new tailored algorithms crafted by students. Apart from the collection of raw data, secondary data will be collected as the base for further analysis and creation of the authors' conceptual framework with the use of theories and models.

## **3. Analyzing and selecting beneficial data**

Raw collected data is needed to be filtered through for further presentation in support or denial of arguments presented by students. Concerning secondary data and the overwhelming amount of it, one of the crucial points is to understand what information is relevant to the thesis, conceptual framework, as well as the step-by-step guide. Since authors are creating a conceptual framework in support of the marketing strategy guide, only relevant data has to be selected for the frame. Information, which is beneficial for the commissioner, will be presented is the end of the project in a step-by-step guide. Moreover, the importance of data concerning the interpreting and translation industry, marketing channels, and types used and not used by the commissioner, as well as future trends. Beneficial data becomes the core of the framework.

## **4. Consecutive framework, "Octopus"**

Authors have decided to create a conceptual framework "Octopus" in support of creating a step-by-step marketing strategy guide in which best practices from most known theories and models in marketing. The framework represents a solution on how to reach the main goal, which goes from the bottom parts (tentacles) to the top section, which is the head. Those tentacles collect necessary information as well as speed information through social media channels. The head is more equivalent to the goal (reach B2B clients). Since students are establishing a new way of assessment of company performance, creators are

obligated to test it out before driving any suggestions. The authors will implement the “Octopus” by listing potential steps and creating preliminary ideas. Analysis of the ideas directly correlates with the success rate of future strategy and the ability to reach the desired goal. Following the study process, students are to decide whether the rate of their success in implemented testing is good enough for the strategy to be deemed beneficial. If the approach raises doubt, changes will be applied, and the second round of testing will start. Students are to showcase all results but pinpoint most necessary to commissioner.

#### **5. Final document with strategy; presenting to the company**

Since students' thesis is a project, students have to report adequately and in the required format, with acceptable language, and proportionate amount of visuals. Because students are writing the thesis with Haaga-Helia University of Applied sciences, guidelines for final documentation are set by the university. However, the guide for the commissioner is not regulated by the Haaga-Helia UAS guidelines. It will consist of visuals, tables, and practical scope of project information, relevant to the Language Connections.

Language Connections provides services for US-based and also to international clients, who visit for conferences or events. Due to that, Language Connections marketing efforts for different cultures can be tricky and complicated to implement. Taking different cultures and peoples' behaviors into consideration is an essential part of creating a successful marketing strategy.

## **2 Commissioner Background**

Language Connections is a US-based company, which provides translation and interpretation services to B2B clients. The company offers accurate website translations, multilingual DTP and graphics, subtitling and voiceovers, transcriptions, and more (Language Connections 2018). As for the interpretation, it covers conference interpreting, American sign language professional interpreting, language consulting, and training. All these services are mainly provided in fields of advanced technology, law, life science, government, international development, manufacturing, and business services. Apart from that, the company offers language training for companies located in Boston, MA. Since 1993 the company has grown to a competitive business in the translation industry (Language Connections 2018).

The Language Connections team consists of nine people who work on a full-time basis, and also seasonal interns, mainly in the marketing department. Out of those nine people, two are responsible for the interpreting department, three - for the translation department, and one for the marketing department holding the position of Marketing Manager. Language training, offered by the company, is managed by two project managers. One person that was not yet mentioned is Leo Galperin, the CEO of the company.

The company does not have a dedicated sales department. All customer traffic is generated via the company's website. The process goes as follows - The potential customer goes to the website and submits a quote with information that is needed to be translated or interpreted. After that, the quote will arrive in the company's primary email inbox; the project then gets allocated to the manager that is responsible for that type of project. In the case of interpretation type of project, the project manager (later PM) will search for a vendor that will provide interpretation for the language requested. The Vendor will then provide interpretation services and receive payment via the American check system or PayPal. For cases, requiring international specialists, all payments are processed via direct bank transfers, unless specified otherwise.

Being a small company, Language Connections did not focus on its online public perception before. Presenting themselves as more beneficial among competitors can help the commissioner become a go-to translation service for B2B clients in the market. The most powerful marketing method the company currently relies on is spreading positive information about themselves within its network via word-of-mouth.

## Digital and Online Marketing Presence

In this subchapter will be discussed online marketing presence of Language Connections and used channels for the previous year. Moreover, statistics on particular media channels will be mentioned in order to keep it for further comparison in the result part. One of the leading marketing methods will be emphasized in subchapter 4.1, which is about a vital role of mail and email marketing in the company's business. However, Twitter and Facebook play a less critical role in the current marketing strategy but will also be analyzed and brought up with a change for the whole of 2018 year. LinkedIn, which is more considered in the company for B2B marketing, will be opened up a bit more due to the company's interest from the past.

In Language Connections, social media plays the role of a lead generator, trying to forward the client to the website and submit a quote for a project. Through Buffer, which is a tool that helps to automate posts for social media platforms, a prepared post is shared daily to Twitter, Facebook, Google+, and LinkedIn. As the company aims to use social media platforms to raise brand awareness and attract new clients, the current social media marketing strategy needs to be improved.

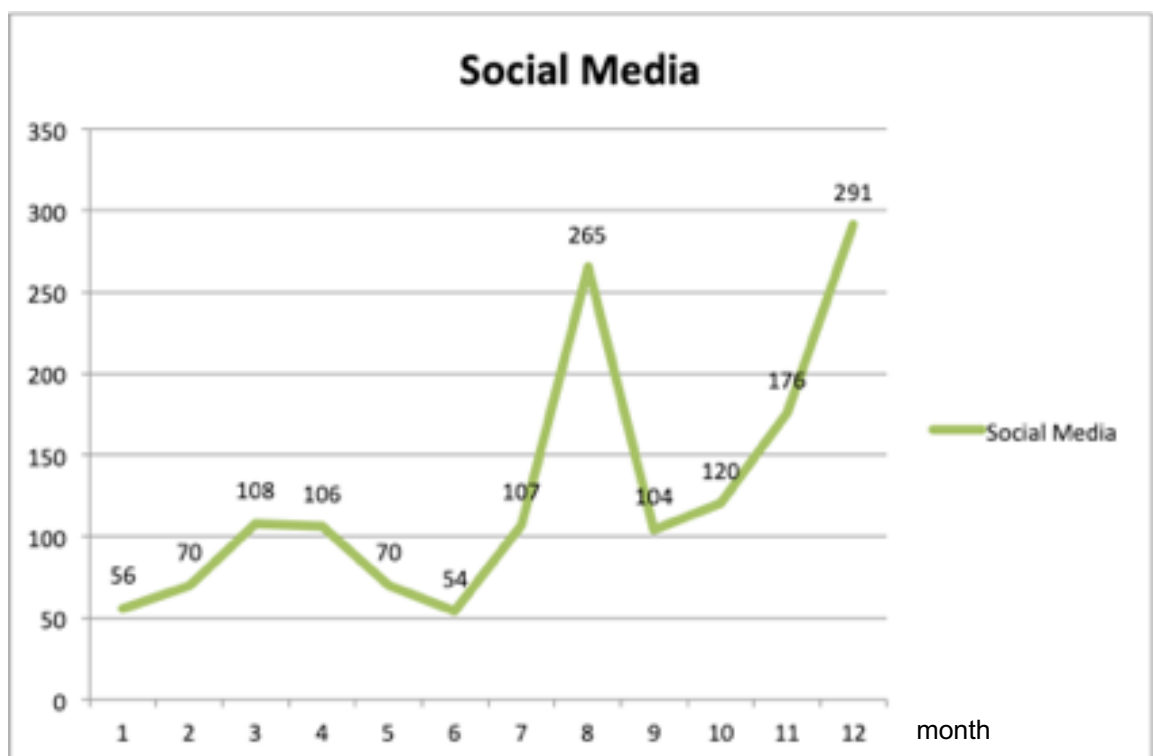


Figure 2. Social Media chart from Language Connections Google Analytics account

Figure 2 represents data collected from Google Analytics for 2018, where all social media channels are playing the role of referrals to the website. The numbers on the chart represent the total of users that visited the website from social media channels. Horizontal Axis represents each month of the 2018 year when data was collected. August and December are the months with the highest number of transitions to the website. According to Google Analytics' main attraction for the clicks was the blog post about the World Cup Championship for August and a campaign with information on Christmas markets and fairs for December.

General sum up is that people tend to follow trendy news around the internet, which means that a great way to get the attention of potential clients can be through top news.

### Email and Mail marketing

Email marketing is an integral part of the Language Connections marketing strategy. Email blasts are sent weekly via Constant Contact - an online software that allows the company to send multiple emails to created lists. Email blasts contain newsletter with information on new blog posts, which are also published weekly.

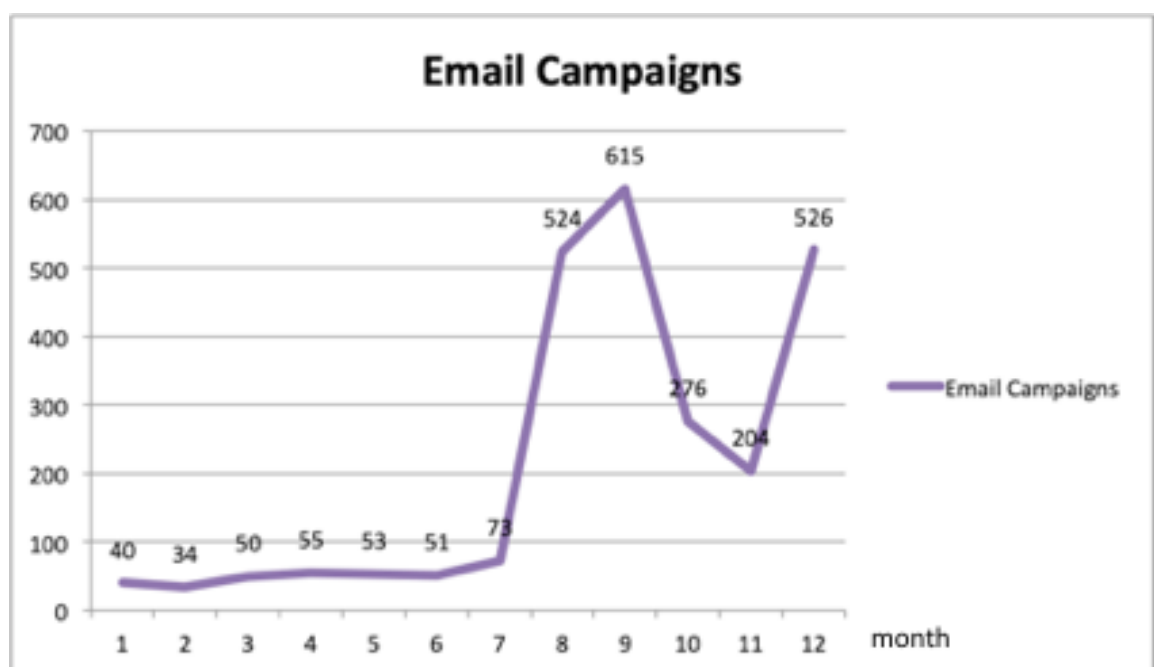


Figure 3. Campaigns chart from Language Connections Google Analytics account

Vertical Response is another email blast platform that is used to remind unsubscribed recipients of services offered by Language Connections. Figure 3 represents results from Google Analytics on email campaigns from Constant Contact and the number of people,

which went directly to the website after opening the email. August, September, and December were the months in which blog posts got the most attention from clients.

The marketing department sent out holiday cards for clients and received several back due to incorrect address or that the person does not work there anymore. According to JWM Service, 0.5% to 2% is the average of return campaigns on every 100 pieces. Since that number applies to B2B business in general, for the whole translation B2B industry, the rate can be even higher. Time spent on creating a list of clients to whom this mail will be posted, and preparation of the envelopes, in the end, cost more than the potential 2% return on investment from this mail.

## **Social Media**

Facebook plays the role of a source that delivers clients to the website and retains awareness of the Language Connections as a brand. Figure 4 represents data collections from July till the end of December. Once a week, data was collected and placed into an Excel spreadsheet. The graphic below, created specifically for the thesis, outlines the development of the social media channel during the internship of one of the authors.

The Marketing Manager implemented the plan of creating one post a day, and the content of the post varied based on the day of the week. During the week one blog post, three "Did you know?" and one post about company news were published. The increase in followers happened due to interns asking their friends to follow the company's page. This action did not bring any potential clients but just kept the number of followers growing. That growth in numbers was important for the company. The commissioner believes that the quantity of followers is more valuable than quality since the higher number of followers attracts potential clients as it can portray the company as a popular one. Moreover, the loyal clients of Language Connections were asked to follow the page and leave a review.

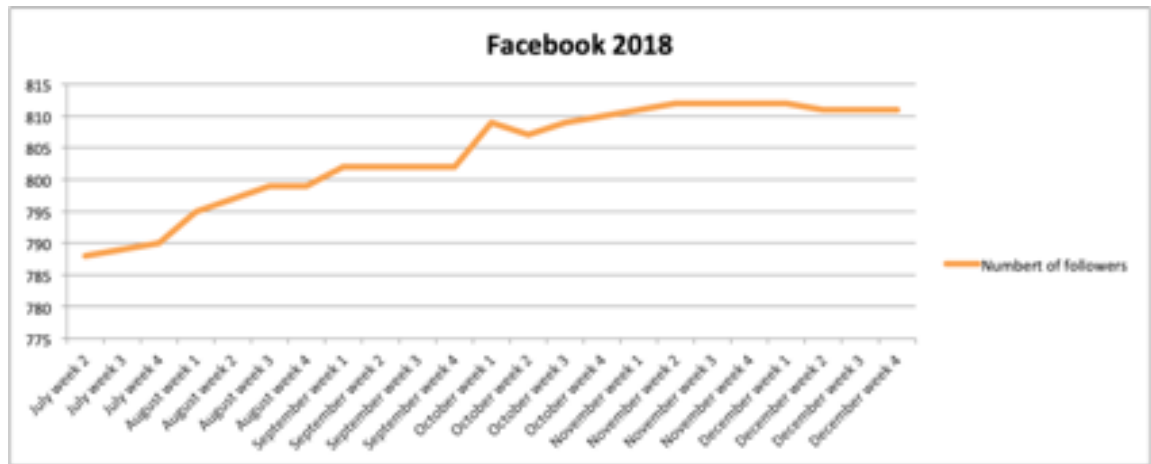


Figure 4. Facebook 2018 chart

In Twitter, Language Connections has a different approach, since the platform is focused more on writing the tweet itself. The marketing strategy will be different. For now, Language Connections use the same customer persona for all social media channels; the same goes for Twitter. Marketing strategy is based on posting every day to keep the engagement, but the amount of followers is dropping down dramatically (November week 2).

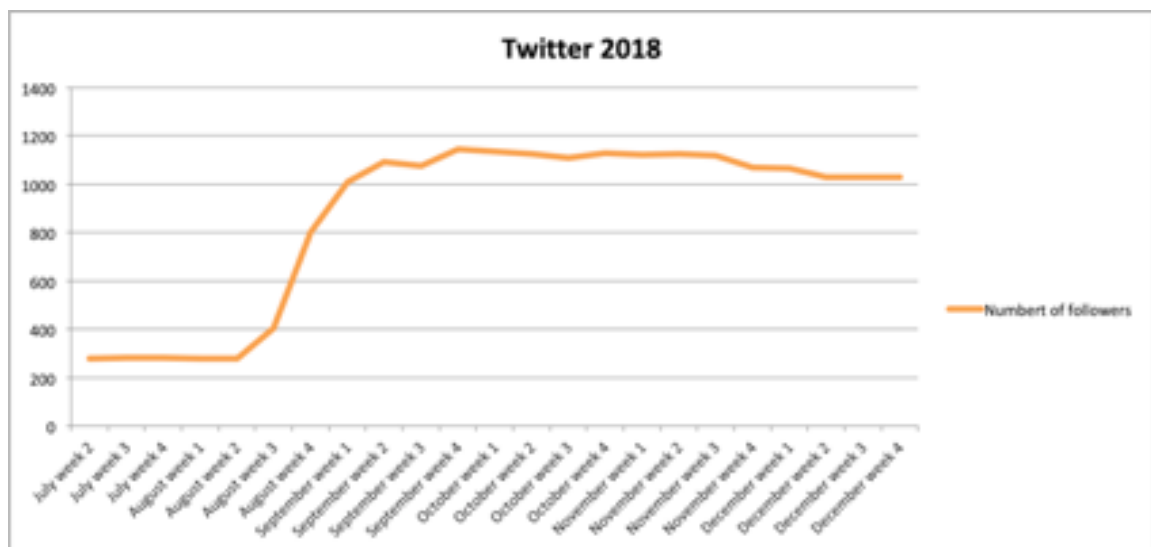


Figure 5. Twitter 2018 chart

The increase of followers, shown in figure 5, is based on mass following technique, rather than gain based on genuine interest towards the company. The company continues to use Twitter only to keep its social presence on the platform. Collecting Twitter analytics data helped students see what steps were taken to achieve the following. The analytics show the engagement rate before any paid advertising has been activated, as well as after the



activation. With the paid ad, it would be a particular focus on increasing followers in the account.

The third social media channel used by the commissioner is LinkedIn. The social media platform is known for connecting businesses with future employees or potential clients, providing business and industry news, and connecting professionals with each other. This social media is growing extremely fast. Figure 6 represents the growth in the number of followers from July till the end of December. That increase was due to direct messages to the CEO's network with a request to follow the Language Connections page on LinkedIn. Moreover, according to Neil Patel (2019), "LinkedIn has become an effective tool for generating B2B leads that many businesses have not explored."

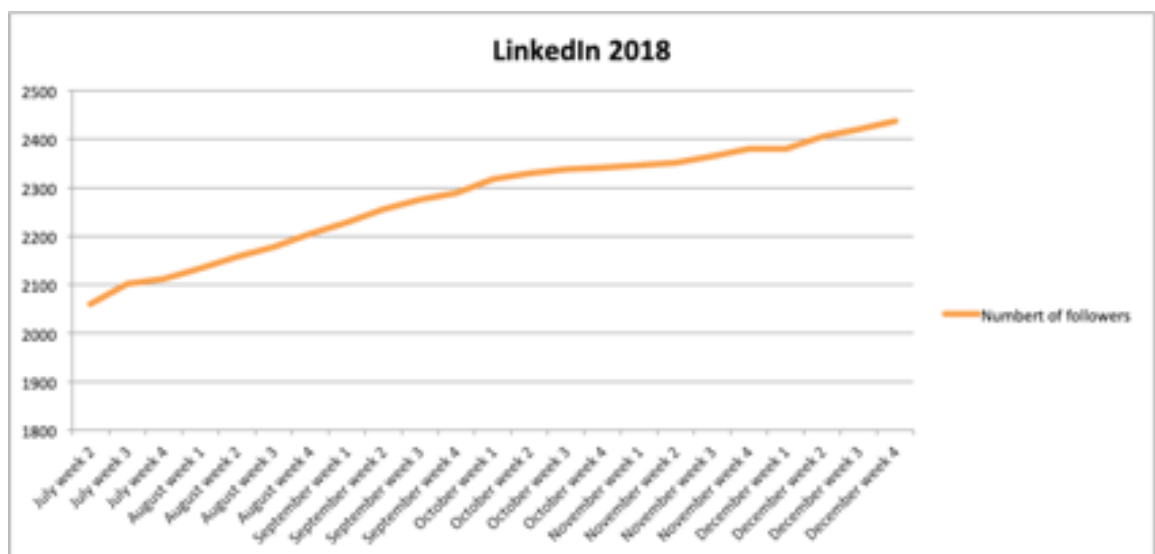


Figure 6. LinkedIn 2018 chart

Language Connections uses LinkedIn to connect with clients that have already worked with the company, as well as requesting them to follow the company's page on LinkedIn. Through Buffer, everyday informative posts are shared. These posts contain different information such as "did you know" articles, which have some primary data on facts. The company does not use all features that LinkedIn offers; that is why LC might be lacking on B2B leads from that social media platform.

### **Google AdWords and SEO**

Language Connections was using Google AdWords before and stopped in July due to the employment of the new Marketing Manager, replacing the old one. At the time, it was not the priority for the company to use Google AdWords in order to run ads, so the campaigning got postponed till November. From November, the company started

strategizing on how to implement this method of advertising into their marketing strategy. Substantial research took place before proceeding with the first ad (appendix 1).

Figure 7 represent statistics from Google AdWords with a massive bounce to 679 clicks. In comparison to previous advertisements that took place between January and May, November has a tremendous improvement in the Google AdWords campaign. The company focused on driving traffic to the website by using AdWords as well as attracting potential customers to get quotes. For now, Google AdWords is set as a second marketing tool in the company after newsletters.

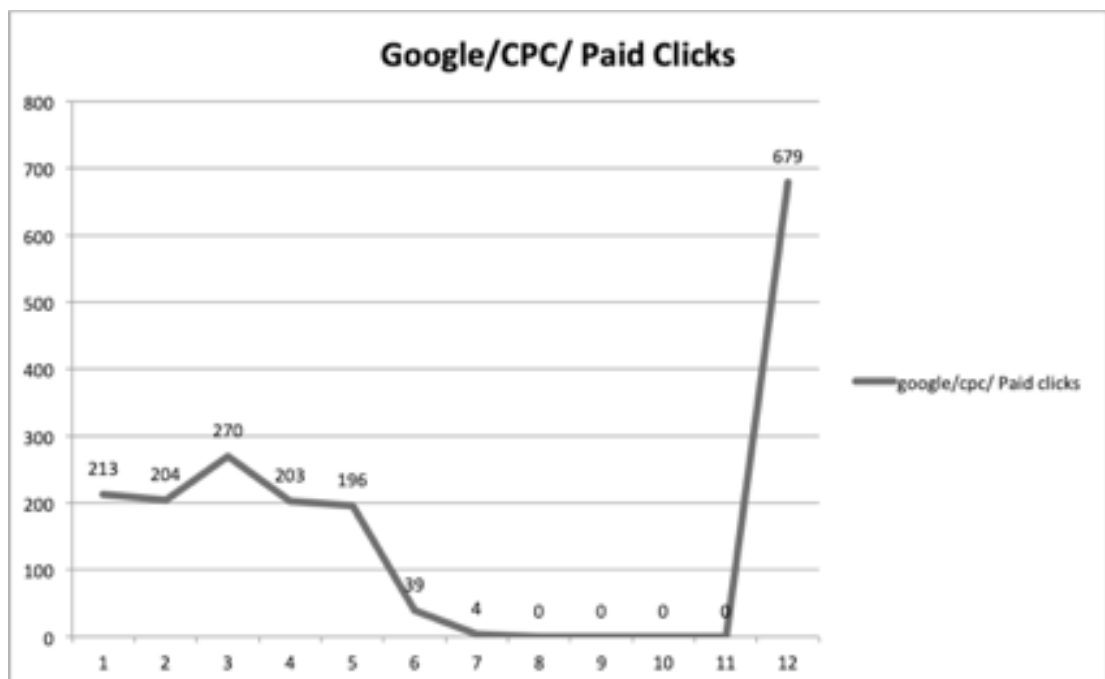


Figure 7. Google 2018 chart from Language Connections Google Analytics account

According to total sessions from the company's website, the number of visitors has increased from July due to the company's activity on social media platforms as well as daily blog posts. Moreover, another factor that influenced the increase of website visitations was coming from the website performance, which was checked by SEO score on all pages that Language Connections has. Focus keywords for every page were done correctly as well as meta descriptions for each page. More pages were created with information on trendy topics such as GDPR and Bitcoins.

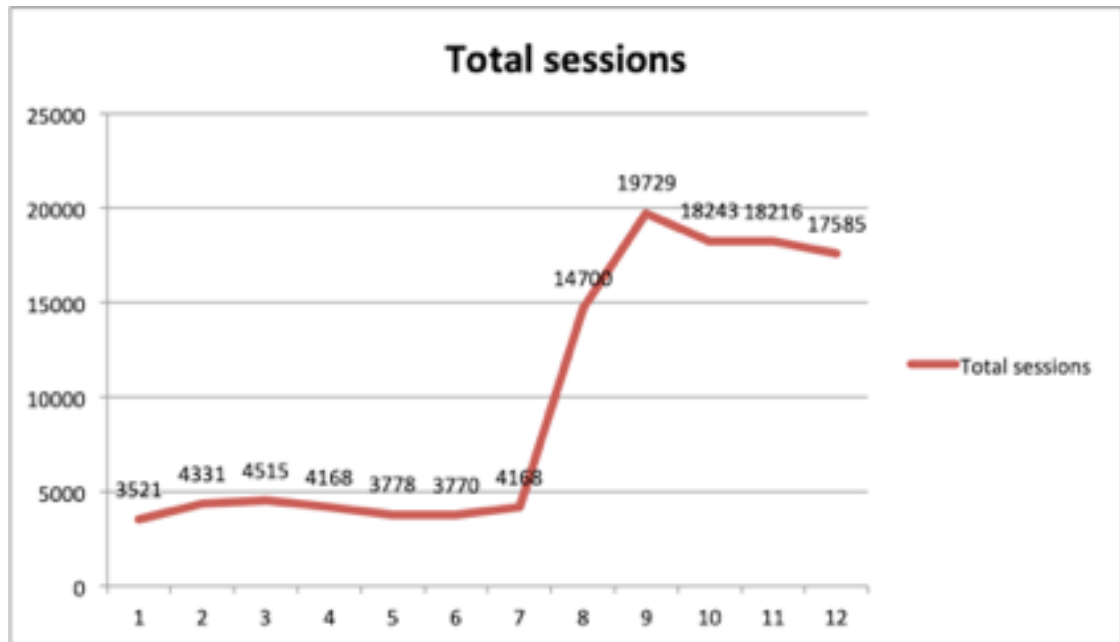


Figure 8. Total sessions chart from Language Connections Google Analytics account

In figure 8, there are total sessions from the company's website, which help to analyze the highest traffic for the whole year. August was one of the highest because of the World Cup event and the blog post published on the company's website about that. After August, traffic went down even with an active campaign in Google AdWords. This means that improvements should be made in order to increase traffic to the website; these improvements will be presented in the suggestions part later on.

Alexa ranking represents the global position of the Language Connections website among all the websites. The positioning was improved due to smarter use of SEO and weekly updates on a blog post as well as the company's news page. Figure 9 showcases statistics on Google ranking based on the overall traffic and SEO of the website. Moreover, that figure represents that the company is improving the website's SEO, which helped to strengthen the growth of ranking in Google Search and become more visible.



Figure 9. Ranking 2018 chart from excel file (appendix 1)

Considering SEO comes with tons of keywords, Language Connections has different sets of them for various purposes. As a company that is in the translation industry, keywords might play a crucial role in each particular segment of the translation industry. Language Connections has more than 100 keywords that are used on the website and from 10-20 keyword set for each Google AdWords Campaign, based on the purpose of the ad.

In all figures, the company's digital and online marketing presence seems to be more or less on the rise. The numbers suggest that the company does not have a problem with getting numbers in social media channels per se. However, Language Connection wants to attract more prominent B2B clients through the use of social media and increase brand awareness in them. That is where students have offered their experience and knowledge to turn the company's current efforts into relevant B2B clientele. So since this document is a product based thesis, in the end, the company will receive a B2B step-by-step marketing strategy. To achieve the commissioner's goal, authors will create a conceptual framework "Octopus" based on the theoretical framework, which will serve as a base for creating a step-by-step B2B marketing strategy.

### 3 Theory Overview

In this chapter, students will present theories and methods, which they have considered applicable to the project. Moreover, out of those theories and practices, the main parts will be selected and used further in the creation of a conceptual framework called “Octopus” (figure 10). Firstly, this chapter will emphasize the value of Macro PEST analysis, which is beneficial for analyzing the business environment in the translation industry in general. Secondly, Chaffey and Smith's six-e-commerce model will be discussed for the email blasts and search marketing, where the emphasis is more on paid search and SEO. After that, authors want to draw attention to online marketplace analysis, which will help create Language Connection's potential persona that will be used further in the ads.

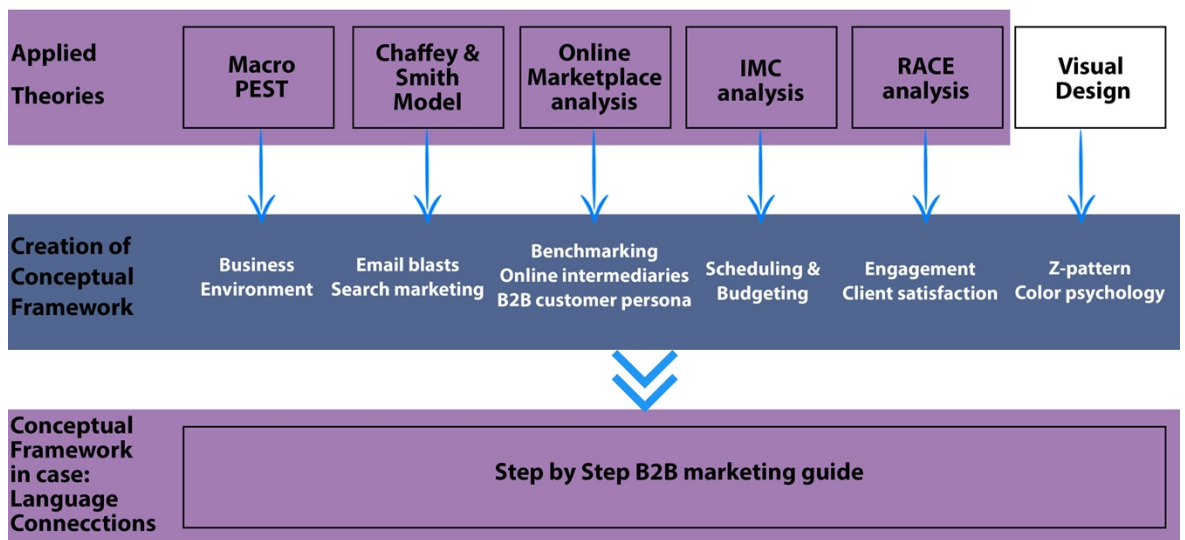


Figure 10. Scope of the theories for the conceptual framework

Moreover, a subchapter with benchmarking will be included in online marketplace analysis. Benchmarking is used to analyze social media channels of companies that make the top 10 places in engaging clients in those channels in the same industry. Furthermore, online intermediaries, as a set of information on the importance of social media channels, showcase how using them can develop and strengthen the company's presence through them.

Two more analyses, used in support of creating a conceptual framework “Octopus,” are IMC and RACE analysis. IMC will play a role in the financial part in scheduling and budgeting for future marketing campaigns. As for RACE analysis, that will be responsible for getting data on engagement, client satisfaction, and ways how to keep clients loyal to the company. That information will be gathered throughout all of the project in order to track results after a marketing campaign with statistics that will be taken from RACE.

At the end of the chapter, the students will focus more on the psychological understanding of human behavior when it comes to visualizing content for advertisements and corporate social media channels. Two modern visualization theories, Z-pattern content and color psychology, will be referenced further on in both the conceptual framework and the step-by-step guide for the commissioner. The theories emphasize the need for visual marketing manipulation of the target audience.

### **3.1 Macro PEST**

PEST has become PESTEL in recent years, adding more data about legal and environmental factors that help analyze external influence from all perspectives on business (Bates & McGrath 2013). As it focused more on reviewing external factors that surround the organization, it might forecast future trends on the following factors: political, economic, social, and technological (Miller & al. 2011).

In a discussion of political factors, the main line of thought usually lands in market-specific legislation. For the commissioner, it is preferred to focus on politics and legislation in both the domestic market (i.e., businesses residing in the United States of America) as well as the targeted market (e.g., international businesses around the world). In recent years the European Union has been actively discussing the General Data Protection Regulation before implementing it in 2018 (Regulation on the General Data Protection Regulation 95/46/EC). Due to the GDPR, companies nowadays are required to explain where and how user/visitor data will be collected, stored, and utilized. Implementation of GDPR needed Language Connections to go over the company's terms and conditions and add a new section about Data Protection.

While political factors affect businesses in terms of legislation and overall political climate, economic factors focus more on the intangible regulations that affect business practices. Economic factors can be applied to specific countries, as well as the business climate within the industry. Residing in the United States, Language Connections gets affected by the economic environment of the domestic market. For example, if all job applications would continue to ask for a mandatory college degree, more students would apply to colleges. After a while, the exuberance over college diplomas becomes more irrational, and the market will come crashing down. Students will be out of jobs, and companies will be out of the qualified labor force. Lack of skilled workforce in all industries will force companies to shut down their operations worldwide, leading to shrinkage of both Language Connections clientele (Indiviglio 2011).

Additionally, the economy directly affects how services or products are promoted. The link between economics and marketing can play a beneficial role in a business that can utilize the advantages of both. The right delegation of marketing resources and ahead vision on the economic climate can move business on a more practical level (Bradley 2016).

Political and Economic factors always play a significant role in the business operations of the company. They are the most visible and are written in the code of laws and business practices; however, some factors are not fixed in any code: social and technological.

Social factors focus on the changes and traditions of the society, population, generational preferences, and attitudes of the populace (Miller & al. 2011). At first glance, it may seem that the commissioner will not be affected by this factor, as the professional translations will always be needed. However, there is a rising trend for companies to employ more linguistically-diverse applicants. For Language Connections, it might be a challenge since the target companies are very welcoming of the trend, and may vote against using commissioner's services. Any change in consumer needs and expectations depends on the influence of the social sector, as well as society's expectations based on company role for the nation (Gupta 2013).

The most stealth and affecting factor of all is technological in the era of constant development and increasing automation across all industries. As mentioned briefly in the previous statement, the technology factor accounts for development, integration, innovation in the world of technology, more so the implementation into the global world. In the case of the commissioner, there are two main aspects to keep in mind when mentioning technological advancement - automation of industry in addition to the increase of social media usage. According to Statista mobile phone research (2018), people more likely to use social media channels over the traditional methods of communication, i.e., calling over phone. At large social media channels vary depending on the targeted country. Marketing techniques need to be adjusted for each platform and in every country since personas are unique for each social media channel (Clement 2019). The commissioner would have to adapt their marketing strategy according to every social media channel separately.

Furthermore, talking about the technology, it is worth to come back to the above mentioned industrial automation. In recent years the translation industry has been increasing from year to year, bringing billions of dollars. As prospects show, the industry will only grow to astonishing numbers by 2021 (Mazareanu 2019). In response to the forecast, the

company needs to be up-to-date with translation industry trends such as translation and interpreting tools, software as well as sales and marketing techniques.

### **3.2 Chaffey and Smith six-e-commerce model**

Chaffey and Smith's six e-commerce channel model represents various ways of marketing that can be used for company growth (Chaffey 2015). Out of six factors, search marketing and social media are the main two elements in the model that keep the growth rapid.

Three out of six are online partnerships, online PR, and interactive ads, which are less important for the conceptual framework. A framework that will be created later on is more oriented on the company's investment in marketing without co-branding, sponsorships, and community participation since the current community is small.

Since there are differences in targeting private customers and businesses, an opt-in email is not the best choice for business to customer (B2C) practices, while the click-through rate (CTR) for business to business (B2B) practices in email marketing is 47% higher than to B2C. Additionally, research has shown that 59% of marketers admit email marketing as a useful tool for revenue generation in B2B.

In a like manner, search engine marketing, or SEO, plays a vital role in any company's web presence. Moreover, 72% of marketers believe that relevancy is one of the most critical factors for improving the ranking of the website (Nikolovska & Kiran 2019). Language Connections takes into consideration SEO as a leading tool for steering traffic to the website. Improvement of traffic on the website, according to this tool, will bring more visitors, which will help to promote the website's rank in the top 10 in Google search. For example, having Massachusetts State in IP address can help Language Connections appear on the first results page organically, when searching for "translation" or "interpretation services" in Google. However, that does not guarantee that the company will receive visitors set to be the target audience.

Furthermore, with the excessive daily growth of social media platforms, a new level of experience has been created for every type of client, especially in the B2B sector. Language Connections lacks that type of experience due to the firm belief in word-of-mouth and referrals, as the only channel, which has been bringing clients so far. According to the research by Omobono (Brosan 22 October 2018), the top three most effective B2B channels to raise brand awareness are social media 91%, website development 79%, and SEO 67%, as can be seen in table 1.



Table 1. Most effective channels (Brosan 22 October 2018)

	Strengthen thought leadership	Deepen customer relationship	Raise brand awareness	Develop brand position
Website development	83%	60%	79%	94%
Email marketing	65%	79%	65%	63%
Social media	88%	73%	91%	77%
PPC	8%	6%	47%	17%
Online video	65%	60%	60%	71%
SEO	46%	25%	67%	57%
Display advertising	13%	12%	51%	26%
Microsites	56%	54%	30%	34%
Mobile optimisation	29%	42%	35%	43%
Mobile apps	23%	44%	23%	46%
Extranets	19%	37%	16%	14%



### 3.3 Online Marketplace analysis

Marketplace analysis, also known as situational analysis, is an integral part of creating a digital marketing strategy. According to Dr. Dave Chaffey (2014), online marketplace analysis allows for a better understanding of the market compared to PEST, as well as outline what strategies direct competitors are following. By conducting a situational analysis, the commissioner gets the ability to define its marketing strategy according to the needs of both existing and potential audience, while outrunning the competition.

Marketplace analysis consists of four main parts. The first one includes a review of the potential online audience - the audience the company targets and has the potential to reach. The second one is customers - the audience the company holds at the moment. The third one is competitors - as the pool of companies providing a similar product or service, whose successful strategic practices can be utilized for the commissioner. The fourth one is online intermediaries - a connection that can help the company have a better reach to the potential audience as well as strengthen one with the existing customers (Chaffey 2014).

### **3.3.1 B2B customer persona**

Since there is a goal to attract big clients or sign more significant translation projects, the potential persona has to be created for every social media channel and platform, where the company plans to advertise its services. As LinkedIn is one of the platforms that the company uses the most, a B2B customer persona for that particular social media has to be created with a knowledge that 80% of B2B leads come from LinkedIn (Wilson-Rew 2017). Since the company's current customer persona applies to all social media channels when used on Facebook, Twitter, LinkedIn, and Google AdWords audiences, it defies the nature of interests. It does not generate any attention due to the different kinds of interactions taking place in said social media platforms. Personas with different interests, read, and react to tweets instantly on Twitter to some relevant or trending issue. On Facebook, people seek nothing but relaxing straightforward content, read feedbacks on businesses, sell items on marketplaces, and keep their appearance. In Google Search, most of the potential audience searches for pressing issues, like a plumber for a leak. In this instance, targeting such an audience can be done by using Google AdWords.

Since Language Connections is interested in obtaining prosperous clients, they need to match their branding according to the branding of the desired companies, which can be benchmarked from the appearance these companies have online and offline. Online appearance and preferences can be listed in the favorite sections and checked via the selection of tools online, as well as the branding strategy of the company can be obtained from the public relations or media centers on their websites. A note to remember, that these changes in preferences and a potential B2B persona based on them do not necessarily lead the commissioner to an instant rise in signed deals with the targeted businesses, but rather provide a chance to attract attention to the Language Connections.

Being aware of current customer persona can simplify the creation of a potential one based on comparison and analysis of backgrounds, needs, differences in tastes, and more. Because in the B2B world, all decisions in regards to new business opportunities and purchases are decided by the vote of the decision-makers, board of directors, or a department responsible for the company's main decisions, all these are groups of people have to be influenced in favor of the commissioner. It is essential to provide a potential client with all the information about the company's services.

Providing only information about the services will not do the cut. In the world of social media, a company has to create an appealing overview and a crystal evident reputation to create a trustworthy relationship with readers in business. The importance of such action

is because the company needs to convince people working in the targeted company of the value of the services the commissioner provides. In the overview of the Language Connections business practices regarding the current audience, the company seems consider all the audience to be one same persona (which will be discussed later in the document in more detail).

### **3.3.2 Benchmarking**

Benchmarking is a tool that most businesses rarely allocate resources to better the performance of their own business (Stapenhurst 2009). The challenge one faces while benchmarking from others, is focusing more on one area of weakness of the organization, rather than paying attention to strengths that the competitor might have, and implementing those as a part of new marketing strategy. In terms of Language Connections benchmarking will be valuable in a way how to engage followers in social media channels, see results of what competitors do, will help to analyze the current situation as well as compare with competitors' work. Moreover, benchmarking will play a beneficial role in a conceptual framework, which will be presented later in this document.

Creating a benchmarking proposal can be a tough part of marketing strategy. A professional should take into consideration the performance level of comparable organization and the achievements as an end goal first and benchmark weaknesses and strengths in the process (Stapenhurst 2009). Moreover, identifying practices that work best to implement them and get better results in achieving their performance level. Those practices are ideas for further use as well as recommendations for social media development. The benchmarking process starts with planning, which later merges into the benchmarking performance stage and ends with improvements as suggestions to the company for their marketing strategy (Stapenhurst 2009).

### **3.3.3 Online Intermediaries**

Online intermediaries are more known as social media platforms, streaming services, websites, context advertising, email, and other online channels of influence. Named channels and commissioner's online presence has to be analyzed. Pinpointed against each other and compared to each other for the sake of finding potential cross overs and points of interaction to bring more information about commissioner's services into the world in a positive light. For this purpose, there is SNA, which stands for social network analysis that

helps an organization monitor followers' growth, reviews, and data that allows them to operate digitally.

The role of online Intermediaries has been growing in the past years, making these channels into the most prominent and successful channels of influence. In table 1 in section 3.2, Chaffey and Smith's six e-commerce model, a list of mentioned channels can be found with the respective percentages each of the channels brings when used the right way. If depicted channels are selected for the development of the Language Connections strategy, it is essential to exercise each of them with proper public relations (PR) strategy.

### **3.4 IMC analysis**

The concept of integrated marketing communication (IMC) was established at the end of the 80s at the beginning of the 90s in the United States by the chairman of AAAA (American Association of Advertising Agencies). The original idea of IMC was to unify all advertisements for the company and avoid inconsistency. At that time, marketing included PR, advertising, and promotions with no concept of digital marketing. This model developed due to growth in technologies and places where products can be market (Jones 2015).

Modern IMC has to include elements that correspond to social media channels and all new platforms that are created every day. It consists of both offline and online media, as well as inbound and outbound marketing. Moreover, IMC has an important part that is responsible for scheduling and budgeting marketing campaigns. This part will be exported from IMC analysis and implemented later in the conceptual framework "Octopus," which will be created by authors. The complete study will not be carried out due to useless points that are not planned to be taken for further processing.

### **3.5 RACE analysis**

RACE framework was created to simplify stages for marketing analyzation and monitor the effectiveness of marketing strategy (Chaffey, 2018). The structure consists of 4 steps that are Reach, Act, Convert, Engage, and one more added later - Plan, but not officially shown. Since all marketers want the best performance out of the created plan, it can be measured by KPIs. Reach KPIs are unique visitors, fans, goal value per visit that helps to analyze data, and measure operational level costs.

Act shows customer behavior and the amount of clicks that were done in order to share the content of the blog or post to social media. Moreover, the act shows the engagement the client has on the website. With additional tools and trackers, there is a possibility to see where the client went after the visit. Conversion is one of the leading indicators, that helps to measure sales and average of service order. It also includes remarking campaigns on Google AdWords and platforms with paid ads.

The "Engage" stage focused on keeping those clients, making them loyal by using social media marketing and creating content which is relevant to business and for clients' interest. RACE analysis will be applied in this project to get data on clients' satisfaction, engagement, ways how to keep track of them, and keep them loyal on social media as well as a client. Tracking results will be an essential part that will be taken out from RACE analysis for further use in a conceptual framework, "Octopus."

### **3.6 Visual methods of content communication**

Models and theories are a vital base for creating the conceptual framework "Octopus." A method worth to mention is Z-pattern (figure 11) used in advertising carries another level of understanding of the audience's view. "Manipulation" as a word from the beginning seems contrary, and people will tend to decline on any offers when they feel tricked or used. Companies use different techniques and methods to draw customers' attention to the product or service. Z-patterning is one of these methods. According to the article by Stephanie Mialki (2019), Z-pattern opens up information on how human eye travels on the ad. Connection starts from the top right corner, followed by the top left corner, after moving down to the bottom left corner, followed by the bottom right corner. That creates a "Z," and this is the way people usually view the ad. An invisible manipulation was figured out through research, which has shown that people unconsciously follow the Z-pattern. Utilizing such a pattern in content creation can be beneficial for the company. Moreover, there are color tones that influence customer's decisions; extensive research has been conducted on which colors attract people's eyes. That is all visual manipulation, which is more presented as tools and methods.

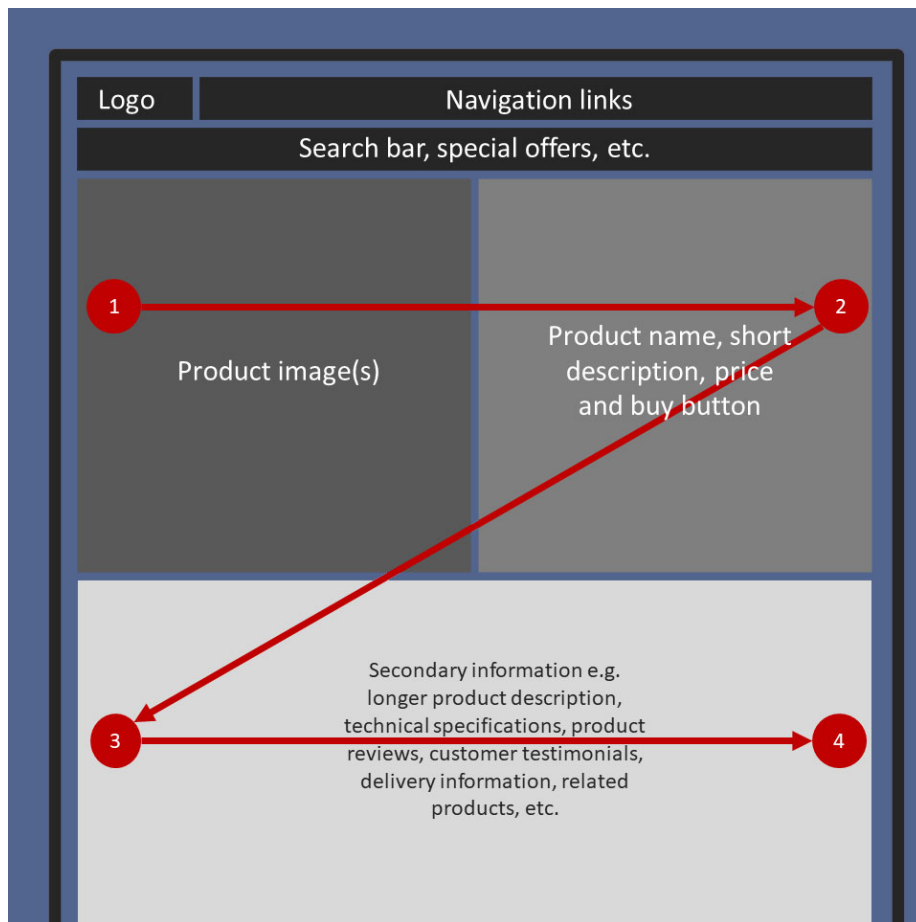


Figure 11. Z-pattern visual path

Colors play a huge part when it comes to an understanding of human purchasing behavior. The psychology behind their power over the rational decisions has a considerable emphasis, specifically, in the content creation, students plan to utilize as suggestions for the Language Connections. Bower defined a theory about each human associating each color tone with a mood or feeling in 1981 in his associative network theory (Kolenda, 2016). According to the theory, each human being forms a network of associative nodes, which become either stronger and weaker throughout the lifetime. Units with the similar theme establish a stronger connection to each other, i. e. cars are interconnected to tires, to driving, to roads, to oil. That means the weaker link in particular associative network is the trains. "Stronger similarities make stronger connections" (Kolenda, 2016).

Similarly, each time a human encounters the color in a new setting, human modifies the information associated with it. For the most, red color generally represents as warmth and love. This comes from the redness of the mother's womb. Later in life, "arousal" will also start to associate with red, specifically during teenage years. Each new association, in turn, can influence perception and behavior.

Table 2. Common colour meanings and associations (Kolenda, 2016).

Colour	Meanings and Associations
<b>Red</b>	Anxiety, arousing, daring, dominant, energy, excitement, health, life, love, passion, power, protection, stimulating, strength
<b>Orange</b>	Abundance, arousing, comfort, daring, excitement, extraversion, fun, happiness, lively, security, sensuality, warmth
<b>Yellow</b>	Arousing, cheerful, confidence, creativity, excitement, extraversion, friendliness, happiness, optimism, self-esteem, sincerity, smiley
<b>Green</b>	Calm, comfort, harmony, health, hope, nature, outdoorsy, peace, prosperity, relaxation, security, serenity, soothing, tender
<b>Blue</b>	Calm, comfort, competence, coolness, dignified duty, efficiency, intelligence, logic, peace, reflection, relaxation, reliability, security, serenity, soothing, successful, tender, tranquility, trust
<b>Purple</b>	Authenticity, charming, dignified, exclusive, luxury, quality, regal, sensuality, sophistication, stately
<b>Pink</b>	Charming, cheerful, feminine, gentle, nurturing, sincerity, soft, sophistication, tranquility, warmth
<b>Brown</b>	Nature, outdoorsy, reliability, ruggedness, security, support, tough
<b>Black</b>	Dignified, efficiency, elegance, emotional safety, glamour, power, richness, ruggedness, security, sophistication, stately, substance, tough
<b>White</b>	Calm, clarity, cleanliness, down-to-earth, happiness, heavens, honest, hygiene, innocence, peace, purity, serenity, sincerity, soothing, tender

Almost each association is individual to each person, people at large share the same set of meanings when it comes to each color (Table 2). As seen from the table, colors with longer wavelengths tend to produce the feeling of arousal in people, making the heart rate rise, and the adrenaline flowing. Such behavior leads people to make reckless decisions and exposing them to potential impulse purchases. Having each color attributed to meaning and understanding how people perceive it is only half of the task. Other attributes worth to mention are aesthetics, color's social value, and winning tone combinations when it comes to affecting the human psyche.

Color combinations should be used more often. At the presence of each other in the same space on the package or online, the contrasting colors will grasp the needed attention. In the combination, a color which overpowers the rest of the palette should be used as an accent color only, and not as the key one, as it may overdo and ruin the experience for the customer. "Colors require processing resources too. So if your ad contains a lot of content and a lot of color, your design becomes overwhelming" (Kolenda, 2016). For example, to

create a message showing the pros and cons of company services, it is suggested to select colors like red and green. Where red presents disadvantages and green stands for advantages.

In conclusion, all the new theories above have a solid knowledge base, providing unique viewpoints on the current understanding of the digital marketing and content creation world. However, every single one of them stands separately from each other, made to be applied individually. After careful evaluation of the theories, the authors decided to create a conceptual framework, "Octopus." Formed out of the best of every theory, it gives a more practical outlook of the information for the further creation of the marketing strategy.



## **4 Conceptual framework**

Chapter four will open up information on how theory was used in practice. This chapter was broken up into six parts that go together with theories that were mentioned in chapter three. Firstly, the conceptual framework “Octopus” will be presented with a mix of theories that were used to create the framework. Parts of the “Octopus” framework will be presented as follows: first - steps, second - methods, and third - channels. “Octopus” framework has many different aspects combined from a variety of theories and models, which is build up to be a base for marketing strategy for the Language Connections case.

Secondly, the current customer persona and potential customer personas will be discussed in subchapter 4.2. An in-depth research will be provided on customer behavior and based on the interests that are shown in social media. That subchapter is one of the leading critical figures for creating marketing strategy because those personas are people that will be target/potential audience for marketing.

Thirdly, benchmarking plays a substantial part in generating ideas for future marketing campaigns as well as creating engagement for non-promoted posts. Benchmarking was used to gather information on social media like LinkedIn, Twitter, and Facebook. Moreover, email marketing campaigns, such as newsletters, were benchmarked. That will help to compare and analyze the most effective emails and gather ideas on email marketing development. Language Connections will utilize the information to have less unopened emails.

Fourthly, social media influence plays a vital role in the 21st century. The subchapter 4.4 will open up with information about how Language Connections can add value to their business and marketing strategy itself. Finally, the complete strategy will allow the company to use it for further marketing campaigns as well as adding to the knowledge that the company already has. Last but not least, the RACE theory will serve as a base for customer buying processes. That will help to analyze customer buying behavior and track where potential customers went after scrolling the website.

### **4.1 “Octopus”**

“Octopus” framework was created to simplify the main idea to the commissioner for the development. This framework contains all necessary parts that the company is lacking in, as found from an in-depth analysis conducted before. Since using one conceptual framework is easier than the use of multiple theories and practices, the framework was created

especially for the Language Connections case. Marketing includes all parts and aspects starting from budgeting and finishing with politics and law when the company that works on the international market. Some ads have to comply with GDPR, or certain content can not be promoted in Asia. Rules and regulations are a huge part of the company, and that is why they are included in the conceptual framework - to have all aspects that influence the company's social media presence. "Octopus" framework aims for creating ways to achieve the "main goal" as well as create touch-points for vitally important steps that represent marketing work as a circle. From steps, parts brake down into methods the way, how information for the step will be gathered. Methods by-turn brake down into channels, which are the way for methods to collect information.

As the octopus spreads its tentacles to catch the prey, this framework creating a closed circle through social media and the whole net to capture clients that the company is aiming for. Since each section of the framework is responsible for a particular part of the psychological manipulation process, different methods are used for achieving the "main goal." This framework is a perfect marketing framework for the 21st century.



Image 1. Conceptual framework "Octopus" (Lutovinova, Miftakhova 2019)

Image 1 showcases the "Main Goal," which represents the company's priority that is set as a long-term or short-term achievement that the company is aiming for. Head of the "Octopus" framework - the middle part of the framework is a value that the company wants to gain in a set time. As Language Connections' main goal is to attract "Big Clients" to their business, this will be set in the head of the framework. Those "Big Clients" are companies, revenue of which exceeds \$50 million (USD) per year. The main goal is not used as a

step in the “Octopus” framework. The aim should be achieved by following steps and methods with channels to receive proper information and accomplish the goal.

### Steps in the “Octopus” framework

There are eight steps in the model presented in table 2, and that should be accomplished by the method and channel that is included in the step. The first step is the operational level with a method that is focusing on the right scheduling and budgeting for a future campaign or marketing plan. Second is client allegiance with a method that tracks information on loyalty and satisfaction of Language Connections clients.

Table 3. Base for “Octopus” creation

Steps	Methods	Channels	Theories and Models
<b>Operational level</b>	Scheduling and budgeting	Buffer & Excel	IMC framework
<b>Client allegiance</b>	Engagement, satisfaction and loyalty	Client Heartbeat & UseResponse	RACE analysis
<b>Technical influence</b>	Up-to-date tools	LinkedIn, Facebook, Twitter + software	Macro PEST
<b>Opt-in emails</b>	House list emails, cold rented lists, co-branded, ads in third party e-newsletters glass door	House list emails, cold rented lists, co-branded ads	Chaffey and Smith 6 e-commerce model
<b>Political overview</b>	EU safety regulation cookie policy, GDPR	E-newsletters, online databases	Macro PEST
<b>Target Plan</b>	Understanding who do to target	XTRF client database	Online marketplace analysis
<b>Social Media Channels</b>	Organizing marketing communication strategies	LinkedIn, Facebook, Twitter, AdWords	Chaffey and Smith 6 e-commerce model IMC framework
<b>Other opportunities</b>	Unused gathered information	Cold calling & LinkedIn groups	

That leads to the third step - technical influence and ways of how information is gathered, as well as showing how the company using up-to-date tools and software for the business. As one of the primary forms of marketing for Language Connections is newsletters, the fourth step is opt-in emails that create exceptional value. Moreover, a part that is only responsible for email marketing. That part includes house list emails, cold rented lists, co-branded ads in third-party e-newsletters like Glassdoor. Some of the blog posts from Language Connection are shared on that platform.

The fifth step is the political overview. The ways of how political atmosphere can influence the industry of translating and interpreting: factors that have to be considered in order to do business with a foreign client. GDPR became one of those political factors because Language Connections has clients outside of the USA. Since the General Data Protection Regulation was released, the company has set a priority to make website GDPR compliant. The sixth is creating the right target plan. The company has to have details on a potential client or persona from a marketing point of view used as a base for creating a marketing campaign age, interests, threats, and others. The seventh step is the Social Media Channels. That has a method of organizing marketing communication strategies based on channels such as LinkedIn, Facebook, Twitter, and Google AdWords as a part of social media for advertising.

Last but not least, other opportunities. Since marketing consists of software and tools, the company might not consider lacking of B2B sales. Moreover, not being aware that important information or a part can be missed out in another department as a client service or approach. Method of unused gathered information is employed in this step. During the research of the B2B market, information on sales (see appendix 2), marketing, client service, and best ways of reaching out might be found. The researcher might not consider other information as crucial since the talk is only about marketing. That is why the “Octopus” framework has an eighth step set as “other opportunities” that might not go exactly to marketing but might have connections to it or the primary goal.

All those steps are presented as one strategic level because all those steps include everything necessary for creating a B2B marketing strategy. However, methods showcase the way how steps are managed, followed by theories and models that were used as support for creating the “Octopus” Framework.

### **Methods in the “Octopus” framework**

Several frameworks were utilized in the creation of the “Octopus” framework. IMC framework proved to be the most beneficial due to its scheduling and budgeting on the operational level. That will help for future marketing campaigns, as well as creating a detailed plan on how to achieve the primary goal. Another part of the IMC framework, which is beneficial for “Octopus” is marketing communication, done through social networks such as Facebook, Twitter, LinkedIn, and Google AdWords. In order to make communication through those social media channels, customer personas have to be created separately for each network with the idea of the main goal but adapted for each of social media channels. Online marketplace analysis will give an understanding of current clients. Moreover,

create a potential persona for the targeting, which is more known as "Big Client" with a description that will contain details of that persona for each social media channel. RACE analysis is a part of the "Octopus" framework, which is responsible for getting data on engagement, client satisfaction, and ways how to keep clients loyal to the company.

Macro PEST is another analysis that was used to create an "Octopus" conceptual framework. Mostly the role was given for technological factor the up-to-date information on the company's field, which are translation and interpretation tools. Moreover, Macro PEST was used as a political factor that represents EU safety regulation that is more known as GDPR and other rules concerning B2B. Last but not least, Chaffey and Smith's six e-commerce model. In the "Octopus" framework was utilized for opt-in emails, which include cold rented lists, newsletters, Glassdoor, and others. However, the six e-commerce model was additionally used for social media marketing, including audience participation, managing social presence, viral campaigns, and customer feedback.

A combination of models, frameworks, and theories allowed for the creation of an "Octopus" conceptual framework that is used for the Language Connection case. Moreover, it can be applied to the company later with a different goal. The same steps, methods, and channels can be used for achieving a new aim.

### **Channels in the "Octopus" framework**

Channels are responsible for distributing information throughout social media platforms, like ads, newsletters, and all content, which is shared by the Language Connections. For each step in the framework, there is a method on how to achieve the step. For each method in the "Octopus" framework, there is a channel for how the information will be distributed. From the first step, which is an operational level, scheduling and budgeting is a method on how to handle the step. Channels for managing scheduling and budgeting are Excel sheets, where tables are created for tracking information on the budget for social media. And also Buffer, a tool that is responsible for scheduled posts for social media platforms.

The second step is client allegiance with a method that has to track information on customers' loyalty and client satisfaction. Each of those are returned through each social media channels' analytical tools, where the tracking of the number of follows, comments, and posts likes is shown. Analyzing information on customer satisfaction will help Language

Connections to improve the loyalty of clients, increase referrals, and increase the database by new potential clients. Moreover, more ideas for the channels' part will be suggested for this step in the project result section.

The third step includes technical influence with the method to gather up-to-date information in the sector of the company's business. Information will be gathered from channels such as Twitter, Facebook, as well as articles that speak about the latest news on software and tools for the translation industry. Moreover, information on up-to-date privacy policy and algorithms on engagement on social media in 2020 can increase traffic on all platforms.

The fourth step in the framework is the opt-in email. That is known as a newsletter that clients sign up for. A method is represented as a cold rented list and co-branded lists created by company employees. The channels will help to extend into the network of the company, such as Constant Contact program, which Language Connections uses weekly. However, in Constant Contact, some percentage of people do not open emails. For that, a special, engaging email was created, which will be presented later.

The fifth step of the framework is a political overview with a method that gathers information from sources with the latest updates in politics concerning B2B industries. The information on what influence can be made and which restrictions the company might face during their business. Channels for staying up-to-date with changes in GDPR rules and regulations can be e-newsletters that the company might subscribe to. Also, it can be information that is available on the internet.

The sixth step is the target plan with a method of creating a potential customer persona and a detailed plan for each social media, which shows who the company does want to target. The channel for this step is the XTRF client database, where the information is gathered for the current customer persona. Moreover, around ten people were selected and analyzed in social media that Language Connections uses. Those people were analyzed by criteria which later can be implemented into paid ads (age, interests, hobby, work, etc.).

The seventh step is Social Media Channels with a method of organizing marketing communication strategies. The company's online presence will depend on the content that will be shared based on different channels such as LinkedIn, Facebook, Twitter, and Google AdWords. The eighth step is other opportunities with a method of unused gathered information during data collection that was made on marketing purposes. Since information in

regards to sales was gathered, that was not relevant to the topic of the thesis; it was presented later in appendix 2.

## 4.2 Use of customer personas

The following customer persona (image 2) represents the main characteristics and preferences for customers and followers of Language Connections across all social media platforms. All information was collected from the company's customer relationship management (CRM) system.

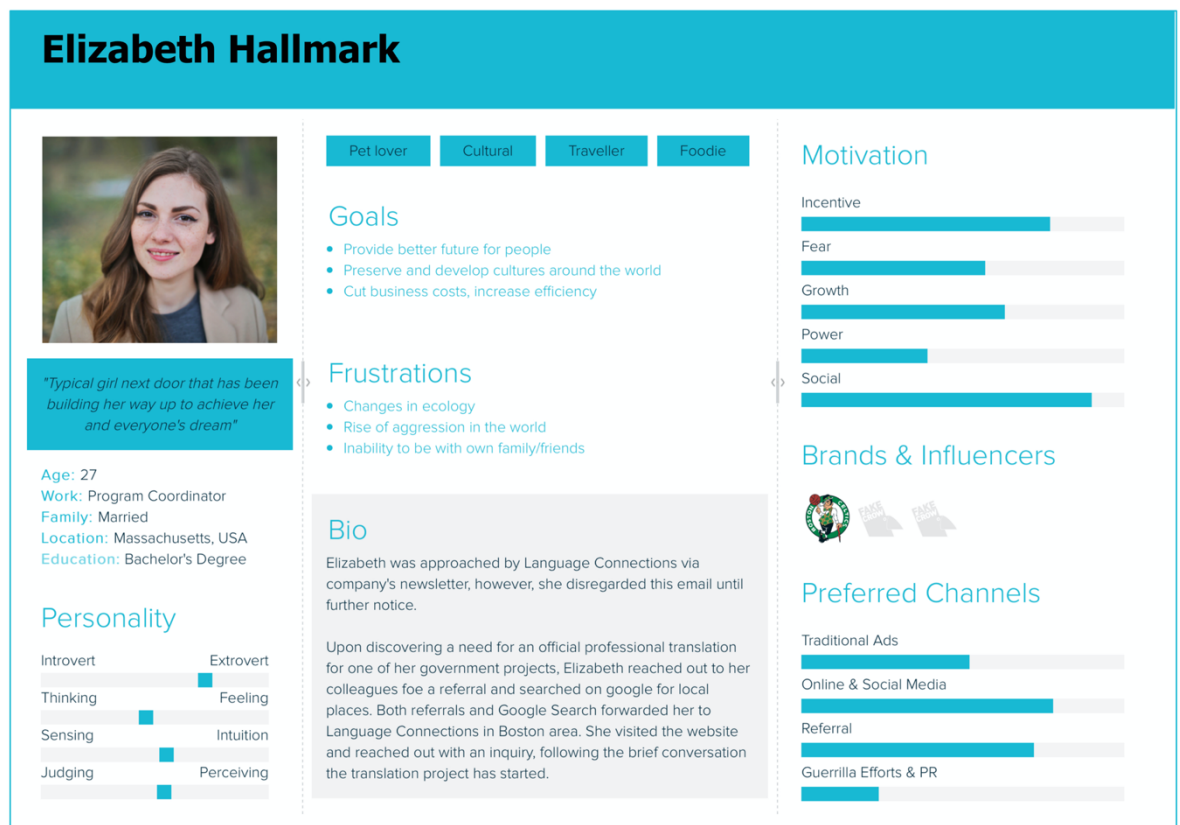


Image 2. Current Customer Persona for Language Connections (Xtensio + XTRF CRM, 2019)

From the commissioner's CRM system, students have picked the top 12 successful projects that took place in 2019. These projects were selected based on customer loyalty and the CEO's recommendation for the analysis. People who represent these companies as customers were selected for details research in order to create a current customer persona. Each person had a full public social media and online presence researched, with results collected in the tables (appendix 4). Appendix 4 represents the scope of information on primary data that was collected to form a customer persona related to each social media platform. Since information could not be collected in the form of a questionnaire due to

CEO terms, information was obtained from clients' social media accounts. The criteria set for collecting data were demographics, hobbies, and interests, and analysis of which social media they do use more often. After data collection, those were divided into sub-groups (social media channels) in order to create personas for each social media platform.

Out of 12 projects, seven connections are women, making the current customer persona a woman. From these women's social media presence students learned, that the majority reside around the greater Boston area in the United States of America. They appear to have pale skin with dark hair and deep dark eyes. The current customer persona was named Elizabeth Hallmark, as Elizabeth is a traditional name for people of English and Irish descent, which Boston is known for.

Researching customer representatives on LinkedIn, students found out that each customer connection has at least a Bachelor's degree education level, as well as a minimum of 5 years of experience. These two characteristics allow authors to believe that the current persona most probably holds a lower managerial position in the company. Potentially positions like a Project Manager, Project Coordinator, Program Coordinator, and other similar jobs.

While researching the social media presence, a few familiar character traits caught student's attention. Extraversion and openness to people can be seen from the number of photos shared, types of events attended (engagements, weddings, birthdays), active commenting, and more. Most photos have captions with mentions of locations from around the world, leading to believe that customers are experienced travelers. The amount of pet pictures and restaurant check-ins led to think about them being pet lovers and gastronomes, respectively.

The recollection of liked pages on Facebook profiles of these Program Coordinators provided information on interests in supporting their local sports teams, like Boston Celtics, New England Patriots, and Boston Bruins.

Although using one customer persona may seem appropriate at the beginning but can seriously stall its development in the maturity stage. Authors had to understand how to appeal to the audiences of Language Connections across several social media platforms and bring profitable leads in return. Students decided to create a separate Potential Customer Persona for each LC platform. In the end, the company receives a specific LinkedIn



Potential Customer Persona, Twitter Potential Customer Persona, Facebook Potential Customer Persona, and Google AdWords Potential Customer Persona.

Each potential customer persona was based on build-up lists created by the LC employees. These build-up lists contain contacts the commissioner either wished or has contacted in the past and received no reply. Students decided to research them for a chance to find out a better connection point, establish a better communication strategy in order to catch their attention. From two lists, it was decided to go with the "decision-makers" or the top tier Executives in companies and the Event Managers.

The basis for choosing these two categories are logically simple. The attention of the first group is hardly attainable but has a high potential for long term contracts for the commissioner. The second group can be easily attracted online due to the outgoing nature of the Event Manager's job, which can increase the overall number of projects for the commissioner.

Similarly to the Current Customer Persona, all the research data for the Potential Customer Personas was collected from different online outlets. Information about Executives and Event Managers was researched through their public pages on Facebook, LinkedIn, Twitter, Instagram, and also any public mentions or articles written about them. Each of the mentioned sources contains pieces of personality characteristics and behavioral traits of each researched individual, providing authors with an understanding of how to catch their attention.

Image 3 below is a result of a Potential Facebook Persona. Most Event Managers served as the foundation for this Potential Persona profile since this group of individuals seems to be using this platform the most. Their ages spread out between 28 and 36, making 32 an average for the whole group. Each event manager has obtained at least a Bachelor's degree from a college or a university. Moreover, six out of ten have publicly shared their wedding photos, are expecting a child, or are a new parent.

Besides, every Event Manager has expressed strong family connections through commentaries, posted photos, in addition to missing their pets and friends from trips. Worth to mention, that these people used to be part of sororities or fraternity houses during their study years. This trait indicates that they rely a lot on the referrals and suggestions received from their network. Not to mention, it also confirms the earlier statement about the outgoing personality of the said individuals.

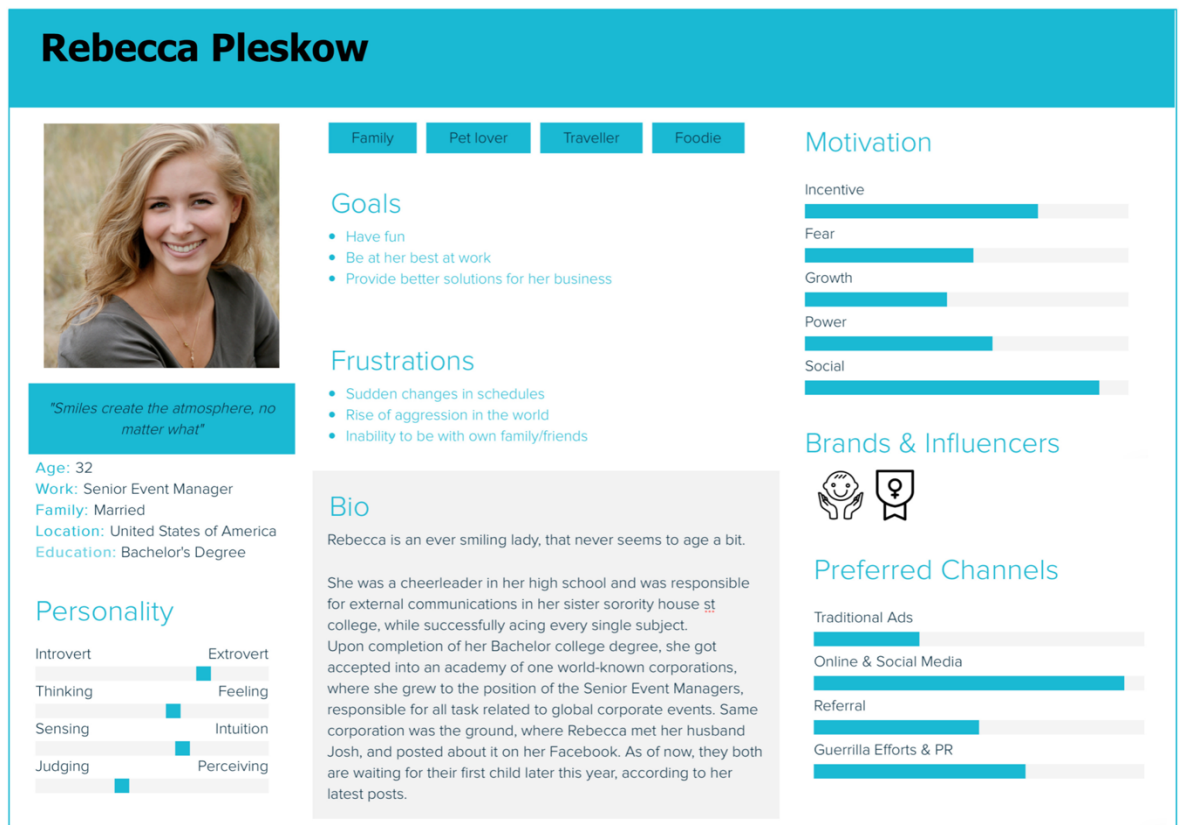


Image 3. Potential Facebook Customer Persona for Language Connections (Xtensio + XTRF CRM, 2019)

Facebook Potential Customer Persona has "social" and "incentive" listed as high factors for motivation. Looking back at the biography of the persona, the commissioner sees a highly outgoing personality with experience in different social clubs and projects, as well as the constant use of social media. Such aspects suggest the persona being affected by the people online and around. They seek attention, validation, and try to reach out to the people they miss. The incentive factor is highly concentrated on creating a better place and space in the world for the future family.

Moreover, talking about preferred channels, the potential persona is deeply affected by social media, specifically Facebook, therefore making it the more preferred channel of connection. In second place comes the Guerrilla efforts and PR. This channel of communication is considered to be disrupting for an ordinary lifetime and instant attention grabber. During pregnancy, women become sensitive and responsive to inconsistencies around them, meaning that even little disruption can affect their behavior. Referrals come in third, as the outgoing personality of the persona has built a vast network of colleagues for years, putting trust in any suggestions and opinions that come from it. Being accepted into the persona's network will secure a loyal, long-lasting business for the commissioner.

The Potential Twitter Customer Persona was created similarly. The same set of Executives and Event Managers were taken into consideration. People who were very active on Twitter became the ground for the persona. Executives in the humanitarian and political industries seemed to be the most active and outspoken on the platform. They kept their content almost strictly related to work and sharing other industry-specific information.

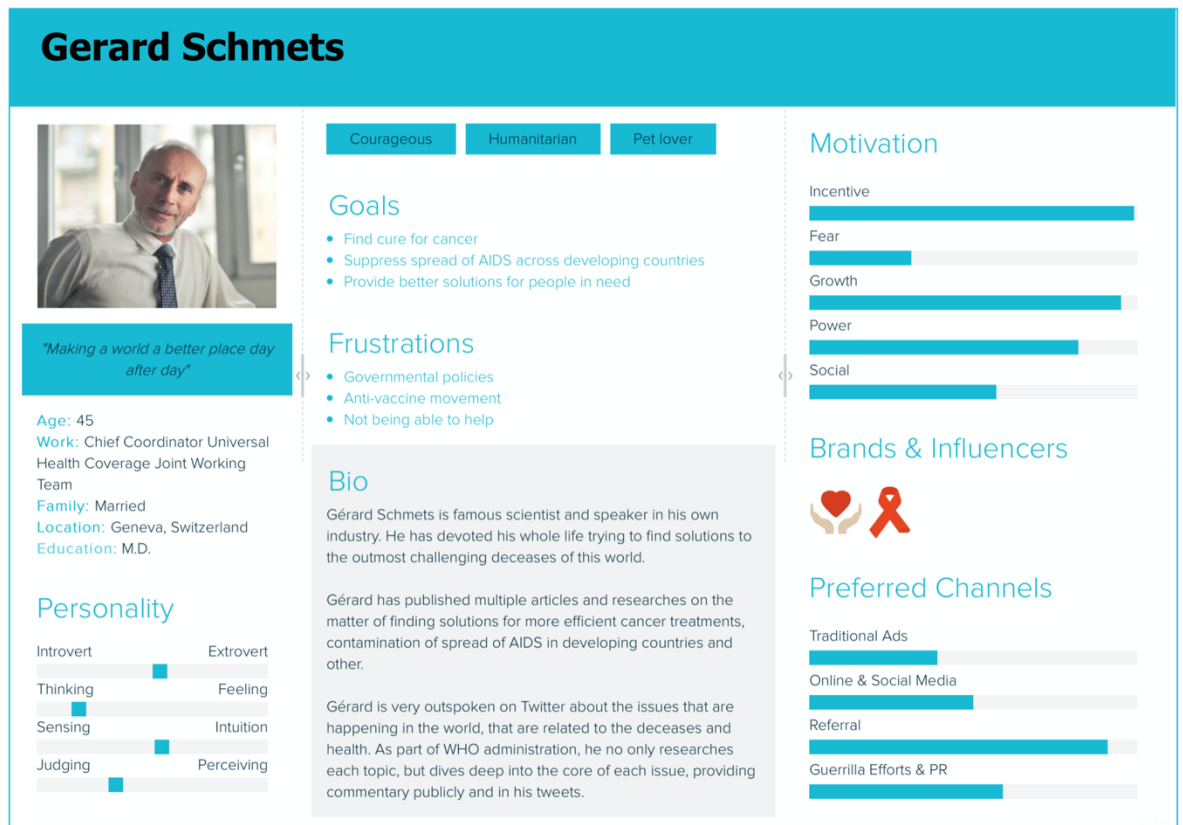


Image 4. Potential Twitter Customer Persona for Language Connections (Xtensio + XTRF CRM, 2019)

These individuals became the source for the "Gérard Schmets" (image 4). The persona is consistent with the traits of the humanitarians and doctors from organizations like WHO and UNAIDS. Gérard is a 45-year-old medical doctor that spends days researching a cure to the world's most troubling diseases and illnesses. The persona is based on a real-life WHO officer with gathered interests from other top tier experts. The goal of the persona is to help the world become a better place. The frustrations are related to the ignorance and arrogance of masses online and lack of their desire to develop and better themselves. Prime motivators are humanistic work and self-development. People like Gerard has a broad network of professionals from the same industry, meaning that network referrals is one of the most suitable methods to influence this persona. Guerrilla efforts and PR and

online and social media come in second, as researched individuals showed a lot of activity and reactions to different content.



Image 5. Potential LinkedIn Customer Persona for Language Connections (Xtensio + XTRF CRM, 2019)

Similarly to the first two, the information for the LinkedIn Potential Customer Persona was chosen from the same group of top tier Executives and Event Managers. An overview of the profiles and the activity of the individuals has determined that LinkedIn is one of the most actively used social media platforms. This persona is most valuable to the authors since it shows clients Language Connections are trying to reach. LinkedIn is one of the most developed social media platforms among professionals, where a connection to one person, may serve as a referral for any future potential business.

For LinkedIn Potential Customer Persona (image 5), the primary way to affect it is to become a part of its online and offline network. Such communication is appropriate due to the level of the individuals used to found the persona. Executives have no time to meet unfamiliar people during daily errands, so all potential business is let through referrals from the network. People of LinkedIn persona seek efficiency in their work; therefore, they try to preserve valuable time and spend it on other more pressuring issues.

George Gomez is a profile of a 40-year-old top tier Executive with a Master's degree, who has built himself from a simple controller to a chief financial officer. That is why the quote tells about personal development and the value of personal growth. Although individuals for the LinkedIn Persona encourage growth in everyone around them, according to their blog posts, they still stay power-hungry for success.

With the AdWords Potential Customer Persona, there is rarely a chance to create a perfect idea of an ideal customer. The functionality of the AdWords system is different compared to social media platforms. With Google AdWords, it matters what words are typed into the search bar. To define these words, students decided to analyze the last five publications to recognize any reoccurring specific words. After pointing out the words themselves, the word order was taken into consideration. Each of these individual traits have come into one universal list of keywords, that will be considered for future AdWords campaigns.

#### **4.3 Benchmarking**

Being a part of online marketplace analysis, benchmarking brought up information on the current state of the translation industry in social media such as: LinkedIn, Twitter, and Facebook. Since information that is valuable for the project is more about engagement, followers, and shares of the posts, companies with a higher engagement were selected for the analysis. On Twitter, companies with consistent likes and daily posts (from 1 to 5 per day) were selected. Moreover, a company that has more followers was analyzed on how to keep engagement on that social media platform. More engaging posts from groups that provide translation services "Proofreading, Editing & Translation Services" and the page called "U.S. Translation Company" were selected for the analysis. A post about proofreading was taken for review from the first group, while a video post about employees' work-life came from the second.

As LinkedIn is more known for B2B leads (subchapter 3.3.1), the starting point of benchmarking will be here. Lionbridge and Transperfect are two large size competitors that were provided by Language Connections for analysis, and in this case, will be used for benchmarking. Image 6 showcases the number of followers, which is 108,309, as well as the engagement represented in the form of likes, comments, and shares under the post. For the first post on the left 31 likes and for the second post is 12 likes. The hashtag #voicesearch was used in the first post on the left that caught people's attention to check the hashtag. The second post is more about the new EU regulation, which will be released. It is worth mentioning due to the company's industry being international translation

so that the customers will be informed about the issues, making the company on top of trendy industry topics.

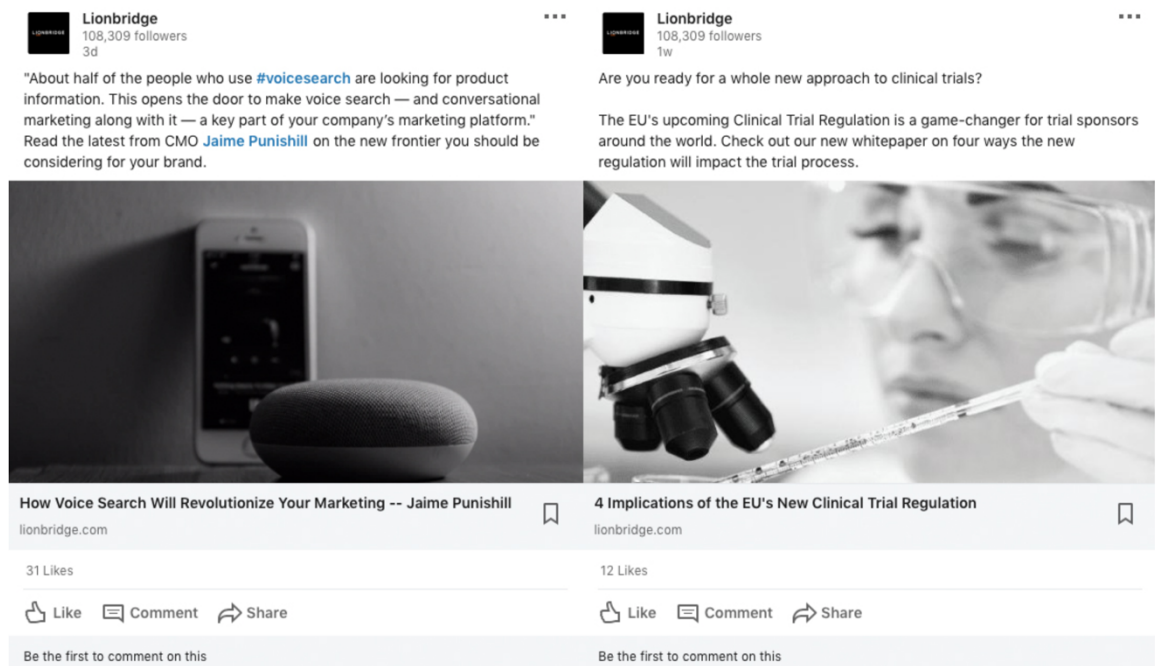


Image 6. LinkedIn Lionbridge posts screenshots

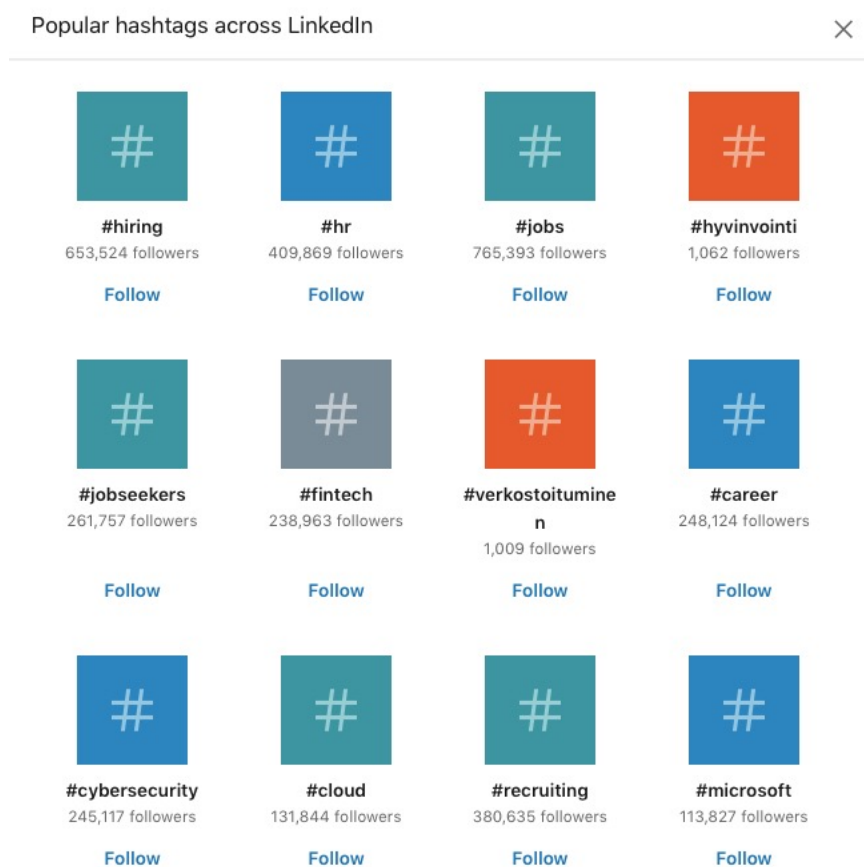


Image 7. LinkedIn popular hashtags



Image 7 represents the trending hashtags on LinkedIn that are in use and can be applied for future posts of Language Connections. Some hashtags have more than six million followers in which information updates every two to three minutes. Moreover, trends can be used as a topic for a new post on LinkedIn. For future paid ads, some ideas from hashtags can be implemented. Those hashtags update daily and can be checked on the left sidebar on LinkedIn. This is an opportunity that can bring to Language Connections to new followers, and those can be converted into clients.

Two accounts were used for analysis are @interpcan and @Translation. The idea was focused on analyzing likes from posts as also the engagement and retweets that account makes. The retweets of competitor posts were taken into consideration to understand how to make a company tweet go viral. However, the number of followers comes first, and other factors on how to grow Twitter following play a significant role.



Image 8. Twitter screenshots from @interpcan

Image 8 represents screenshots from the @interpcan Twitter account. Interpretation Canada has a constant one to five likes per post engagement and one to two shares per tweet. One of the excellent starting points of the tweet that caught attention was "Stop what you are doing and read this," which is a call to action with the word "Stop" that makes the reader focus on the tweet. Moreover, all other openings of tweets have a call to action button, which focuses on emotions as "Wondering what...", knowledge like "In our experience...", and time as "One week left till...". Language Connections can utilize those for the company's benefit and to boost the engagement in its Twitter account.

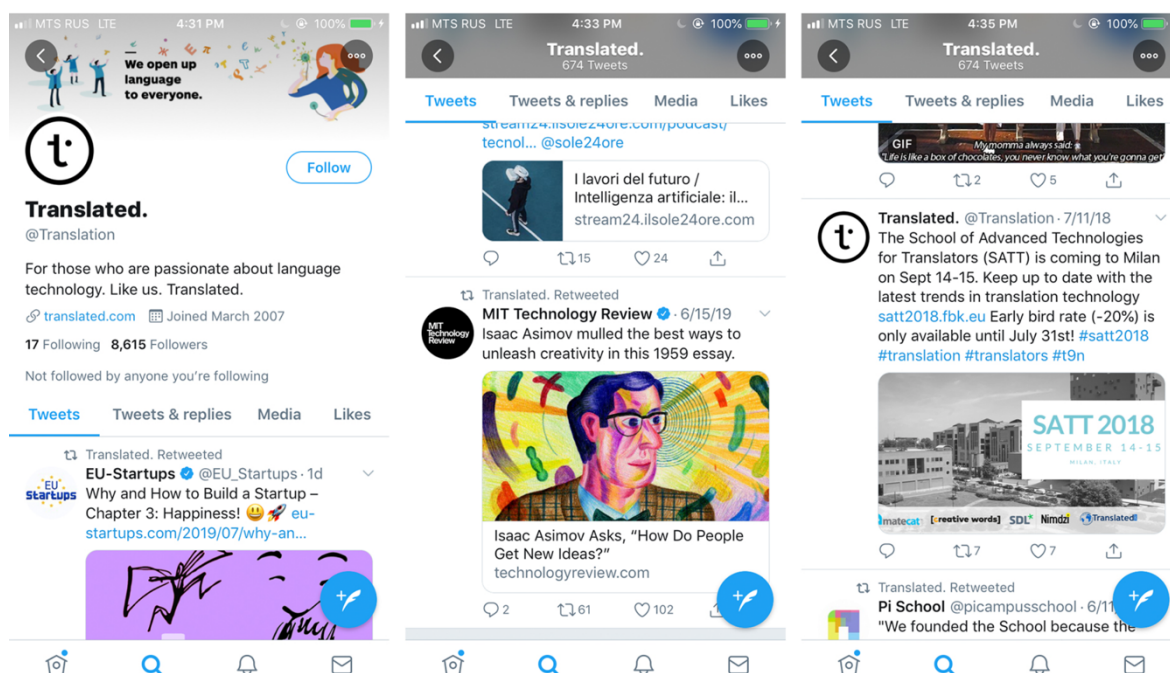


Image 9. Twitter screenshots from @translation

While @Interpcan tells more about the structure of the tweets, @Translation is more about building engagement with retweets and company tweets. Image 9 shows how retweets gain value in the account. Information that was shared by the company is either directly or indirectly connected to the translation industry. As an example, the tweet from July 11th, 2018, gives information about the latest trends in translation technology, and the tweet dated June 15th, 2019, has a blog post about creativity. Moreover, that tweet was retweeted from MIT Technology Review account, a journal issued by the MIT university that purchases translation services. That sort of indirect engagement connection between MIT and @translation attracts people from MIT account to check @translation for further information. Language Connections might use the idea of retweeting from the accounts that potential customers follow. These accounts can not only be about translation but also about universities, events, and other companies that LC wants to work with.



Last but not least, the benchmarking of competitors on Facebook has to be taken into account. Similar to Twitter benchmarking, two pages were chosen for analysis - @proofedit-translateservices (later PETS) and @ustranslation. PETS were used to analyze engaging writing in their posts, while the U.S. Translation was benchmarked to analyze the video posts. Language Connections might be lacking some fresh ideas on how to bring engagement to their posts on Facebook. Earlier it was mentioned that the company uses Buffer to create and post daily updates to all social media channels. It was also mentioned that the company does not differ content it posts to each of the social media platforms, so it is the same across all of the channels. This leads to an understanding of the strategy that should be changed to get Facebook users engaged with the commissioner's content. The content is considerably different from ones that use Twitter, and even more distinct from the ones who use LinkedIn as a primary social media platform.



Image 10. Facebook screenshot from U.S. Translation

Videos are one of the most engaging elements in social media. They not only catch the eye of the viewer but are also easily consumable since the viewer does not need to read anything, but rather watch. People like pictures and videos because those are visuals, and more or less are easy to understand for the human mind. Even in the screenshot from the video on the right, it mentions "who don't have time to read up..." - These people can view the video, which would take less time than it would occupy by reading the same information. Language Connections can use this a tip for future development and create guides on the way how the company operates in small videos that are more engaging than posts with copy. Moreover, some main celebrations might be recorded as a video from all employees and shared on a day of the celebration with followers, which will create much closer contact with the audience.

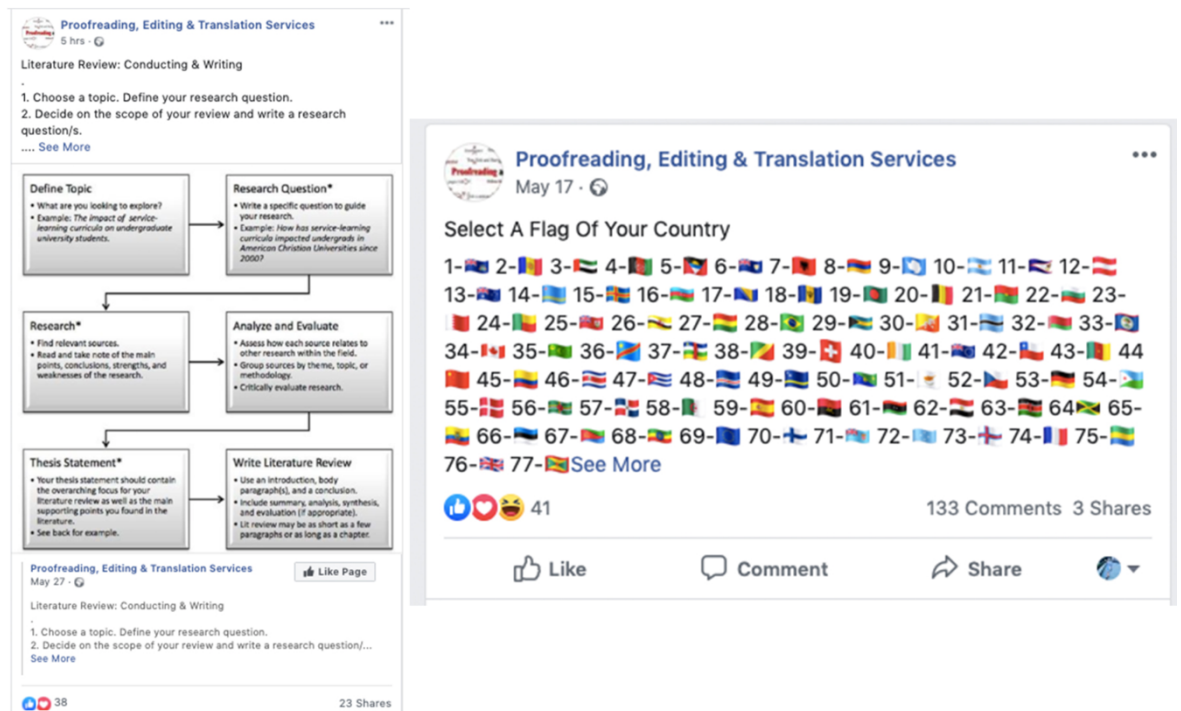


Image 11. Screenshots from PETS

PETS Facebook page (image 11) focuses more on tips on how to proofread and continues engaging followers with interactive posts like "Select a flag of your country," which are simple and easy to create. Language Connections can create similar posts with tips on how to become a translator, similar to PETS "how to do proofreading." Such content can attract various people from different industries since it is highly shareable and easy to remember. As more people share the post, the more people will see and engage with it. Engagement plays a crucial role when it comes to the company's popularity online. However, at times, a specific part of the audience might decide to opt-out from seeing the company's posts and become "dead" in terms of engagement. It means that a new audience has to be discovered, a proposition for which is outlined in potential customer persona 4.2. Creating shareable content is critical. Language Connections has to understand it and be willing to adjust the strategy used for a while. Keeping the same approach will not help create brand awareness in social media. People tend to be lazy; they do polls as well as pay attention to straightforward content like one with flags presented on image 11 and participate in it. The more complicated the material becomes, the more time it needs to be consumed by a reader to understand it. This defies the primary purpose people use social media for relaxing and entertaining content.

## Email benchmarking

Marketing agency HubSpot has been known for collecting and analyzing successful marketing practices since 2004. In the latest recollection, the "Email Newsletter Look Book" (2018), the agency has presented 15 examples of profitable and eye-catching newsletter campaigns, that are defined as exemplary. In regards to Language Connections, the most fitting examples from the book are "Think Clearly" and "Litmus." These two campaigns stand out from the rest with bright and eye-catching newsletters, as well as clear as day strategies used to create them. From the two, "Think Clearly" is an excellent example of a disruptive newsletter, while "Litmus" is a definition of everything corporate.



Image 12. Litmus Newsletter (HubSpot 2018).

"Litmus," pictured in the image 12, proves that a company newsletter can be both informative and entertaining. "Litmus" newsletter was created as a story with background colors reminding of a daylight cycle throughout the 24 hours. It starts with a sunrise and catchy tagline, ensuring that readers would want to learn more about the source of percentage. Following the mention of industry facts and the "Litmus" recent marketing projects, the company promotes its guides and tips for email marketing. Later on, the readers are greeted with the "blue skies" used both to show advancement in the story and also the theme about Twitter, as Twitter's corporate color is light blue. The story continues to the testing phase, as previous parts were about creation and design. Further on, the story proceeds to target optimizing, and summary. In the end, "Litmus" spruces it up with few more company-related initiatives, such as open positions at the company (orange sunset) and upcoming events with "dark night sky."

Table 4. Color traits (Kolenda, 2016)

Brand Trait	Facet	Hue									
		Red	Orange	Yellow	Green	Blue	Purple	Pink	Brown	Black	White
Competence	Efficiency					x				x	
	Intelligence					x					
	Reliability					x			x		
	Security		x		x	x			x	x	
	Trust					x					
	Up-to-date	x									
Excitement	Arousing	x	x	x							
	Cheerful			x				x			
	Daring	x	x								
	Happiness		x	x							x
	Passion	x									
Ruggedness	Nature				x				x		
	Tough								x	x	
Sincerity	Down-to Earth										x
	Honest										x
	Peace				x	x					x
	Tranquility					x		x			
Sophistication	Charming						x	x			
	Elegance									x	
	Luxury						x				
Other traits	Cleanliness										x
	Comfort		x		x	x					
	Extraversion		x	x							
	Health	x			x						
	Power	x								x	
	Sensuality	x	x				x				

The storytelling scheme of content presentation appears to catch attention in the first few moments after the receiver opens the email and lasts till the very end. The purposefully

positioned colors in the background keep the structure intact, making sure the reader does not step aside from the designed path. Moreover, every color used in the "Litmus" newsletter is not chosen at random, but rather is part of the company's brand identity. Using established brand identity colors in public relations and marketing materials ensures the stability and consistency of the brand image.

In "The Psychology of Colour", Nick Kolenda (2016) explains that brand colors are used to convey brand traits non-verbally (table 3). For Language Connections, the two primary colors are bright, soft orange, and deep blue. Both colors establish that the LC excels in excitement, competence, and sincerity. Language Connections must create an entertaining story for the reader of the newsletter with corporate colors to ensure trust and build a connection between the reader and the company.

Another way to stand out from the majority of corporate newsletters and instantly catch the attention of tired readers is to bombard these readers with something unexpected. Like a poorly drawn poster clearly with the caption - "Hiring a Graphic Designer" - will undoubtedly catch the attention of graphic designers looking for the job. Such a technique is called disruptive marketing. Disruptive marketing is a process when a smaller company with fewer resources successfully challenges established industry leaders in new strategies of appealing to existing audiences (Christensen & al. 2016). A perfect example of the disruptive newsletter would be one made by "Think Clearly."

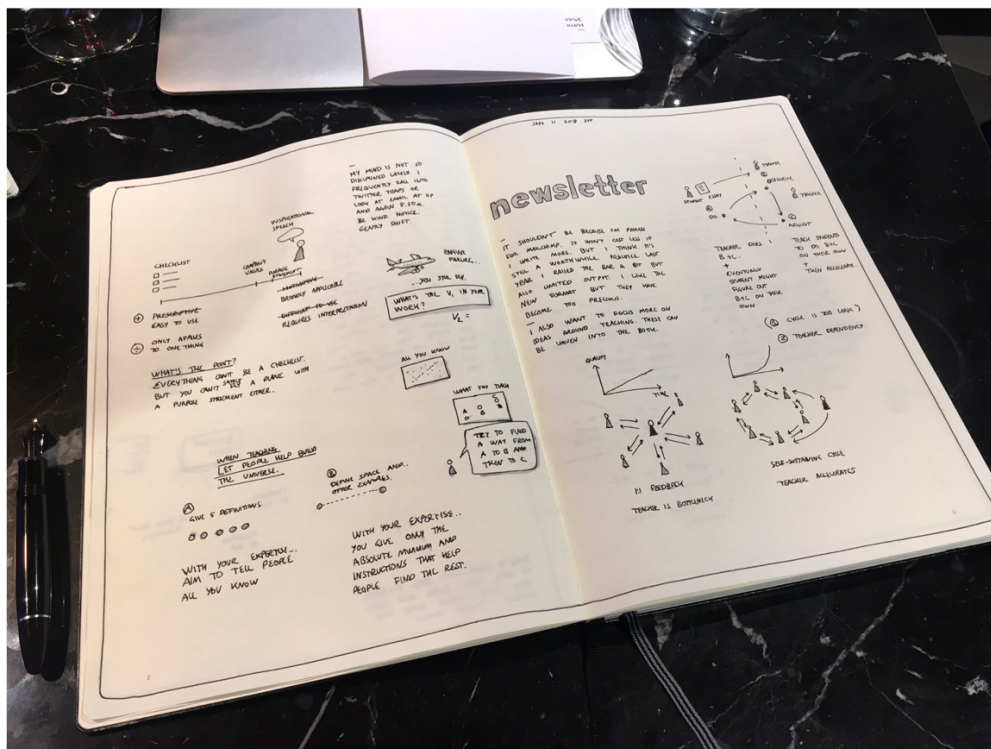


Image 13. Think Clearly newsletter (Jakobsen 2019)

"Think Clearly" is a creative company that provides services by creating hand-drawn newsletters. The idea is simple: each newsletter is a sketch from a company meeting. The content is distributed mostly in the form of drawings and bullet points (image 13), the result is either the physical drawing itself or the digital version of it.

The image of a hand-drawn newsletter is a new way of engaging with readers since the content is entirely different from most of the emails received daily. While reading through the newsletter, the viewer's imagination gets stimulated to follow the logic of the author. It also relates to the early childhood years of drawing in kindergartens. The drawings ensure the playful nature of the newsletter, which associates the brand with the emotions of the reader (Kolenda 2017).

Although Language Connections is conservative in its marketing efforts, the company has a lengthy history of successfully attracting B2B customers. While keeping an established business image, the commissioner holds back on unconventional newsletter campaigns, which can be considered a missed opportunity. The purpose of the disruptive newsletter is to boost brand awareness with low recourse input in a short time. Such campaign type may be considered useful for the unread emails sent by the commissioner.

To catch the attention of the potential B2B customers, who might have missed previous Language Connections' emails, the company needs to have an alarming call in the subject field. For example, an email with a subject titled "account inactivity" rushes the reader to check the email and see information about what happened with the account. This maneuver can be used to attract existing and potential leads who did not open the commissioner's emails for a while.

Moreover, the layout of an email newsletter and its compatibility with modern devices play a significant role. Figure 12 represents the advantages and disadvantages of visuals in email marketing. Two screenshots compare two newsletters, one created by Helsinki Region Transport (HSL) and the second one by Language Connections. Comparing the two, students did not focus on the content of each newsletter, but rather the visual appeal of each.



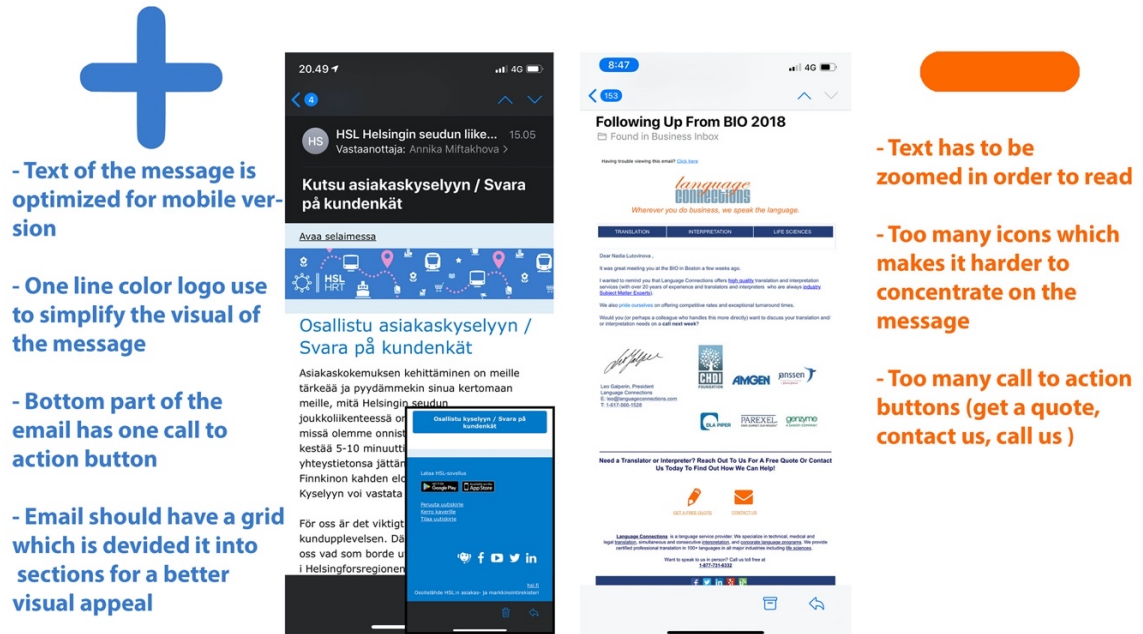


Figure 12. Comparison of Language Connections email to a company business email

As more and more people handle their business on the go, having company newsletters compatible with smartphones has become a norm. The phone screens are made to fit in a human hand, posing a challenge for designers to being able to fit all content in one small screen. In the example of the commissioner's current newsletter, students saw all content zoomed out to present everything at once. It is not user-friendly since the recipient of the newsletter would have to zoom in on the content to be able to read it, which will cut out the context of the message. In contrast to Language Connections, HSL has a visible text that is easy to read and view.

Notably, Language Connections has a well-structured email layout. It provides the client with valuable information, while the commissioner keeps the client loyal. Unfortunately, that might change due to the LC's newsletter being not optimized for mobile devices. Optimizing the newsletter according to the left section in figure 12, with criteria below the plus icon, can improve the ROI of the email blasts drastically. Moreover, creating a catchy subject line with six to ten words length can improve the opening rate in general.

#### 4.4 Importance of Social Media Influence

Social Media influence plays an essential role in today's world. The global reach of potential clients on social platforms is one of the key reasons why any company must invest time and money into its online presence. More and more people use social media to get to know the company itself and establish contact based on what they have read. Being

visible across all social media platforms can help the company grow more effectively as it will make it more known and visible on the internet.

By creating active engagement on social media, the company can draw attention, manipulate the audience of said social media channels, and divert it to the website, increasing traffic. The increase in traffic will improve the website's position in Google ratings and put the site into more viewed results pages one and two. Lack of engagement on social media channels might leave the company unknown, limiting it only to existence in word-of-mouth and references from previous clients. While Language Connections' managers focus on Google AdWords and newsletter for the company, improvement of social media channels can be the responsibility of the interns with a set social media marketing schedule.

#### **4.5 Strategy**

The authors designed the new paid marketing strategy for Language Connections based on their conceptual "Octopus" framework. Since email marketing plays a valuable role in the commissioner's current marketing strategy, authors have dedicated a whole step in the framework called "Opt-in emails."

The first suggestion in it is to create a list of clients who do not open company emails and name it "Inactive clients." These clients should receive an email with a subject: "We saw that you were inactive," or "Account Inactivity." It will capture the attention of the target client and make him/her open the email. Content in the email should contain necessary information about what the company does and links to corporate social media profiles. Additionally, the content has to have a call to action, motivating the client to check the social media profiles of the company instead of getting on the phone. Applying such a strategy will provide a start to a more secure and trustworthy relationship than one obtained via a direct call. Based on the results of a survey, the current generation is not interested in communicating via a direct call. In other terms, people are more willing to get to know the company on social media and see reviews in the comfort of their own pace.

The second suggestion is to boost posts in social media channels utilized by the Language Connections. Posts that contain information on company activity and events attended should be uploaded at first. Since companies usually stay away from attending networking events, it will be an advantage to grow the network of both clients and professionals. Most of those events are advertised on social media channels around the area as well as they can be found on Google. Searching for networking events grants grounds for



defining future campaign keywords for Language Connections with several adjustments based on criteria presented in Personas.

The third suggestion from the framework, named "Other opportunities," will have a substantial impact on the LC's sales (appendix 2). The newly available information from research opens valuable opportunities for the commissioner to discover. From the study, it was found that more and more B2B leads come from direct calls. That means that the whole marketing strategy has to have an impact on attaining those calls.

During the campaign planning stage, the attention mainly shifts to budgeting. Worth understanding that Facebook advertisements cost at least \$10 per post. Ads can be boosted at least for one month to keep the company visible online and captivate more attention to the commissioner's Facebook page. Twitter will demand a bit less, about \$2-5 per post. Additionally, allowing for better scheduling than Facebook and involve a call to action, motivating viewers to check the company's website and therefore increase traffic. LinkedIn, more known for being a business-focused platform, serves as a perfect source of new leads. A paid post on LinkedIn might take from \$15-20. All paid promotion online must be multi-channel. Every paid campaign should be executed in different time slots and last limited number of days in order to create a connected chain of information, education the viewer of the existence of other company's social media profiles, and leading a potential client to the website in the end.

The commissioner might not favor the idea of paying for social media promotion in platforms that do not focus on B2B relations. So students created a self-sustaining marketing strategy that can be implemented as a "plan B." The company should hire interns during the whole year, not just for a season, and make them part of the company marketing strategy. The interns play a vital role in re-launching the Language Connections' YouTube channel, where more videos must be published regarding company business practices. These videos then need to be divided into playlists, depending on the theme and information, so that users can easily find them based on what is being searched.

Focusing on the company's YouTube channel can create a self-sustainable marketing strategy. On YouTube, a channel that has surpassed a 1000 follower count and has generated over 4000 hours of watch time can enter an AdSense partner program (YouTube 2019). In the program, the owner of the account starts receiving money for third-party advertising being played in the company's videos. To achieve that, the commissioner should ask existing LinkedIn followers to subscribe to the Language Connections channel in order to get the necessary 1000 subscribers. The second step is to get the 4000 hours of

watch time, and this will be achieved slower or faster, depending on the right scheduling and appropriate lengths of the videos. After entering the partnership program Google Ad-Sense, the commissioner will start earning money from advertising to support LC's paid marketing campaigns across a variety of social media platforms. According to YouTube's Creator Studio FAQ, a creator - Language Connections - may be looking at approximate \$200-\$300 per month. The earnings depend on the number of views and the length of videos the advertisements are placed in.

#### 4.6 RACE as a base for stages for buying process

RACE stands for reach, act, convert, and engage. It is a valuable tool for analyzing data on clients' satisfaction, engagement, and ways how to keep track of them and keep them loyal on social media channels as well as a client.

A research was conducted to identify the route of how a client finds Language Connection. The results have shown that most of the viewers come from searching for the company on Google. Some of the clients prefer to use a website assistant, which helps to navigate through the company's services that are offered and often do prefer to call managers directly. Since one of the commissioner's KPIs is a number of unique visitors on the website, tracking them should be done with Google Analytics. The program will show easily understandable data of where the visitor came from, what actions the guest has made while on the website, and where the visitor has gone after. In addition, it will be shown if the website guest was interested in the blog or newsletter if the company creates shareable content.

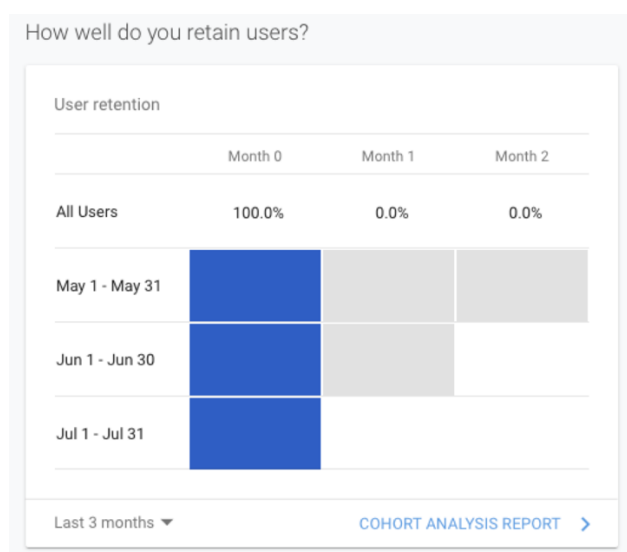


Image 14. Google Analytics, returned visitors

What pages do your users visit?

Page	Pageviews	Page Value
/	4,226	\$0.00
/blog/philippines-miranda-rights-translation/	1,104	\$0.00
/language-training/	851	\$0.00
/blog/the-origin-of-pu...s-different-languages/	654	\$0.00
/blog/spanish-miranda-rights-translation/	610	\$0.00
/services/	528	\$0.00
/blog/quechua-langua...anguage-of-the-incas	514	\$0.00
/localization-services-company+	514	\$0.00
/blog/the-pros-cons-of-google-translate/	469	\$0.00
/blog/confusing-contronym-examples/	460	\$0.00

Last 28 days ▼ [PAGES REPORT](#) >

Image 15. Google Analytics, visited pages

Image 14 represents the number of users that returned to the website in past months. According to the table, 0% got back to Language Connections website, which means the company is failing at engaging with customers and should work on online brand awareness. Image 15 showcases pages that users visited in the last 28 days. Most of those are blog posts that the company has published, and none are contact forms or requests for quote pages. Image 16 combines both images 14 and 15, as well as explain what is wrong with engagement.

	Source / Medium ?	Exit Page ?	Acquisition	
			Users ? ↓	New Users ?
			18,513 % of Total: 100.00% (18,513)	18,432 % of Total: 100.05% (18,423)
<input type="checkbox"/>	1. google / organic	/blog/philippines-miranda-rights-translation/	1,159 (6.29%)	1,160 (6.29%)
<input type="checkbox"/>	2. google / cpc	/language-training/	821 (4.46%)	821 (4.45%)
<input type="checkbox"/>	3. google / organic	/blog/spanish-miranda-rights-translation/	661 (3.59%)	661 (3.59%)
<input type="checkbox"/>	4. google / organic	/	582 (3.16%)	586 (3.18%)
<input type="checkbox"/>	5. google / organic	/blog/confusing-contronym-examples/	546 (2.96%)	546 (2.96%)
<input type="checkbox"/>	6. google / organic	/blog/the-origin-of-punctuation-and-its-use-across-different-languages/	523 (2.84%)	523 (2.84%)
<input type="checkbox"/>	7. google / organic	/blog/alien-language-learning-heptapod-b/	518 (2.81%)	518 (2.81%)
<input type="checkbox"/>	8. google / organic	/blog/the-pros-cons-of-google-translate/	513 (2.78%)	513 (2.78%)
<input type="checkbox"/>	9. google / organic	/blog/quechua-language-the-language-of-the-incas	452 (2.45%)	452 (2.45%)
<input type="checkbox"/>	10. google / organic	/blog/legal-grammar-rules-and-translation/	442 (2.40%)	442 (2.40%)

Image 16. Google Analytics, visitors and visited pages

Potential customers find blog posts through organic search in Google. Customers scroll over, read the blog post, and exit the page without paying attention to other parts of the website. This puts the potential customer to the status of a "newsreader," which is not beneficial for the company. Google Analytics brings out information that shows customer's buying processes where the product they buy at no charge is the news from the blog post. Since the blog is enormously popular, brings more traffic than any other page on the website, call to action buttons must be implemented more often in each blog post. These buttons should not command like "get a quote" or "call us today," but instead invite the visitor to other blog posts to keep the potential customer on the website for longer. Such action will increase daily spent time on the website from 1:27 minutes (image 17) to a much higher number and will improve the ranking of the website overall.

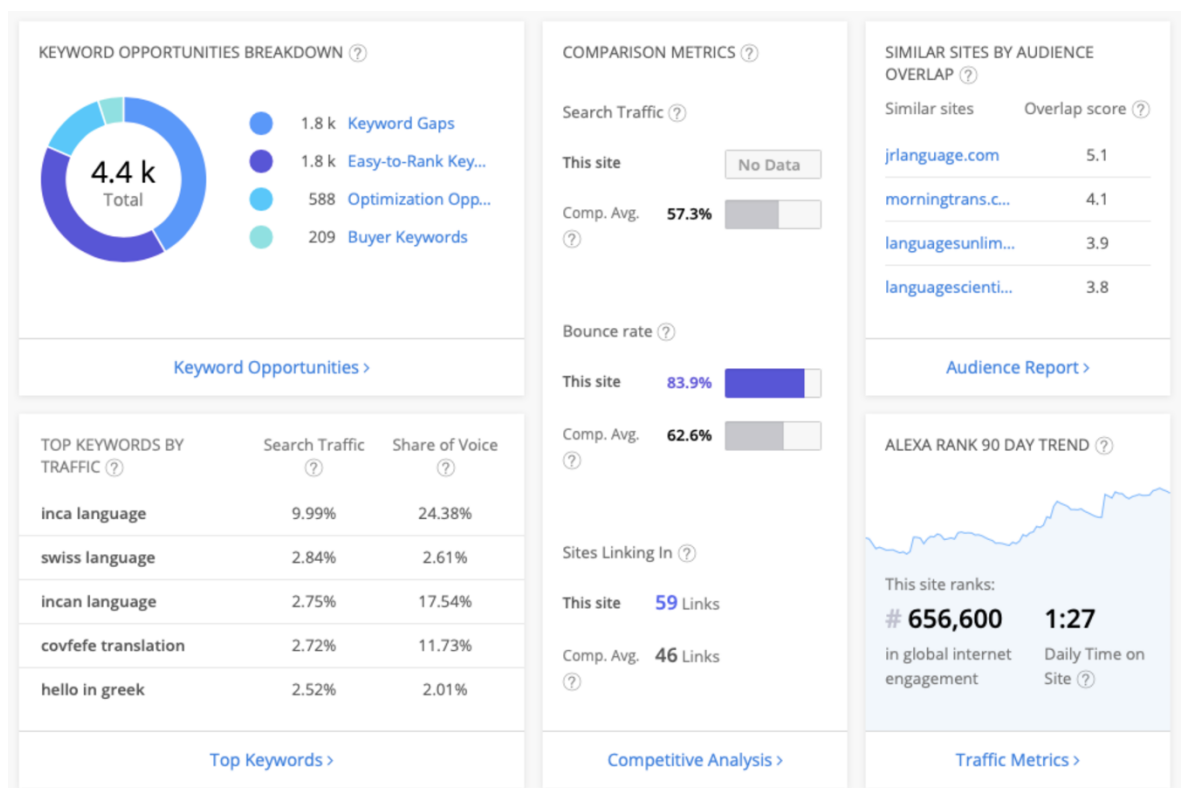


Image 17. Screenshot from Alexa Ranking

However, the company aims to sell translation services, and potential customers should be in touch with Language Connections. A banner asking for an email newsletter subscription is of benefit to the commissioner. It is supposed to appear twice while the user is on the web page. That will motivate the visitor to subscribe. Moreover, the banner might mention that subscribers will receive unique information on translation and interpretation services. Also, the company's activity (social media newsletter) will bring more subscrib-

ers, which furthermore can be considered as prospective customers. In image 17, information on ranking and keyword opportunities is presented, which can be valuable for analyzing competitors and implemented for further use.

## 5 Result of the project

The following chapter will open up with information on how the project was conducted, which set goals were met and results achieved during the project. Suggested improvements for Language Connections are presented in a subchapter 5.1 with a profound evaluation of researched potential customer personas since it is a key in attracting more prominent clients.

Benchmarking has played an important role in comparing and analyzing indirect competition on Facebook, Twitter, and LinkedIn pages within the same domain of services - translation and interpretation - but with a higher engagement rate. Key points that were taken from benchmarking went into the implementation and creation of the B2B marketing strategy (subchapter 4.2). Moreover, students have also benchmarked email marketing from leading email marketers in the world and found new ways of reaching the desired client.

A detailed B2B marketing strategy is exhibited in the subchapter 5.2, called "Step-by-Step B2B marketing guide," where ideas for rapid improvement are listed. Implementing the ideas will raise brand awareness in social media and improve the company's online presence, as well as increase the flow of traffic to the website, boosting the overall ranking. Ranking on Google might bring the company to a broader-known level where the website will be listed on the first two pages of the search engine. The subchapter 5.3 opens up with information on suggestions for future marketing campaigns with detailed steps for each of them.

All suggestions were provided based on the data collection and conceptual framework "Octopus," which is a base for all information in chapter five. The conceptual "Octopus" framework, created by authors, became a base for the B2B marketing strategy for the Language Connections case. The framework combines all necessary points that influence the growth-gaining process in social media channels and the attraction of more prominent clients. However, not all parts of the "Octopus" framework concentrated on marketing, primarily due to an in-depth analysis and research, which found a set of auxiliary information affecting commissioner performance. This information was taken into consideration and presented as one of the parts of the framework called "Other opportunities." That part grants information on the B2B sales practices, which, combined with the new marketing strategy, will bring the company to the next level. The practices mentioned can be found in appendix 2. That information is equally crucial for the company as information on marketing and ideas that were created based on theories and research.

Last but not least, project results evaluation is handled in the subchapter 5.5, which has been analyzed in a table based on criteria presented over there. That checklist is one of the powerful methods to check up if the project goes the right direction and that nothing is missed out. The checklist system is not score based but instead is mark based, where a tick symbolizes a goal met and a process finished. Students have also reflected on time management of the project, creating a second timeline to illustrate each step of the process.

## **5.1 Future target audience**

Before, the company had only one persona, which was used as a current customer persona for every channel of customer collaboration. The students have researched the commissioner's 12 most loyal clients in order to create a current customer persona. Each client had a full public social media, and online presence studied, with results collected in the tables (appendix 4). Appendix 4 represents the scope of information on primary data that was collected to form a customer persona related to each social media platform. After data collection, it was divided into subgroups (social media channels) to form new customer personas for Language Connections. In chapter 4.2, Elizabeth Hallmark represents the current customer persona, which seems more like a girl next door character and already has a strong relation to the commissioner. Referrals are the only way to renew her interest in Language Connections. Reaching out to this persona via email not will establish any connection since Elizabeth will not respond to it. Only a direct call can make this persona to communicate the company.

A persona created for Facebook poses to be more active in social media, particularly on Facebook. Referrals do not play a vital role since the person mostly focuses on likes, comments, and reviews on Facebook pages. Going through the "liked list" of the persona in the profile and analyzing the common interests, provides enough information for understanding of the demographics and interests to be input in the paid Facebook promotion. Such action will ensure the people matching the Facebook persona will see the paid advertising. Since the analysis was established based on the existing or former clients of the Language Connections and taken from the company's CRM - XTRF, - the result of this persona being beneficial for the commissioner is 100% firm.

Twitter persona named Gerard Schmets was given the position of Chief Coordinator for Universal Health Coverage Joint Working Team. As mentioned in chapter 4.2, Gerard is a cumulative average persona, consistent with the behavioral traits of the health profession-

als, working closely with organizations like WHO and UNAIDS. The persona matches customers found in the Language Connections potential customer list built by one of the authors. Based on the persona, the commissioner can implement gathered demographic and interest details in commissioner's posts on Twitter. Moreover, if the company wants to target people from this field, using Twitter as more of the B2B platform will be highly beneficial.

The LinkedIn persona represents interests and activities that a potential customer does on the platform. Which mainly consists of is following news of other companies, interacting with professionals and specialists, and discussing industry updates and tips in the industry-related groups. LinkedIn, as a platform, has the advantage of delivering industry-specific news faster than any other social media, not to mention the traditional television. The potential customer wants to be up-to-date with all information that concerns different businesses as well as how the information influences the company the persona works in. Moreover, LinkedIn is known as a B2B platform for leads generation. The platform promotes connecting with different professionals and forming potential future business partnerships. Understanding the core message behind the LinkedIn platform and analyzing the thinking behind the persona's lively passion for building new connections can help create a base of how to communicate with this particular potential customer.

AdWords potential customer persona was tough to create due to the challenging as there is no tool to evaluate the human behavior behind a search. A combination of all potential customer personas from Facebook, Twitter, and LinkedIn can give a basic understanding of how the AdWords persona can look like. Still, the critical point is that the persona will not use any social media platform to search and get acquainted with the Language Connections. That means marketers have to mix similarities from all personas and implement the blend into the Google AdWords campaigns. Worth to note that AdWords focuses on keywords rather than demographics and interests of the targeted audience hence why authors came up with an idea to analyze the language of the potential customer. Such action helps interpret how the target audience may type search terms in the Google Search bar. A fundamental point to notice is that the persona is searching particularly for translation or interpretation services. It comes as a prime interest of the potential customer, as it is the exact search that needs to be fulfilled, all other interests move to the background. That is how the AdWords persona was created. More detailed information on the subject is presented in subchapter 4.2.



## 5.2 Step-by-Step B2B marketing guide

On multiple occasions, the authors have mentioned creating the new marketing strategy for the Language Connections. In subchapter 4.5, the students have thoroughly explained what the strategy is based on - conceptual "Octopus" framework, - as well as what are the principal suggestions for the development. These suggestions were made based on a step "Social Media channels" in a conceptual framework with methods of "organizing marketing communication strategies" with support of theories Chaffey and Smith six e-commerce model and IMC framework.

A step-by-step guide was created for Language Connections with a list of steps on how the company can improve social media presence. By utilizing visual concepts of marketing in combination with statistic strategies, the company can improve its marketing return on investment (ROI). Since marketing represents an art of manipulation, the first step is to pay attention to the visual design that can increase the number of potential customers by merely adjusting the visuals of the content. Moreover, this step also contains tables with colors and corresponding feelings people experience. The information helps to understand how people view the posts published by the company in social media. Since students suggest the commissioner to use paid advertising, it is crucial to know about another factor - contrast. When designing a paid ad, the creator would want to maximize the return from the advertisement. Creating content with more vivid contrasting colors would ensure the ad is viewed since it will be hard to miss it. However, applying a similar strategy to general posts on the commissioner's social media will not bring the same results. The bright contrasting visuals will irritate the audience and drive it away from the profiles.

In fact, colors are not only visual aspect, that plays a vital role in content creation. A visual path, or how the audience reads the material has to be analyzed and implemented. Commonly it is better to commit to the Z-pattern. The pathway, which starts from the left upper corner, followed by the right upper corner, moving down to the left bottom corner and finally to the right bottom corner, is the most known way of displaying content in visual design. By using the Z-pattern, the company can put the most important message about the service in the left upper corner, and follow up with supportive imagery or texts. Implementing both the Z-pattern visual pathway and the appropriate colors attracts the attention of potential customers. For better results, it is preferred if the beginning of the visual has the same color as the call to action button.

The second step is about the right targeting. Since Language Connections had one customer persona for all social media channels, the targeting on the platforms wasn't equally

distributed. After analyzing the online presence of the commissioner, the students understood how customers on those platforms behave differently. The interests and demographics of desired clients vary from platform to platform. This step was included in the B2B step by step marketing guide to showcase the importance of how different content and ways of approach have to be provided on to each social media platform. The theory of online marketplace analysis, with the inclusion of benchmarking and personas, was used for this step.

The third step is scheduling and budgeting with two options for paid ads and ads, which will be "free" of charge. Since the company wants to generate new leads and attract more B2B clients, the idea of boosting existing posts came to mind. One targeted post has to be promoted on each social media once a month. Preferably the promoted posts have to create a chain, which connects each social media platform, increasing the views and engagement on each one and finishing on the website. One week the post is promoted on Facebook, next week on Tweeter, and on third, it is followed by LinkedIn. Week four in the month can be dedicated to Google AdWords so that the whole week, the ad will be seen on Google. The budget for each platform is presented in the guide, which is attached as pictures. The suggested budget for each recommended promotion has been set to the minimum. Still, the spending amount can be increased to boost views and engagement. As for the ads which are "free" of charge, a self-sustaining strategy was created. Since the company has a YouTube channel, an idea of re-launching it came the authors. The company can create content related to the LC's industry, and interns can help with that. Diving deeper into the money aspect and how paid social media advertising can become "free" for the commissioner, it is worth to look at the Google AdSense partnership program. In order to become part of the AdSence, a YouTube channel has to surpass 1000 subscribers and 4000 hours of watch time (YouTube 2019). For Language Connections, these numbers can be obtained faster by publishing the link to the channel on LinkedIn, which has higher engagement out of all LC platforms. According to the YouTube FAQ (2019), the company can gain approximately \$200-\$300 per month from third-party advertising and then use the money for the commissioner's marketing purposes. Resulting in other platform paid ads being "free of charge."

Image 18 represents the B2B marketing strategy with an emphasis on email marketing, exceptionally valued by the company. In the picture, there are two icons representing email marketing. One stands for is emails that need to be sent to inactive users (appendix 3). The second one is corporate emails focused on updating the reader about Language Connections activity in social media, mentions of upcoming and past events, as well as a call for action. The second type of email can be sent to the existing customers, who then

can interact with the content, share it online, and create engagement to improve brand awareness. The globe-shaped icon at the bottom is an equivalent of the Language Connections website. The filled-in colors illustrate different audiences, which come from various social media channels as well as from paid ads. White squares inside of the globe represent organic search, which is known to be lower in traffic than the colorful one.

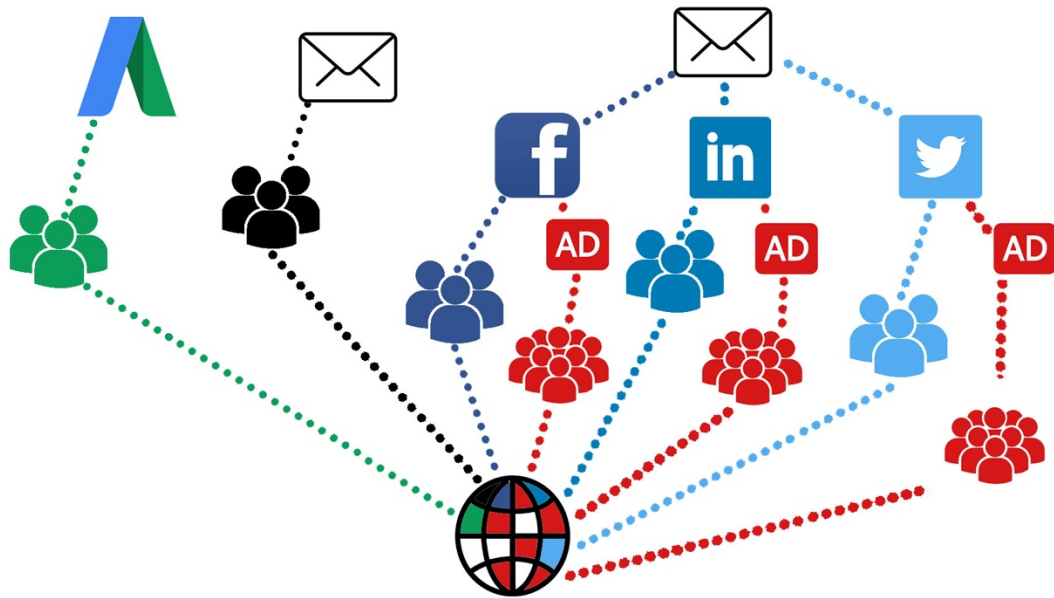


Image 18. Paid B2B marketing strategy

Re-launching YouTube (image 19) can help reach new audiences and bring traffic to the website, plus additionally cover the costs of paid advertising. Before the start of the project, Language Connections used to send direct messages to the existing and potential connections on LinkedIn. The same tactic can be applied to spreading information about the remake of the company's YouTube channel and the invitation to subscribe. When the company gets over 1000 subscribers and 4000 hours of watch time company can apply for a partner program with Google AdSense. Language Connections YouTube will bring a monthly profit starting from \$200, which can cover expenses for paid advertisements in other social media channels. Since YouTube is not the primary platform for the company in lead generation, interns can take turns and create videos for the company using their creative ideas. Those videos can have different topics like educational about the translation industry, videos about company business practices like ones from events attended. Also, not every company allows its audience to see what happens in the back office, from inside and out. However, recently, it has become a trend among corporations to establish separate accounts or allow for employee takeovers on social media channels. This creates a more in-depth relationship with the audience, showing how people work for the

company. Such an approach to content marketing can be advantageous for the company and improve brand awareness (4.5).

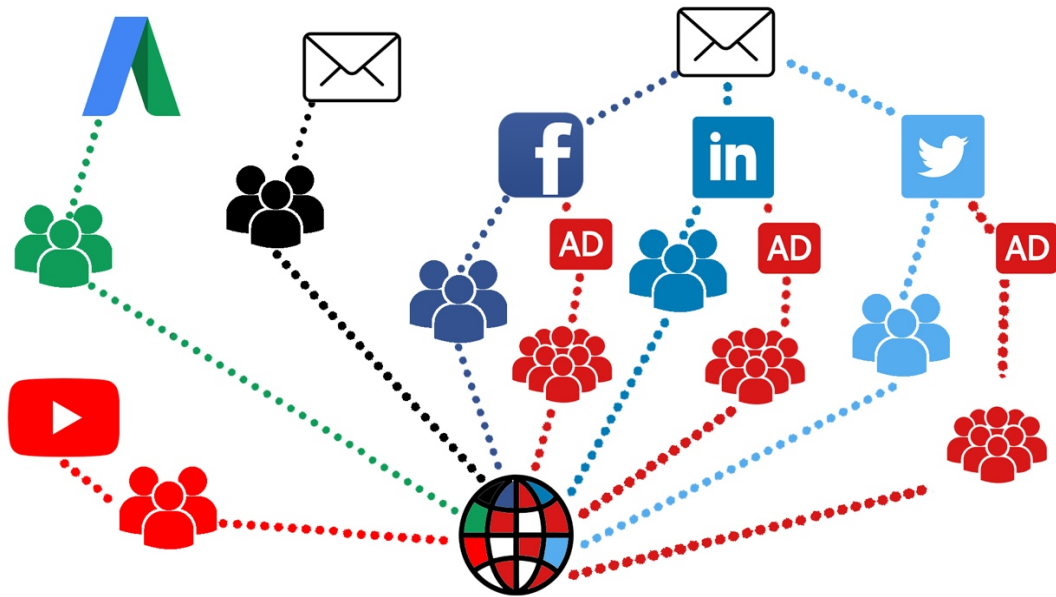


Image 19. "Free" B2B marketing strategy

The fourth step goes deeper into marketing communication strategies. That step is divided into two suggestion sections, one of which is more connected to marketing, and the second one talks about sales. Since marketing was the main topic of the thesis, the sales communication strategy was formed from unused information gathered during data collection. Suggestions in the guide are presented as bullet points, making it easier to read for the marketing manager and CEO of the company. This step also includes information on benchmarking that was done on social media platforms such as Twitter, LinkedIn, and Facebook. Moreover, the suggestions on how to save money on Google AdWords were included in the guide. Another important part is the blog posts and themes that can be used for future posts, written as suggestions and sources for topic generation. The most important platform that Language Connections uses to stay in touch with clients is Constant Contact and email blast. Several ideas were mentioned in the guide on how the inactive client can be engaged, and tips on how to improve the visuals of the email blasts were listed. Lastly, in the marketing section, the YouTube strategy was listed as bullet points of improvements that can be made to re-launch the LC's channel, as well as how to grow on it quickly.

In the same fourth step, information on sales was added to showcase stats that were found during the data collection process. Since the company works in a B2B sector, creating ads on social media platforms sometimes does not bring enough leads. The ads

should be supported with active sales force, who will make cold sales calls and use professional forums online to generate leads. A particular professional social media platform, LinkedIn, is known to be helpful in the B2B lead generation. More details on how to improve the presence on that social media platform is presented in the guide and can be used to broaden the network.

Last but not least is the fifth step, which includes detailed information on how to keep the engagement rate high and the customers loyal. Asking for feedback is one of the important aspects that has been included in the marketing section. Based on feedback, the commissioner can learn more about what has to be improved. Language Connections tends to collect only positive comments on social media and other platforms for feedback. Yet, negative reviews help to identify the issues, which may influence the relationship with customers. After the research, the authors found out two platforms that can be used for the feedback collection and review - Client Heartbeat and UseResponse. Interns can handle some of the matters in regards to feedback management, analyzing the negative issues that happened with a dissatisfied client. Based on the severity of the complaint, it will either be forwarded to the responsible person or even handled by the intern. Another point mentioned in this section is about up-to-date tools and information that changes almost daily. Learning about algorithms and policies that are applied by social media, the company can preserve and increase the engagement. As algorithms change every year, the company has to stay current with the changes and comply with new policies and adjustments. Moreover, staying up-to-date with technological advancement in the translation industry is even more critical since it is the company's main field. Sharing snippets of information on that development can make the company a newssetter, which is similar to the trendsetter in the news sphere. One last crucial suggestion is about staying current with the rules and regulations implemented in policies around the world. With companies outside of the USA, Language Connections better to be aware of new laws, policies, and changes that can be implemented into the existing ones. For example, in the case of GDPR and privacy policies, students suggest to subscribe to the EU commission's newsletter.

This guide should help language connections improve their social media presence and attract more B2B clients. Since the company has already started publishing posts and creating a basic strategy for social media, this guide can be found in appendix 5 with suggestions for improvement.

### 5.3 Future marketing campaigns in detail

Students have suggested the commissioner to use the social media to its fullest potential in this project. In chapter 4, a conceptual framework named “Octopus” was laid out in great detail, while subchapters 4.3, 4.4, 4.5, and 4.6 dove into the specifics of content, benchmarking, and strategy. Nevertheless, these subchapters do not go into a detailed explanation of how the commissioner should create paid advertising. Hence why students came up with a quick guide (5.2) for each social media platform in this subchapter. This subchapter will go in even further detail about the creation of the paid advertisements for every social media platform.

To create a paid advertisement on Twitter, one should use the Twitter Ad manager. The Ad manager is easy to use, and by following the presented steps, the commissioner will succeed in creating paid advertisements on Twitter. In image 20, there are seven options for creating an ad, each named after the purpose of the ad. For Language Connections, it is more suitable to use "Website clicks or conversions" since the main target is to get higher traffic on the website and create brand awareness. The second step presented in image 21 is where the campaign name is created, and the budget is set. As planned, the ads should be created once a month across different social media channels. Each post should be boosted for \$10 or €10 per ad per month on Twitter; this will provide enough for a small boost, which will increase engagement.

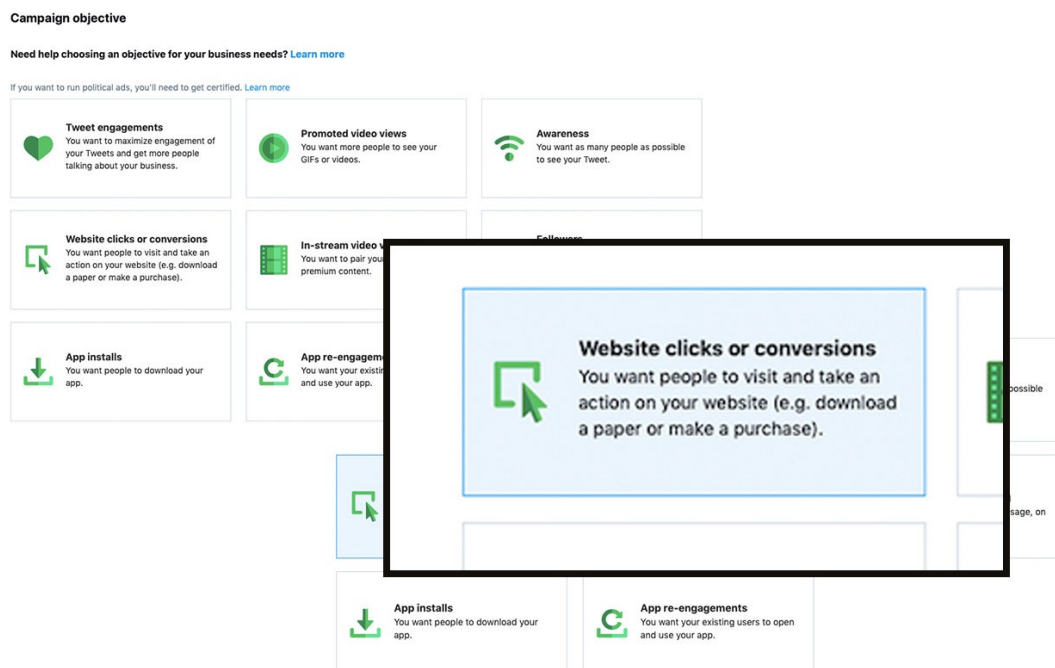


Image 20. Twitter ad campaign. Step 1 – campaign objective

Objective > Campaign details
Next

### Campaign setup

**Campaign name**

**Funding source**

Remaining budget: Not available | Runs: Apr 14, 2017 - Present

**Daily budget** ?

**Total budget (optional)** ?

**Start**  
 12:00am EEST

**End (optional)**  
 11:59pm EEST ?

**Advanced**  
**Pacing**  
☒ Standard (recommended) ?  
☐ Accelerated ?

### Objective summary

#### Website clicks or conversions

**How it works**  
Promote your Tweets to people who will visit and take actions on your website. Track your results across mobile and web.

**What you pay for**  
Pay for the number of website link clicks.

**When to use it**  
You want people to visit and take an action on your website (e.g. download a paper or make a purchase).

Image 21. Twitter ad campaign. Step 2 – campaign set up

A third step of creating an ad campaign on Twitter can be seen in image 22. The name for the ad group can be anything the company representative wants. Still, in order to remember what or who is targeted, it is better to name Potential Clients. Start and End day should be the same day because the aim is to boost a post per day. Total ad budget \$10 or €10, depending on which currency is more preferred to use. Depending on the country, the price range may vary. In the pictures, the price presented in € due to currency in Finland being euro, and an example of the ad created in one of the author's Finnish Twitter account.

Ad group details > Targeting > Creatives
Next

### Ad group setup

**Ad group name**

**Start (optional)** ?  
 12:00am EEST ?

**End (optional)** ?  
 11:59pm EEST ?

**Total ad group budget (optional)** ?

**Bid type**

**Bid amount**  
 per website click

**Measurement options**  
**Audience measurement tag**  
☐

**DoubleClick tracking** ?  
☒

By providing a tracking tag below, you agree that Twitter may transmit data regarding your campaigns to Doubleclick Campaign Manager, as provided in our [Ads Program Terms](#), and you further agree to the [Conversion Tracking Program Terms](#) as such terms are updated from time to time.

### Bid type

**Target cost**  
Set a target cost per bid unit, and your daily average cost will meet or beat the highest target you've set for that day.

[Copy ad group](#)

Image 22. Twitter ad campaign. Step 3 – ad group set up

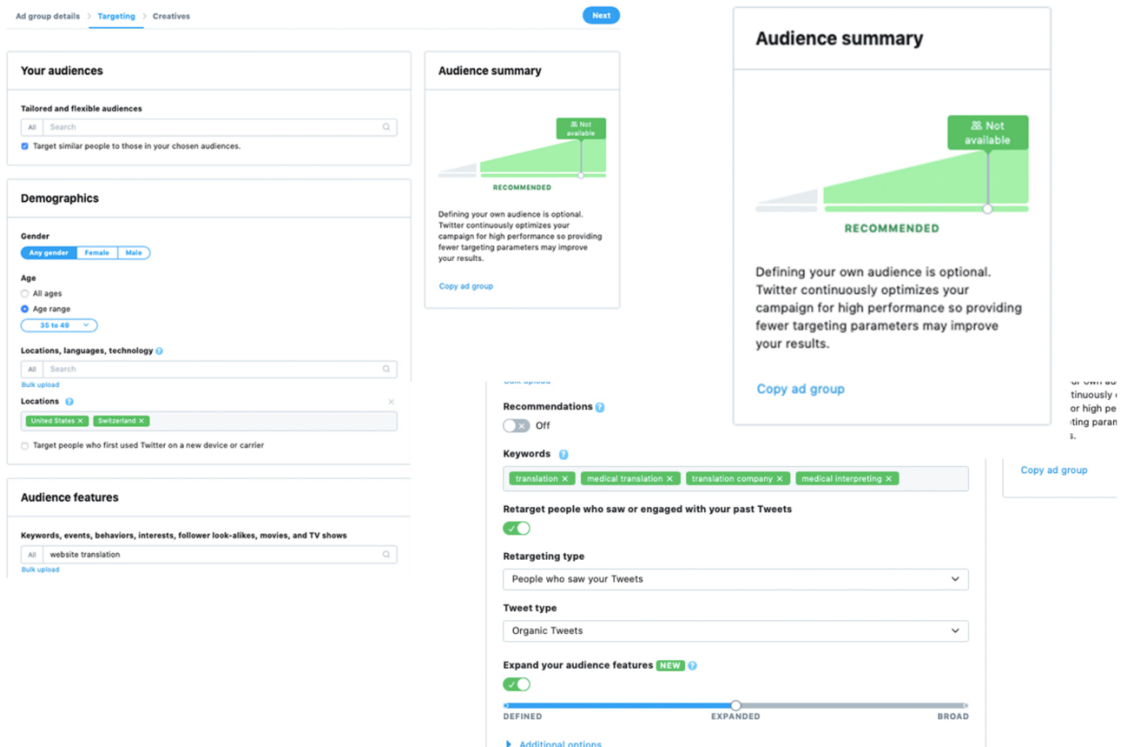


Image 23. Twitter ad campaign. Step 4 – target audience

Image 23 demonstrates how the target audience should be constructed for Twitter. The foundation for the demographics and interests for the ad comes from the potential Twitter customer persona that was taken from the subchapter 4.2. In the ad campaign, there are several options on selecting the age range; since the persona's age is 45 years old, the age range for the campaign was chosen to be from 35 to 49. The location category was selected to be wide based on customer persona, and the second location was chosen to be the country the company resides in. Moreover, additional locations can be added to the campaign, number not limited, but preferably not exceed over five. Keywords should be selected based on the persona's interests, so the ad will appear visible for people who are interested in it. In the case of Twitter persona, the main interest is health care, which should be tied to translation and interpretation related keywords for ad to appear for potential leads. Translation and interpretation related keywords can be taken from the AdWords campaigns. The retargeting type category, called "People who saw your tweets," should present a notification of the company page. The audience summary demonstrates if input criteria would be met during the campaign and informs on the spread of the potential viewers of the ads.

The fifth step, presented in image 24, goes into the creative side of the ad and explores the placement question. Any tweet can be selected for the advertisement. However, it is



better is to choose one that represents information about the company or a blog post, which is related to medical translation services. According to customer persona, it is a crucial point in the interests of the targeted audience, therefore will lead to generating more traffic towards the website. Gladly, traffic that website will earn after a boosted post can assure for 30% success rate that Language Connections will get a client, but the aim is to make the company more visible online, and the visibility can attract even more potential clients. However, after running one ad, statistics will be available on the progress, and the ad can be modified for furthermore profitable use.

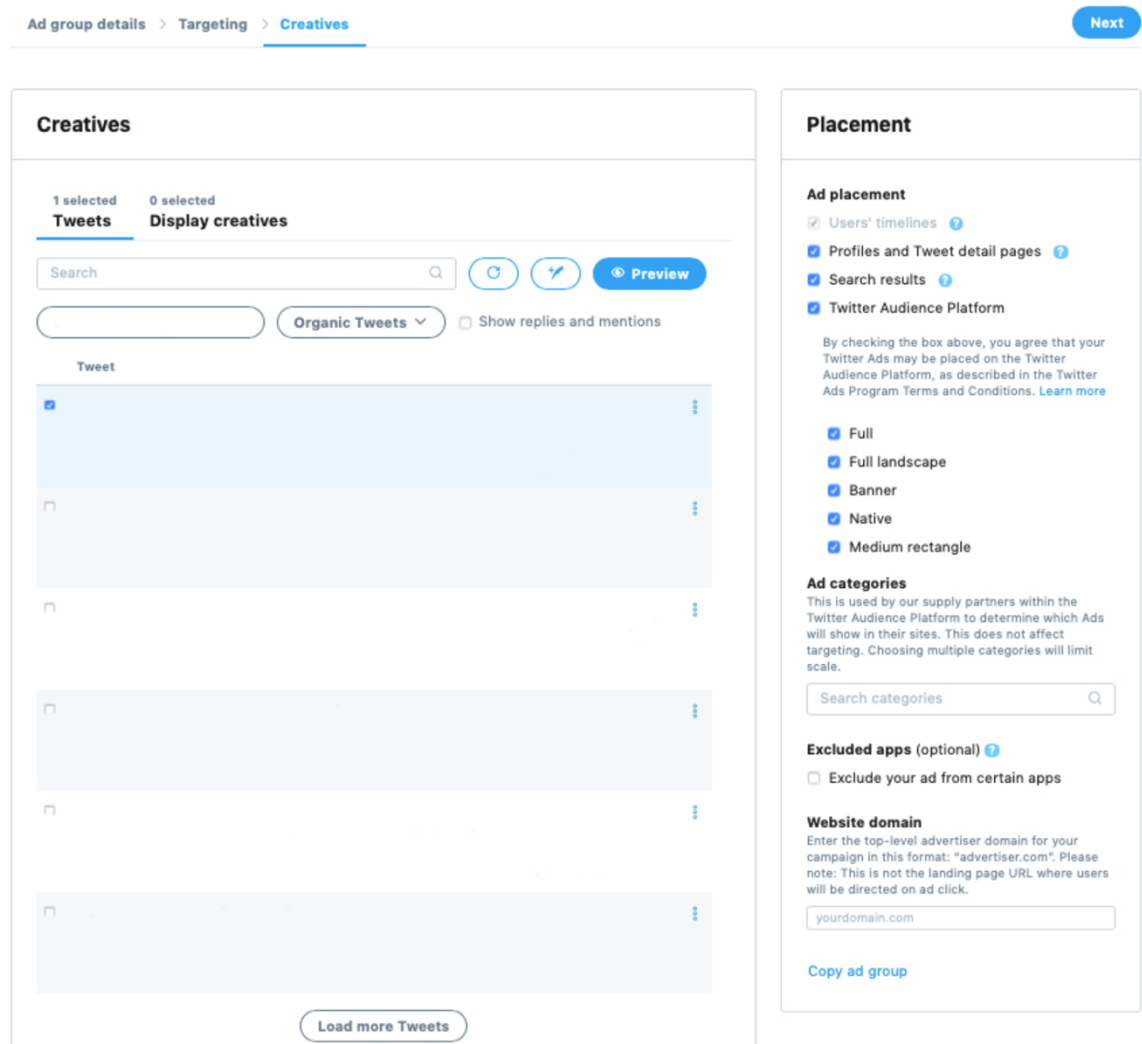



Image 24. Twitter ad campaign. Step 5 – choosing a tweet

Image 25 below represents the whole campaign review so that the information can be double-checked before the launch. Finding out the most profitable combination for the paid ad takes two additional clicks. A different ad group can be created and tested in order to analyze and compare the results, choosing one with most return on investment. Since potential customer Twitter persona has more interest in the healthcare industry, a new ad

group can be created to focus on a different sector. The keywords for it can be taken directly from Google AdWords. Both advertisements can run at the same time, and the results of each can be compared to the other. They both can be based on the unique, useful information of the potential Twitter customer persona since that was created based on research and information from the company's CRM XTRF (appendix 4).

[Campaign review](#)[Launch campaign](#)

**Campaign details**

 Website Clicks

[Edit](#)

**Objective** Website clicks or conversions

**Start** Aug 20, 2019, 12:00 AM EEST

**End** Aug 20, 2019, 11:59 PM EEST


**Daily budget** €10.00

**Total budget** €10.00

**Funding source** Credit/debit card

**Pacing** Standard

**Ad groups** [+ Create new ad group](#)

 Potential Clients

[Copy](#) [Edit](#)

**Details**

**Start** Aug 20, 2019, 12:00 AM EEST

**End** Aug 20, 2019, 11:59 PM EEST

**Total ad group budget** €10.00

**Bid amount** €1.56

**Bid type** Target cost

**Optimization preference** Link clicks

**Targeting**

**Audience size** Not available

**Summary** Gender (Any gender), Age (35 to 49), Locations (2), Keywords (4)

[▶ Targeting details](#)

**Creatives**

**Tweets** 1

**Display creatives** 0

Image 25. Twitter ad campaign. Step 6 – campaign overview

In addition to Twitter, students have tried their skills in drafting a potential LinkedIn ad campaign for the commissioner based on acquired information from the Potential Customer Personas, as well as the knowledge of the current LinkedIn performance of the commissioner.

LinkedIn offers different options when it comes to advertising on the platform. A simple in-text advertising (contextual, similar to Google AdWords), post/carousel/video with a call to action, network advertisements (related to Google Digital Network Advertising on different websites), and direct message advertising. For each option, students have sent the preference following the Potential Customer Persona preference (image 26).

The image shows a LinkedIn targeting interface with four sections, each starting with 'INCLUDE people who have ANY of the following attributes' or 'AND also have ANY of the following attributes'. The first section is 'Member Age' with buttons for '25 to 34', '35 to 54', and '+ Add Member Age'. The second section is 'Degrees' with a button for 'Master's degree' and '+ Add Degrees'. The third section is 'Years of Experience' with a button for '5 years - 12+ years' and a link to 'Edit Years of Experience'. The fourth section is 'Member Interests' with buttons for 'Business Administration', 'Business Ethics', 'Business Intelligence', 'Business Technology', 'Business Travel', 'Performance Management', 'Corporate Event Planning', 'People Management', and 'Venture Capital', plus a '+ Add Member Interests' link.

**INCLUDE** people who have **ANY** of the following attributes

---

**Member Age**

25 to 34 X 35 to 54 X + Add Member Age

By checking the box to enable this field, I certify that I will not use LinkedIn to discriminate based on age or other protected characteristics in ads relating to employment, housing, education or credit. [Learn more](#)

**AND** also have **ANY** of the following attributes Remove all Degrees

---

**Degrees**

Master's degree X + Add Degrees

**AND** also have **ANY** of the following attributes

---

**Years of Experience**

5 years - 12+ years X [Edit Years of Experience](#)

**AND** also have **ANY** of the following attributes

---

**Member Interests**

Business Administration X Business Ethics X Business Intelligence X  
Business Technology X Business Travel X Performance Management X  
Corporate Event Planning X People Management X Venture Capital X  
+ Add Member Interests

Image 26. LinkedIn ad campaign. Step 1 – demographics

Based on the LinkedIn Persona, the commissioner is to target professionals in both 25 to 34 and 34 to 54 age groups. Since most of the desired business connections reside in these age groups, depending on the industries they work in. The minimum education level for the target group was chosen to be a Master's Degree since that was a common trait of the persona. The areas of expertise and interest should depict different business administration and ethics. These may be related to the target's positions within the companies rather than the interests themselves, as well as interests that are heavily tied to people, philanthropy, people management, and else.

The second step in creating a LinkedIn ad would be choosing what type of advertisement the commissioner wishes to have: in-text, visual, direct message, or other. While exploring each example, the authors have studied the effectiveness of each type, choosing only a few most profitable. The selected types are shown in the image 27. Both text ad and visual ad come at the cost of \$430-\$900 per 30 days of running, and bring less than a 1000 clicks from the investment, meaning that the investment will result in less than a 0,1% return rate. The direct message is a more expensive option, coming at roughly \$660 to \$900 per 30 days, where the commissioner gets to create a personalized note sent out directly from the company representative.

Forecasted Results ⓘ ⚙	Forecasted Results ⓘ ⚙	Forecasted Results ⓘ ⚙
Target audience size 3,900,000+	Target audience size 3,900,000+	Target audience size 3,900,000+
1-day 7-day <b>30-day</b> ⓘ	1-day 7-day <b>30-day</b> ⓘ	1-day 7-day <b>30-day</b> ⓘ
30-day spend \$430.00 - \$900.00	30-day spend \$440.00 - \$900.00	30-day spend \$660.00 - \$900.00
30-day impressions 1,600,000 - 9,800,000	30-day impressions 29,000 - 100,000	30-day message sends <b>Key Result</b> 1,000 - 4,300
CTR 0.013% - 0.019%	CTR 0.50% - 0.76%	Note: forecasted results are an estimate and do not guarantee actual campaign performance. <a href="#">Learn more about how we forecast results</a>
30-day clicks <b>Key Result</b> 220 - 1,100	30-day clicks <b>Key Result</b> 250 - 660	Is this forecast helpful? <b>Yes</b> No
Note: forecasted results are an estimate and do not guarantee actual campaign performance. <a href="#">Learn more about how we forecast results</a>	Note: forecasted results are an estimate and do not guarantee actual campaign performance. <a href="#">Learn more about how we forecast results</a>	
Is this forecast helpful? <b>Yes</b> No	Is this forecast helpful? <b>Yes</b> No	

Image 27. LinkedIn ad campaign. Step 2 – text, visual, and direct message ad prices

Students have also created examples of Facebook paid advertising, using insights from benchmarking and potential Facebook customer persona. There are several common factors found during the creation of the persona. The Facebook persona is a woman that has at least a Bachelor's degree in education. The target is newly married, married, engaged,

or is in a relationship, and either already has kids or is currently pregnant. As for interests and the persona is actively social, loves traveling, food, and wine. Based on this input and considering the call to action - driving traffic to Language Connections website - Facebook sets it to 7 days campaign automatically. As a result, the paid advertisement will bring the commissioner a potential reach of 9,2 million people. With a price bid set for \$10 per day, it will reach up to 1,1 thousand people each day (image 28).

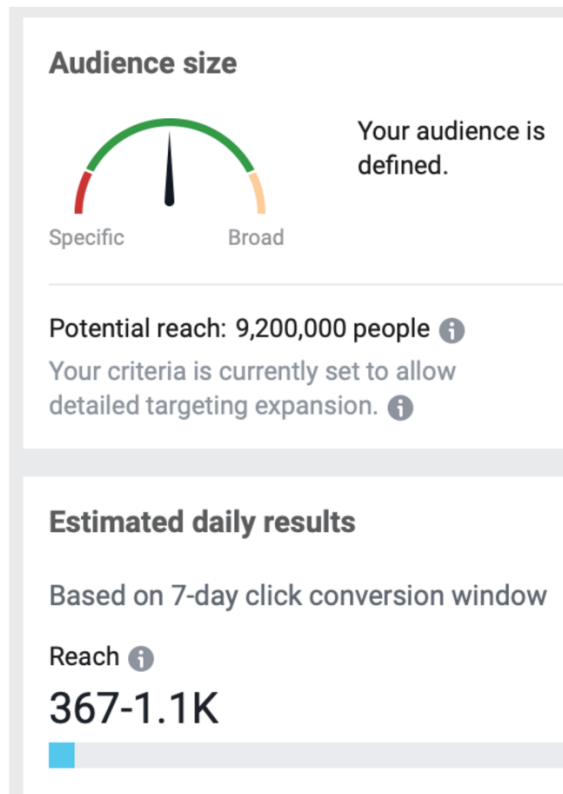


Image 28. Facebook ad campaign. Potential reach

#### 5.4 Project result evaluation

As the project took a long time to develop, it was crucial to keep every process under control. To keep track of the project and have a clear understanding of what should be taken into consideration while the thesis was an ongoing project, a checklist was created. One evaluation method presented in image 29 has a scope of all points that are valuable for the success of this project. The checklist is divided into sections that branch into bullet points that helped to evaluate the workflow that led to the final result. Every tick next to the bullet point symbolizes a successful ending of the process. These processes have been carefully evaluated to receive a stamp of approval.

## CHECKLIST

SECTION	Objective
<input checked="" type="checkbox"/> Commissioner	
<input checked="" type="checkbox"/>	Create a step-by-step marketing guide for b2b customers
<input checked="" type="checkbox"/>	Use social media as a base for b2b marketing strategy
<input checked="" type="checkbox"/>	Creating potential b2b customer persona
<input checked="" type="checkbox"/> Theoretical Framework	
<input checked="" type="checkbox"/>	Theories correspond closely to project goal
<input checked="" type="checkbox"/>	Model works as a support for creating stronger b2b marketing strategy
<input checked="" type="checkbox"/>	Analyses where chosen properly and meet the goal needs
<input checked="" type="checkbox"/> Implementation of theory	
<input checked="" type="checkbox"/>	All theories were used and value of them were discussed
<input checked="" type="checkbox"/>	Create conceptual framework for assisting in creating b2b marketing strategy
<input checked="" type="checkbox"/> Analyzation of gathered information	
<input checked="" type="checkbox"/>	Information was gathered from trustworthy sources
<input checked="" type="checkbox"/>	Information which indirectly correspond to b2b marketing strategy was used
<input checked="" type="checkbox"/> Personal Development	
<input checked="" type="checkbox"/>	Creation of own conceptual framework "Octopus"
<input checked="" type="checkbox"/>	Distance writing did not influence on workflow

Image 29. Checklist (Authors, 2019)

The checklist was the first step in evaluating the results of the project based on the list with factors that can influence the result. While working on the conceptual framework, the authors had multiple adjustments to apply in the project due to changes in the management of the Language Connections. Since the "Octopus" framework was an idea of authors, the concepts had to be modified twice, and later, a small correction had been added to it. The changes implemented influenced the result of the project drastically. In the final version of the framework part, "other opportunities" were added, which led to a combination of valuable factors that influence the course of obtaining more prominent clients for Language Connections. In the "other opportunities," the extra information on the sales process was listed, which brought valuable information on company development and how they should pay attention to sales as well. That change brought the final result to a new degree since the main goal of the project was to help the company acquire more prominent clients and grow the reach and brand awareness of Language Connections. The research played a substantial role in the final result, which presented as a B2B marketing strategy and more detailed as a step-by-step marketing guide.

## Project timeline

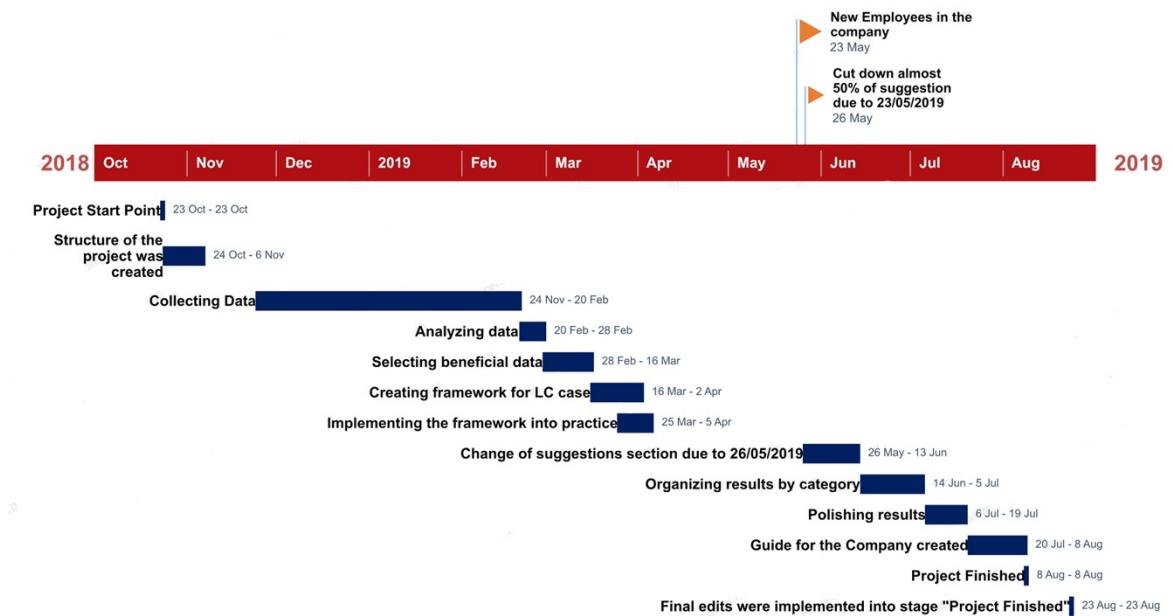


Figure 13. Project timeline after project has finished

Figure 13 represents information about how the project was handled and what actions were taken. Since the project is an ongoing process timeline was implemented after the project was finished on August 8th, 2019. Getting in-deep in a project timeline, the start of the project was on October 23rd, 2018. The project itself was going smoothly until unexpected changes in the company hit the ongoing process. Since the company has added two new employees, according to the website information, several changes were made to continue the project.

Moreover, while that information was discovered, several platforms were inspected to double-check the information on a platform like Google AdWords, LinkedIn, and Twitter. As one of the writers had an internship in Language Connections, several ideas were pitched before the thesis. After inspecting social media platforms, suggestions that had to be included in a social media guide were in use. That inspection made writers review recommendations and cut down almost 50% of those and replace them with new ones.

That unexpected change stopped a project for a little while and made the process last until August 8th, 2019, even though the original end date was May 31st, 2019. After May 31st, 2019, changes were implemented, and a guide for the company was created on August 8th, 2019, and that was in the process of creation for 14 days. Since the guide was for the company use only, the guide was not attached in the thesis until the request came

from the lecturer. After final edits that were implemented into the stage "Project Finished," the thesis was sent to review to the leading advisor and later shared with the second advisor. In the end, the second advisor was replaced with a new one. This has added another set of contrasting commentary for students to work with.



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## Appendices

### Appendix 1. Google AdWords and Analytics Research

Google analytics web report presents stats on the website. Google/Organic shows amount of people visited website. Direct people who visited website by URL. Referrals how many people came from other social network. Email campaigns amount of people came to website by newsletter. Social media amount of people that came from networks that listed in a second box. CPC amount of people came from ad from AdWords. This report made for 2018 based on thesis beginning and information analyzation. Behavior is one of key factors which can show average time per page which is important to increase to have ranking of the website higher, which will help to be closer to potential customers by being on top of the page.

GOOGLE-ANALYTICS-Web-Report												
Source	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
<b>AQUISITION</b>												
Total sessions	3,521	4,331	4,515	4,168	3,778	3,770	4,168	14,700	19,729	18,243	18216	17,585
google/ organic	1933	2106	1,744	1765	1672	1724	2422	11109	15929	15133	14941	13169
(direct)/none	1005	1442	1,678	1410	1245	1231	879	1806	1780	1551	1663	1956
referral	211	379	312	319	176	162	299	671	731	606	652	634
Email Campaigns	40	34	50	55	53	51	73	524	615	276	204	526
Social Media	56	70	108	106	70	54	107	265	104	120	176	291
google/cpc/ Paid clicks	213	204	270	203	196	39	4	no google adwords	no google adwords	no google adwords	no google adwords	679
display -remarketing												
Other												
<b>Social Media</b>												
yelp.com	25	35	27	29	27	37	35	41	25	32	15	15
google plus			1		4			8			1	1
facebook	24	20	27	36	15	7	24	88	50	55	73	117
linkedin	7	15	53	41	24	10	48	73	27	29	15	8
twitter								1	1			
glassdoor									1		2	2
reddit										1		7
yahoo								54			19	90
yandex											51	51
Pocket										2		
<b>Behavior</b>												
Pageviews	15286	18480	9866	8416	7464	8191	9765	20372	26702	23651	23530	23285
Unique Pageviews	3521	4331	4515	4168	3778	3770	4168	14700	19729	18243	18108	17595
Average time/pg	0:00:37	0:00:42	0:01:30	0:01:43	0:01:44	0:01:36	0:01:53	0:02:36	0:02:41	0:02:58	0:03:02	0:02:32
Bounce Rate	2.07	2.29	59.67	61.95	63.45	59.55	67.85	83.59	85.47	86.14	85.82	85.96
% Exit	23.03	23.44	45.76	49.52	50.62	46.03	42.68	72.16	73.89	77.13	76.96	75.56

keywords	bid	bid2	bid3	bid4	bid5
Clinical trial translation	1	6	8	11	5
Pharmaceutical translation	1	4	6	8	4
clinical translation	1	2	2	5	10
Pharma translation	1	5	8	12	5
translation localization services	1	5	6	9	5
corporate language services	1	4	10	15	6
avg position	2.7	2.4	2.1	1.7	1.4
clicks	3	17	22	47	64
impressions	200	1100	1200	2700	3200
daily budget	0.26	3.05	4.58	11	20
total cost	2.45	45	79	200	350
ctr	1.6	1.6	1.9	1.8	2
cpc	0.79	2.59	3.57	4.26	5.39

keywords	avg monthly search	competition	low bid	high bid
Clinical trial translation	10-100	medium	1.84	28.34
Pharmaceutical translation	10-100	low	3.19	39.35
clinical translation	10-100	low	19.67	32.79
Pharma translation	10-100	low	no info	no info
translation localization services	10-100	low	4.59	40.86
corporate language services	10-100	low	5.81	15.77

keywords	avg monthly search	competition	low bid	high bid
investigator brochure	100 – 1K	low	no info	no info
informed consent form	1K – 10K	low	\$2.78	\$6.12
clinical study protocol	10 – 100	low	\$3.05	\$13.43
patient reported outcomes	100 – 1K	High	\$8.59	\$17.00
adverse event reporting	100 – 1K	Medium	\$5.00	\$20.00
adverse report	10 – 100	Low	no info	no info
adverse event reporting form	10 – 100	Low	\$6.00	\$20.00
adverse event reporting guidelines	10 – 100	Low	\$6.00	\$20.00
pharmacovigilance guidelines	10 – 100	Medium	\$2.55	\$10.00
adverse translate	10 – 100	low	no info	no info
medical translation services	100 – 1K	Medium	\$11.39	\$39.34
medical translation agency	10 – 100	Low	no info	no info
voice recorder translator	100 – 1K	High	\$0.08	\$3.30
transcribe audio to text	1K – 10K	High	\$5.91	\$64.82
audio to text transcription	100 – 1K	High	\$8.57	\$30.37
translate voice recording to text	100 – 1K	Medium	\$2.50	\$16.76
translate recording to text	10 – 100	Medium	\$3.13	\$7.01
clinical trial agreement	100 – 1K	Low	\$3.00	\$16.90
clinical trial translation	10 – 100	Medium	\$1.84	\$28.34
medical records translation services	10 – 100	High	\$11.93	\$48.17
medical translation services	100 – 1K	Medium	\$11.39	\$39.34
healthcare translation services	10 – 100	High	\$6.60	\$38.57
medical translation company	10 – 100	High	\$8.80	\$29.18

**High bid** - amount of money competitors bid on particular keyword

**Information on ads in healthcare industry:**  
<https://support.google.com/adspolicy/answer/1760317?hl=en>

**Competition:** The number of advertisers worldwide bidding on each keyword relative to all keywords across Google.

**Ideas how to write an ad:**  
<https://www.crazyegg.com/blog/successful-adwords-ads/>

**Bids info:**  
<https://support.google.com/google->

Table above represents keywords search, some of them were taken from competitors' campaigns which can easily be tracked on SpyFu and exported to files well as used in future campaigns. Average monthly search showcases information how many requests this word gets per month and how valuable the keyword is. Competition represents how many competitors put money (bid) on a particular keyword, as more competitors use this as higher competition keyword is. Numbers change on daily bases and information has to be checked before launching the campaign. Moreover, there are different timetable for competitors' campaign and during those the bid can be changed. All information was taken from company's Google AdWords account and keywords were found from competitors' ads by use of SpyFu.

## Appendix 2. Additional information from research on B2B marketing.

### Introduction

- As the main point is to boost B2B sales by creating a B2B marketing strategy, research was conducted. Mostly ideas and methods were researched in marketing field but as an unused information was gathered on sales, decision came right to the point and became as a part of Octopus framework as “Other opportunities.”
- Objectives, (research) problem setting, delimitation Objective of this research goes closely with the one as set as a main goal for thesis is to boost B2B sales. After analyzation of unused gathered information Sales as a method became as a part of main goal.
- The concept of unused information is to bring new ideas to company from sales perspective and add value to the end result and as a part of framework that was created for Language Connections case.

### Theoretical part

- When online marketplace analysis was conducted information on sales was gather and marked as not important due to main goal that is B2B marketing strategy which didn't include sale at the beginning.
- After Octopus framework was created idea of adding part as “Other opportunities” popped up on a second stage of changing the framework.

### Empirical part

- As a target of the research was B2B sales and B2B marketing information on sales was found as stats from the source MarketingCharts and later it was included into framework.
- According to MarketingCharts portal and information on how B2B salespeople reaching potential customers and getting leads after engagement, several of them brought attention and that is why it took part as “Other opportunities” in Octopus framework. Top 3 reaching methods out of 9 that are mentioned in the research are referrals which got 77%, which leaded by phone that got 46% and the 3rd one is groups which got even less than 40%. Still among all, referrals with the most popular marketing method word of month taking leading position which is valuable to know due to that company should have the best service design in order to make a client speak out about company that was hired for translation services.
- LinkedIn became a trustworthy platform for creating B2B leads and generate those into clients. Upgrading account of LinkedIn to premium will allow company to see and connect with all users among the social media platform. That maximization of features on LinkedIn will allow company to connect with future prospects by direct inMail which can

be sent to a contact which is out of network. Moreover, phone number might be available for the Sales call and further lead that can become as a client. Collecting leads became even easier with LinkedIn Ads campaign where the landing page is a “Request Contact” button (Johanna, 2016). Another feature that is used by Sales people is to join groups on LinkedIn where potential customers hang out that information can be gathered by analyzation of potential client interest or by personas that were created for this case.

### **Discussion**

- Based on information that was gathered, decision on implementing into thesis was taken. Part “other opportunities” was created in order to help company out with other ways of attraction clients which is not only marketing but also sales. Some businesses tend to put all eggs into one basket other than to divide them into two. That’s how implementation of sales part created a second basket which made an opportunity to double prospects for the company. In the world everyone already know a good mix of marketing and sales create one on the best recipe of cake which is equivalent of business. That is how company can use marketing as manipulation and sales as “call to action button” to influence potential clients decisions.

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### Appendix 3. Language Connections newsletter suggestion

This part of the document consists of a suggestion for email newsletter text, that the Language Connections can use to reach out to contacts, who have not opened previous newsletters from the company.

From: Language Connections  
Subject: Account inactivity  
Date: March 22, 2019 at 12:58 PM  
To: nadialutovinova@gmail.com



*Wherever you do business, we speak the language.*

TRANSLATION	INTERPRETATION	LIFE SCIENCES
-------------	----------------	---------------

Dear

Recently we saw your inactivity with our updates. We would like to know if you are interested in our services.

Here information that might be interesting for you.

Language Connections offers high quality translation, interpretation, and language training support with nearly 3 decades of experience. Our linguists are always carefully selected subject matter experts.

We also pride ourselves on offering competitive rates and exceptional turnaround times.

Would you like to discuss your translation and/or interpretation needs on a call next week?

Leo Galperin, President  
Language Connections  
E: [leo@languageconnections.com](mailto:leo@languageconnections.com)  
T: 1-617-566-1528



UNITED NATIONS



**Need a Translator or Interpreter? Reach Out To Us For A Free Quote Or Contact Us Today To Find Out How We Can Help!**



[GET A FREE QUOTE](#)



[CONTACT US](#)

**Language Connections** is a language service provider. We specialize in technical, medical and legal translation, simultaneous and consecutive interpretation, and corporate language programs. We provide certified professional translation in 100+ languages in all major industries including life sciences.

**Text from newsletter**

*Subject: Account inactivity*

*Dear (.....)*

*Recently we saw your inactivity with our updates. We would like to know if you are interested in our services.*

*Here information that might be interesting for you.*

*Language Connections offers high-quality translation, interpretation, and language training support with nearly 3 decades of experience. Our linguists are always carefully selected subject-matter experts.*

*We also pride ourselves on offering competitive rates and exceptional turnaround times.*

*Would you like to discuss your translation and/or interpretation needs on a call next week?*

An email with this type of text can be send to people who stopped reading newsletters in order to remind of company's services and information that presented in newsletters. Moreover, newsletters which talks about company's social media can be implemented as well with a similar structure of the email but with additional focus on company's social media that can increase the engagement and create a funnel that will connect customers in social media plus newsletters which will make additional traffic to the company's website.


## Appendix 4. Data Collection for personas with XTRF CRM.

Screenshots were made from excel file where information on 12 most loyal customers of Language Connections was gathered. The name of the company and the name of the contact person for each client was exported from the commissioner's CRM system, called XTRF. The information on job title, education, industry the person works in, as well as professional interests were obtained from contacts' LinkedIn profiles. The interests, hobbies and other personal data was gathered from personal social media accounts on Facebook, Twitter, and Instagram. Students took into account not only the profiles contacts have personally filled in, but also went through every publicly posted picture to analyse the behaviour of them. For example, if the contact person has posted a number of photos with attributed locations from all around the world in past 6 months, then the person likes to travel. Common interests were analyzed and placed for persona's description, while their ages were used to count the average.

The accumulated data allowed students to understand what aspects and interests can be triggered by a tailor-made advertising, distributed by suitable to them channels. The information about proper distribution channels was also collected during research, ensuring that the commissioner will receive realistic information about potential personas for each social media platform.

Organisation	Name	Position	Education (level)	Experience (years)	Industry	Professional interests	Personal interests	LinkedIn	Instagram	Facebook	Twitter	Political views	Other
Actifio	Rachel Sharma	Marketing and Events Coordinator	Bachelor	4.5	IT and Services marketing	IT: Oracle, SAP, Google, Amazon, Citrix Edu: Harvard, TED, Ohio Uni, Boston Uni, News: World Street Journal, Forbes, Harvard Business Review, Bloomberg, Fortune Magazine, Business Insider, Boston Business Insider Social: Facebook, LinkedIn Entertain: HBO, Walt Disney World Space: NASA	Pi Beta Phi Fraternity Traveling Wine/Cocktails Dogs Close to parents/friends Sports: American football - New England Patriots, Tom Brady.	Yes	yes (private)	yes	yes (almost 100% work related)	-	
Boston Children's Hospital	Sheryl Estrellas	Program Coordinator, International Health Education	Bachelor	5	International Health Education	Electronics and IT: WHOOP, FitBit, Built In NYC, Built In Boston, Consulting: FSG Marketing: Archival, Archival Agents, Edu: TED Conferences, Boston University Alumni. News: The New York Times, Skift, Social: Last Group, Well+Good Sports: Nike, Adidas, Reebok, Lululemon, Athleta, Equinox, SoulCycle, Headspace, Peloton Interactive, mindbodygreen.com, [solidcore], Ten Percent Happier, The Handle Bar Indoor Cycling Studio, WELL Summit, TB12, SLT (Strengthen - Lengthen - Tone), Asptiv, MIRROR.	-	yes	?	?	yes (private)	-	
United Cities and Local Governments	Guillem Chico Ramirez	Policy Officer	Master	6	Politics, governmental development, human rights	Politics: European Commission, Generalitat de Catalunya, CIDOB, Barcelona Centre for International Affairs, United Cities and Local Governments, El teu Parlament, POLITICAL CONSULTANTS AND STRATEGISTS Group Electronics and IT: Citymart, Consulting: Maurilla Consulting, IdenCity, Marketing: Districte Digital, Banking: Agence Française de Développement, Edu: Amsterdam Uni, Barcelona Uni, Pompeu Fabra Uni, London City Uni, London Uni, Harvard Kennedy School, CESOP, News: The Economist, Bloomberg Government, Civic organisation: TECHO Philanthropy: Open Society Foundations,	Politics, power hungry, House of Cards. Politics of Independent Catalonia Political memes, political Travelling Cultural life of Barcelona	yes	yes (private)	yes	yes (almost 100% work related)	Independence of Catalonia	

CHDI Foundation	Ruth Fullam	European Manager Enroll-HD	Bachelor	15	Environmental and health research	Politics: Friends of the European Union  Edu: Cardiff uni, Sheffield Uni.  Healthcare: Healthcare Professionals Group, Research, Methodology, and Statistics.  Civic organisation: WHO	Culture and museums  Travelling  Wining and dining  Pets and animals  Charities and charitable communities  Baby sitting, baby clothing, baby related materials, new mother information.  Green and eco friendly	yes	No	yes	No	Against Brexit	
CHDI Foundation	Rebecca Rocha	Clinical Program Manager	Bachelor	7.5	Clinical research and translation	Research: Eurofins   CRL, Inc.,  Edu: Rutgers University - Camden, Rutgers School of Environmental and Biological Science, Rutgers University, Rutgers networking.  Pharma: Bristol-Myers Squibb, CHDI Foundation, CHDI Management, Inc.  Civic organisation: WHO	Sports  Travelling  Pop-music  Romantic movies  Popular sitcoms and TV shows  Make up geek, nail polish lover, nail artist.  Bride to be, wedding prepping	yes	yes (own nail art blog)	yes (very active, though restricted to non- friends)	?	-	
Harvard T.H. Chan School of Public Health	Brian Dugan	Program Manager, Assistant Director	Master	10	Higher education	Research: Eurofins   CRL, Inc.,  Edu: University of Massachusetts Amherst, Webster University, Harvard T.H. Chan School of Public Health.  International Affairs: International Crisis Group  Non-profit: Human Rights Watch, Oxfam America, Physicians for Human Rights		yes	?	?	yes (not active)	-	
MIT Sloan School of Management	Kenny Irwin	Program Coordinator, Executive Education Executive Education	Bachelor	20	Project Management/ Special Event Coordination	Edu: Johnson & Wales University, Massachusetts Institute of Technology, MIT Sloan School of Management, Event Planning & Event Management - the 1st Group for Event Professionals		yes	?	?	?	-	

Organisation	Name	Position	Education (level)	Experience (years)	Industry	Professional interests	Personal interests	Social media channels				Political views	Other
								LinkedIn	Instagram	Facebook	Twitter		
CSI DMC	Devyn Facchetti	Event Manager (Wedding planner?)	Bachelor	6	Hospitality Events Management	Influencers: Bill Gates, Arne Sorenson, Gretchen Rubin, Jeff Weiner  IT: AOL, Yahoo, Wayfair,  Entertain: The Walt Disney Company, Walt Disney World,  Events: Conventures, Inc., Colin Cowie Lifestyle, Rafanelli Events, IMEX, Taste Catering and Event Planning, Corinthian Events, AE Ventures, Entertainment Events & Catering, CHIVE- Sustainable Event Design & Catering, Peterson Party Center, Amy Zaroff Events + Design, Oren Co., Special Event Rentals, International Special Events Society (ISES), The Catered Affair, Metropolitan Hospitality,  Media: NBC News, CNBC, CNN, ESPN, USA TODAY, Forbes, Bridal Guide Magazine, Fox News, TED Conferences, Business Insider, Glamour magazine, Insider Inc.  Hospitality: Marriott International, Starwood Hotels & Resorts Worldwide, Inc., Boston Harbor Hotel, Hershey Entertainment & Resorts Company, Hard Rock Hotel & Casino, Las Vegas, Longwood Venues & Destinations, CSI DMC, Entertainment Cruises Inc., Hyatt Regency Newport, DPI Events (Destination Partners Inc.),  Non-profit: National MS Society, American Diabetes Association, Meeting Professionals International  Tech: Covidien (Medtronic Minimally Invasive Therapies Group)  Edu: Endicott College, Florence University of the Arts,  Sports: Boston Celtics,  Tourism: StudentCity.com, Bus2alps  PR: The Castle Group.  Groups: group for the New England Chapter of Meeting Professionals International (MPINE), largest virtual community for event professionals on LinkedIn, SocialMediopols.com -  New Home of Social Media Marketing Group, "Event Pros" is the 2nd biggest event community on LinkedIn, Wedding Professionals,	Family and friends  Travelling  Sports: American football, New England Patriots  Pets  Posts mostly selfies of her or her with her boyfriend	yes	yes (private)	yes	yes (personal , has not been updated since 2016)		

HUBweek	Jaclyn Theoharis	Experiential Marketing + Design Specialist at Self-employed	Bachelor	11	branding & the consumer experience	<p>Influencers: Mike Bloomberg, Arianna Huffington</p> <p>IT: Adobe, PTC, Nextthink, Corelligent</p> <p>Events: Rafanelli Events</p> <p>Media: Harvard Business Review, The New York Times</p> <p>Fashion: Converse, Outdoor Voices, FF Group North America, Sara Campbell, Uwila Warrior</p> <p>Retail: Bergdorf Goodman, S'well</p> <p>Cosmetics: KORRES</p> <p>Edu: University of Oregon, HubWeek</p> <p>Art: The Metropolitan Museum of Art, MOO</p> <p>HR: Motion Recruitment Partners, WoodlynPartners, Daley And Associates, LLC., Creative Circle, The Retail Network, Harrison Frazer</p> <p>Health: Evariant</p> <p>Food: Late July Organic Snacks</p> <p>Sports: TYR Sport, Inc.</p> <p>Marketing: Jebbit</p> <p>Environment: HomeWorks Energy, Inc., Climate Neutral</p> <p>Groups: Nike Global Alumni Network, Nike Employees' Networking Group, Emerging Professionals of Portland, The Number One Online Retail Design Group in the World, Women's Wear Daily, Freelance Apparel &amp; Accessory Design Network, The Business of Fashion, Textile, Apparel, Footwear &amp; Fashion - Sales Marketing Sourcing Retail Jobs Media Events HR Textiles, Sports Marketing Professionals, BOS(S) Ladies</p>	<p>Building strong woman image</p> <p>Fashion Meghan Markle style</p>	yes	none found under her name	no	yes	liberal, feministic	
Portsmouth Country club	Ariel Vallancourt	Event Manager	Bachelor	10	event management, IT	<p>IT: Portsmouth Country Club</p> <p>Edu: Plymouth State University</p>	<p>Family and friends</p> <p>Travelling</p> <p>Sports: New England Patriots, Boston Celtics, Boston Brunswick, Boston Red Sox</p> <p>Pets</p> <p>Thai food, wineries, breweries</p> <p>Instrumental rock music</p> <p>Popular and reality shows</p>	yes	maybe	yes	maybe		

Organisation	Name	Position	Education (level)	Experience (years)	Industry	Professional interests	Personal interests	Social media channels				Political views	Other
								LinkedIn	Instagram	Facebook	Twitter		
Animatron	Lisa Churchill	Owner at Blush Bouquets & Talvy Florist  Marketing Manager Company Name Bentley, Rolls-Royce, Lamborghini, Maserati and Alfa Romeo Boston	Bachelor?	21	Automotive luxury marketing, floristics, luxury transportation marketing	<p>Auto: Bentley Motors, Inc</p> <p>IT: Animation</p> <p>Edu: Bryant University</p> <p>Environment: GroundsKeeper</p> <p>Groups: Inbound Marketers - For Marketing Professionals, BizBash - Event Planners Gather, Event Planning &amp; Event Management - the 1st Group for Event Professionals, Private Aviation Professionals, Social Media Today, Public Relations and Communications Professionals, Event Planning &amp; Management Association: Professional Event Planners, Managers, &amp; Marketers, Luxury Aviation, Landscape, Landscape Contractors, Career Advice for Event Planning &amp; Management, Lorne White "The Luxury Guru"</p>	<p>Family</p> <p>Boston</p> <p>Sports</p> <p>Gardening/ Floristics</p> <p>DIY</p> <p>Philanthropy</p> <p>Supporting local</p>	Yes	Yes (rarely active)	Yes (semi-private)	Yes (rarely active)	Liberal democrat	
IBM	Debra Skerry	Event Manager, Watson Internet of Things	Bachelor	29	Event and marketing management	<p>IT: IBM Systems, IBM Watson IoT, Microsoft, IBM,</p> <p>Media: Idealab</p> <p>Health: Philips</p> <p>Marketing: House Party, Inc.</p> <p>HR: Vitamin T</p> <p>Groups: Lotus Software Employees Alumni, IBM co/ex workers independent group, IBM Storage, The Green Grid Association, Social Media Plus, STARTUPS, Entrepreneurs, Mentors, Startup Jobs, Silicon Valley, Angel Investors and Venture Capital, IBM Marketing Experts Circle</p>	<p>Family</p> <p>Labrador breed</p> <p>Philanthropy</p>	Yes	yes (private)	Yes (semi-private)	No		
Marriott International	Christopher Ferrara	Event Manager	Bachelor	9	hospitality event management	<p>Influencers: Bill Gates, Mark Cuban, Justin Trudeau, Arianna Huffington, Jeff Weiner, Eduardo Saverin</p> <p>IT: Boston Dynamics,</p> <p>Events: Massachusetts Convention Center Authority, BBJ Linen,</p> <p>Hospitality: Marriott International, Starwood Hotels &amp; Resorts Worldwide, Inc., Boston Harbor Hotel, Not Your Average Joe's, Fairmont Hotels &amp; Resorts, Four Seasons Hotels and Resorts, The Ritz-Carlton Hotel Company, L.L.C., The International - A world class golf and special events destination, The Dinex Group - Chef Daniel Boulud, COJE Management Group., Courtyard by Marriott Boston Brookline</p> <p>Entertainment: City Winery</p> <p>Banking: KeyBanc Capital Markets</p> <p>Edu: Johnson &amp; Wales University</p> <p>Tech: Apple,</p> <p>PR: Phillips Group</p> <p>Food: The Boston Beer Company, Compass Group, Eataty, Woods Hole Golf Club, V-One Vodka</p> <p>HR: KOPPLIN KUEBLER &amp; WALLACE, ROXX Recruiting LLC &amp; ROXX Coach &amp; Consulting</p> <p>Groups: World's Largest Group of Hotel Professionals on LinkedIn, International Luxury Hospitality Association, Starwood Hotels &amp; Resorts Worldwide, Hospitality &amp; Foodservice Network - High-Powered Food &amp; Beverage Executives, ihmjobs - Jobs in International Hospitality</p>		yes	unknown	unknown	unknown		

Saint John's High School	Jodi Fontecchio	Event Manager	Bachelor	11	Sports marketing and event management	Media: ESPN, Defence: Solidus Technical Solutions, Inc. Edu: Rutgers University, Saint John's High School Design: IIDA of New England Construction: J. Calnan & Associates, Inc. Non-profit: The Leukemia & Lymphoma Society Groups: Rutgers University Alumni Association group, networking resource for students, alumni and staff of Rutgers University, former student-athletes from NCAA member schools (past or present), social media and the nonprofit sector, PLAI Premier networking association for professional women in the A/E/C industry, Light The Night Walk - Leukemia & Lymphoma Society Massachusetts Chapter,	Pregnant with 2nd child, young mother of one Dog lover Boston Bruins Former gymnast is always a gymnast Travelling Photography Design, fashion	Yes		Yes	No		
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Organisation	Name	Position	Education (level)	Experience (years)	Industry	Professional interests	Personal interests	Social media channels				Political views	Other
								LinkedIn	Instagram	Facebook	Twitter		
UNAIDS	Luisa Cabal	Chief Human Rights and Gender at UNAIDS	Master	21	International human rights; gender and the law; Non-profit management; Women's rights; sexual and reproductive health and rights	Influencer: Bill Gates, Deepak Chopra MD (official), Richard Branson, Arianna Huffington, Jeff Weiner, Ian Bremmer, Mark Cuban, Adam Grant, Daniel Goleman, Justin Trudeau, Nicholas Thompson, Mike Bloomberg, Jim Yong Kim, Susan Cain, Eduardo Saverin, Christine Lagarde, Phumzie Mlambo-Ngcuka, Melinda Gates, Lena Dunham, Kofi Annan, David Miliband, Tory Burch, Carrie Schwab-Pomerantz, Leila Janah, Media: Harvard Business Review, Financial Times, The Economist, TED Conferences Law: Center for Reproductive Rights, Edu: Columbia University in the City of New York, Columbia Law School, Universidad de Los Andes, Association for Women's Rights in Development, MSD, International affairs: UNAIDS, United Nations, World Health Organization, United Nations Population Fund (UNFPA), IDLO - International Development Law Organization, UNHCR, the UN Refugee Agency, Human Rights Foundation Non-profit: UNICEF, World Economic Forum, Open Society Foundations, Human Rights First, International AIDS Society, The Global Fund to Fight AIDS, Tuberculosis and Malaria, Amnesty International, Physicians for Human Rights, International Planned Parenthood Federation/West, Robert F. Kennedy Human Rights Europe, Institute for Human Rights and Business, New York Open Center, Groups: alumni of Columbia Law School, Harvard Business Review, UN Women (Unofficial), Harvard Women and Power Alumnae	Fights for equality Gender equality activist	Yes		yes (private)			LinkedIn, Facebook, AdWords
UNAIDS	Aissatou Clémence Baré née Habi	Director of UNAIDS Liaison Office to the AFRICAN UNION and UNECA (UN Economic Commission for Africa)	Master	35	Field of public health, AIDS, parasitology and management of international programmes, external and diplomatic relations related to public and global health	Media: ZDNet France Philanthropy: Solthis Edu: Pierre and Marie Curie University International affairs: UNAIDS, Non-profit: Catholic Relief Services Groups: Public Diplomacy & Diplomatic Academy, Stop TB, Global Public Health - HIV and AIDS, Global Public Health - Tuberculosis, Malaria and Neglected Disease, International Relations (IR) and Affairs Group, International AIDS Economics Network		yes		Yes (inactive)	Yes		Twitter targeting
WHO	Gérard Schmets	Chief Coordinator - Universal Health Coverage Joint Working Team		34	Health policies and governing practices management	Influencer: Bill Gates, Christine Lagarde, Judith Rodin, Daniel Goleman, Jacques Attali, Peter Sands, Media: BBC News, The Economist, Bulletin of the World Health Organization International trade: Asian Development Bank (ADB), Inter-American Development Bank, The World Bank, Edu: The London School of Economics and Political Science, York Health Economics Consortium, European Health Forum Gastein, International affairs: United Nations, World Health Organization, Non-profit: UNICEF, Médecins Sans Frontières, The Global Fund to Fight AIDS, Tuberculosis and Malaria, Gavi, the Vaccine Alliance, AIDSPAN, Médecins Sans Frontières Belgium, Doctors Without Borders (MSF) Southern Africa, Groups: current and former employees of the United Nations, Global Health Economics Network, Devex - International Development, COO Executive Group, World Health Organisation, Health Service Research, Healthcare Economics, Healthcare Medical Economics, and Medical Economics, The World Health Care Congress Networking Group, Society for Health Systems, UNDP, Global Public Health - Health Systems and Policy, Global Public Health - Health Finance and Economics, HIA - Health Impact Assessment Group, International Health Economics Association (IHEA), Association of International Health Advisors, Global Health Workforce, Systems Science for Health Systems Strengthening, Public Health (4005183), Economics School of Louvain - Alumni, Health Service Delivery   Prestation de services de santé, Preventive medicine for better health, Advancing Health Literacy with the HLG, International Journal of Health Policy and Management, Health Systems in Fragile and Conflict Affected States,	Rock music	yes		no	yes		LinkedIn or Twitter targeting
Louis Berger	Deborah Birch	Senior Manager   Corporate Communications at Louis Berger				Influencer: Deepak Chopra MD (official), Jeff Weiner Engineer: Louis Berger, Kiohn Crippen Berger, LOUIS BERGER INTERNATIONAL Groups: DC Web Women, Public Relations and Communications Professionals, DigitalFWD, Louis Berger Alumni		Yes	?	?	?		LinkedIn and AdWords

Organisation	Name	Position	Education (level)	Experience (years)	Industry	Professional interests	Personal interests	Social media channels				Political views	Other
								LinkedIn	Instagram	Facebook	Twitter		
Chemonics International	Jiru Bako	Director of Donor Integration	Master	21	pharmaceutical, biotech, drug delivery, and other scientific and health industries	<p>Influencer: Bill Gates, Jack Welch, Richard Branson, Arianna Huffington, Jeff Weiner, Tony Robbins, Ian Bremmer, Mark Cuban, Deepak Chopra MD (official), Daniel Goleman, Sallie Krawcheck, Jim Yong Kim, Guy Kawasaki, Robert Herjavec, Justin Trudeau, Mike Bloomberg, Whitney Johnson, Jessica Alba, Eduardo Saverin, Jon Steinberg, Nicholas Thompson, Daymond John, James Altucher, Tim Ferriss, Melinda Gates, David L. Katz, MD, MPH, FACPM, FACP, FACLM, Hunter Walk, Jeff Haden, Kofi Annan, Iya Pozin, Larry Fink, Steve Faktor, Jonathan Becher, Cindy Fornelli, Lena Dunham, Loic Le Meur, Steven Sinofsky, Arne Sorenson, Bill Marriott, Shane Snow, Rafat Ali, Geoffrey Garrett, Anthony Leiserowitz, Ann Handley,</p> <p>International trade: USAID, Chemonics International, Crown Agents, Global Communities, Christian Aid, Creative Associates International, African Development Bank Group, DAI, The World Bank, Charles Kendall Group, Society for International Development, DevelopmentAid, Integrity, IPA (International Procurement Agency b.v.), USAID Global Health Supply Chain Program, American Business Council Nigeria,</p> <p>International affairs: UNDP, USAID - Office of U.S. Foreign Disaster Assistance,</p> <p>Consulting: McKinsey &amp; Company,</p> <p>Edu: RTI International, BloombergNEF, Lagos Business School, Pan-Atlantic University, University of Jos, Benue State University,</p> <p>Health: GE Healthcare, Roche, JSI   John Snow, Inc., Chemonics Health,</p> <p>Art: Yiwu China Commodities City Exhibition Co Ltd,</p> <p>Logistics: Charles Kendall Group</p> <p>Automotive: LIFAN530,</p> <p>Non-profit: International Rescue Committee, ActionAid, Overseas Development Institute, CARE, Sightsavers, Gavi, the Vaccine Alliance, Catholic Relief Services, Danish Refugee Council, Malaria Consortium, Clinton Health Access Initiative, Inc.,</p> <p>Media: Harvard Business Review, CNN BUSINESS, CNBC, Forbes, Ad Age, Bloomberg, Inc. Magazine, Fortune Magazine, New York Magazine, Entrepreneur Media, The New Yorker, TechCrunch, The Economist, TNW, TED Conferences, Business Insider, Skift, Recode, Accounting Today, Cheddar Inc., Tech That Matters,</p> <p>Philanthropy: Children's Investment Fund Foundation,</p> <p>HR: eRecruiter, NGO Recruit,</p> <p>Pharma: Sanofi,</p> <p>Govern: Department for International Development,</p> <p>Food&amp;Bever: The Coca-Cola Company,</p> <p>Civil engineer: Mott MacDonald,</p> <p>Groups: Nigeria Business Communities, Abuja Business Network - Nigeria   West Africa, Global Public Health - HIV and AIDS, Global Public Health - Maternal and Reproductive Health, Association of International Health Advisors, Harvard Business Review, International AIDS Economics Network, PPP: new models for development?,</p>	<p>Rebuilding the African nation</p> <p>Saving lives</p> <p>Supporting families</p>	Yes			Yes (private)		Twitter, LinkedIn, AdWords
						<p>Influencer: Dr. Travis Bradberry, Melinda Gates</p> <p>International trade: FHI 360,</p> <p>Law: Lerch, Early &amp; Brewer</p> <p>Edu: University of California, Berkeley,</p> <p>IT: Tableau Software,</p> <p>Research: Abt Associates, psos in North America,</p> <p>Marketing: Havit Advertising, ICF Next</p> <p>Space: NASA,</p> <p>Non-profit: National Council on Aging, Sabin Vaccine Institute, Conquer Cancer, the ASCO Foundation, Percent Pledge,</p> <p>Media: TED Conferences,</p> <p>Event: Worldwide Speakers Group,</p> <p>HR: Lucas Group, Paladin,</p> <p>Consum: ZIPS Franchising LLC</p> <p>Real estate: Curbio</p> <p>PR: Allison+Partners, CLS Strategies, YUI+ Company,</p> <p>Civil &amp; social: Institute for Sustainable Communities,</p> <p>Groups: U.C. Berkeley Alumni, Devex - International Development, Chief Marketing Officer (CMO) Forum, Cal Alumni Association (CAA)</p>	<p>Sports, Washington nationals</p> <p>Marketing</p> <p>Content creation and storytelling</p> <p>Family, daughter</p> <p>Travelling</p>	Yes, very active		yes (semi-private)	yes		Twitter, Facebook, LinkedIn, AdWords
ABT Associates	Melinda S. Williams	Vice President, Global Brand and Marketing	Bachelor	12	Senior Marketing & Communications Strategist, Brand & Creative Driver, Operations and Team Leader								



## Appendix 5. Step-by-Step B2B marketing guide

This part of the document consists of a list of suggestions created by students specifically for the Language Connections, i.e. the commissioner of the project. The guide is written in a form of listed bullet points to emphasize on the most important matters. The guide will be presented to the commissioner in an oral form during a discussion.



### **The art of visual marketing manipulation. B2B Guide for Language Connections.**

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This guide was created to highlight information on how Language Connections can achieve its goal, which is to attract more B2B customers to their business. All information that this document contains was research by two students at Haaga-Helia UAS and provided in the form of a step by step guide. More details on the analysis presented can be found in the author's Bachelor's thesis.

## Step 1: Visual Design

### Color use for all social media networks

Brand Trait	Facet	Hue									
		Red	Orange	Yellow	Green	Blue	Purple	Pink	Brown	Black	White
Competence	Efficiency					✓				✓	
	Intelligence					✓					
	Reliability					✓			✓		
	Security		✓		✓	✓			✓	✓	
	Trust					✓					
	Up-to-date	✓									
Excitement	Arousing	✓	✓	✓				✓			
	Cheerful			✓							
	Daring	✓	✓								
	Happiness		✓	✓							✓
	Passion	✓									
Ruggedness	Nature				✓				✓		
	Tough								✓	✓	
Sincerity	Down-to Earth										✓
	Honest										✓
	Peace				✓	✓					✓
	Tranquility					✓		✓			
Sophistication	Charming						✓	✓			
	Elegance									✓	
	Luxury						✓				
Other traits	Cleanliness										✓
	Comfort		✓		✓	✓					
	Extraversion		✓	✓							
	Health	✓			✓						
	Power	✓								✓	
	Sensuality	✓	✓				✓				

This chart above represents the colors and emotions that people experience when they see them. This might help in future ad campaigns since people's emotions can be manipulated by color. It means that a choice for a business to employ Language Connections as a translation and interpretation company can be controlled. All paid campaigns can include hues that are more relevant for the goal that is set for the ad. Moreover, those colors can be used in the regular post to have better engagement.

Colour	Meanings and Associations
<b>Red</b>	Anxiety, arousing, daring, dominant, energy, excitement, health, life, love, passion, power, protection, stimulating, strength
<b>Orange</b>	Abundance, arousing, comfort, daring, excitement, extraversion, fun, happiness, lively, security, sensuality, warmth
<b>Yellow</b>	Arousing, cheerful, confidence, creativity, excitement, extraversion, friendliness, happiness, optimism, self-esteem, sincerity, smiley
<b>Green</b>	Calm, comfort, harmony, health, hope, nature, outdoorsy, peace, prosperity, relaxation, security, serenity, soothing, tender
<b>Blue</b>	Calm, comfort, competence, coolness, dignified duty, efficiency, intelligence, logic, peace, reflection, relaxation, reliability, security, serenity, soothing, successful, tender, tranquility, trust
<b>Purple</b>	Authenticity, charming, dignified, exclusive, luxury, quality, regal, sensuality, sophistication, stately
<b>Pink</b>	Charming, cheerful, feminine, gentle, nurturing, sincerity, soft, sophistication, tranquility, warmth
<b>Brown</b>	Nature, outdoorsy, reliability, ruggedness, security, support, tough
<b>Black</b>	Dignified, efficiency, elegance, emotional safety, glamour, power, richness, ruggedness, security, sophistication, stately, substance, tough
<b>White</b>	Calm, clarity, cleanliness, down-to-earth, happiness, heavens, honest, hygiene, innocence, peace, purity, serenity, sincerity, soothing, tender

Color combinations table above should be used more often. At the presence of each other in the same space on the package or online, the contrasting colors of the spectrum will grasp the needed attention. In the combination, a color that overpowers the rest of the palette should be used as an accent color only, and not as the key one, as it may overdo and ruin the experience for the customer. "Colors require processing resources too. So if your ad contains a lot of content and a lot of color, your design becomes overwhelming" (Kolenda, 2016). For example, to create a message showing the pros and cons of company services, it is suggested to select colors like red and green. Where red presents disadvantages and green stands for advantages.

## Contrast



Which one of the images did you notice first? Which one jumped at you?

Probably image #4. The reason is that it uses the highest contrast.

- Contrast is the difference between colors, the ease with which you can distinguish them from each other. The highest possible distinction is between black and white; however, an absolute contrast doesn't work well on social media — or the web as such.
- Images with higher contrast catch attention more quickly than analogous combinations of colors (colors that are close to each other). It's good to remember this principle when coming up with an image that needs to be noticed, such as a Facebook ad.

## Facebook: Bright and lively colors

- According to the research, “Brightness, clarity, liveliness, and ingenuity of images turned out to be positively associated with the number of [Facebook] Likes.”
- To stand out on Facebook, especially in Facebook ads, use bright, vivid, warm colors, but don’t overdo it so that images don’t look messy and cluttered. Use white space and neutral tones to make the bright colors pop.
- Blue doesn’t help you stand out on Facebook because Facebook itself is blue. If the blue color (it’s part of your branding), use it but add a warm tone to your images, too.

## Visual Path

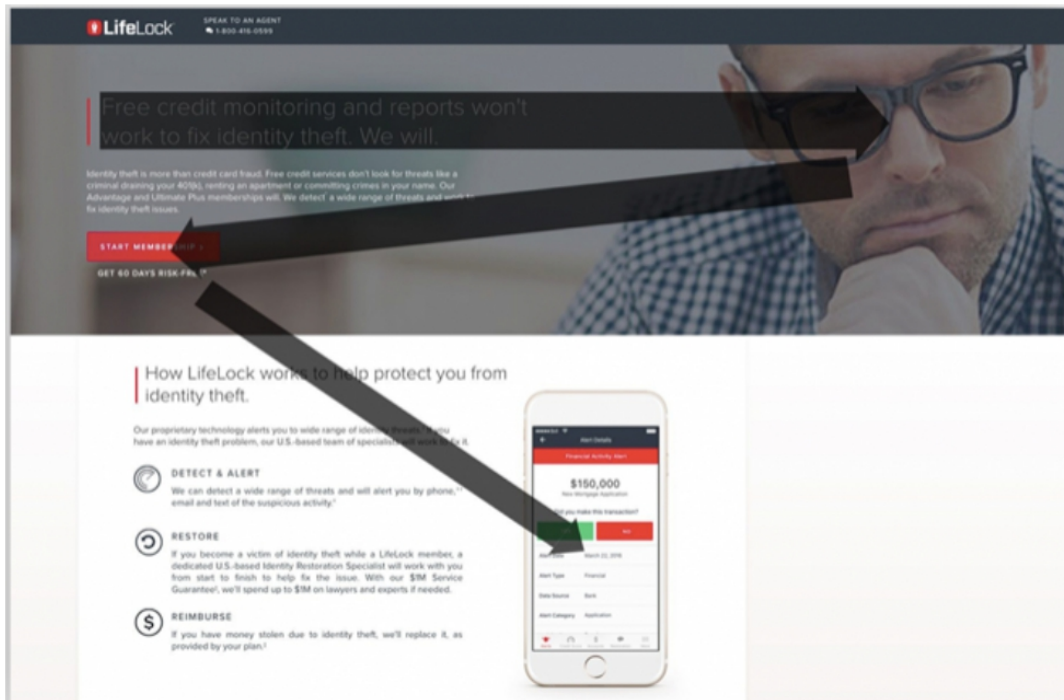
As the focal point, a visual path is a technique that takes the viewer’s gaze to a specific element. In this case, it makes the viewer on a journey through the content.

When someone looks at any visual graphic, be it an ad, a page in a magazine, a website, or a landing page, they will follow a visual path.

When there is a talk about visual paths, there are two notable shapes. The first is a Z shape, in which the gaze starts at the top left, moves towards the right, then return left and down diagonally before moving across to the right again.

The second visual shape is an F. The F is similar to the Z. Yet, instead of returning to the left on a diagonal down, it follows a line resembling how you would read a block of text.


The landing page below shows how the Z visual path works. Customer eyes move from the heading to the face of the man (take note of the body language here), back to the button, and then onto the mobile phone mockup.



## Step 2: Targeting

### Target audience on different social media platforms

## Elizabeth Hallmark



Pet lover Cultural Traveller Foodie

### Goals

- Provide better future for people
- Preserve and develop cultures around the world
- Cut business costs, increase efficiency

### Frustrations

- Changes in ecology
- Rise of aggression in the world
- Inability to be with own family/friends

### Bio

Elizabeth was approached by Language Connections via company's newsletter, however, she disregarded this email until further notice.

Upon discovering a need for an official professional translation for one of her government projects, Elizabeth reached out to her colleagues for a referral and searched on google for local places. Both referrals and Google Search forwarded her to Language Connections in Boston area. She visited the website and reached out with an inquiry, following the brief conversation the translation project has started.

*"Typical girl next door that has been building her way up to achieve her and everyone's dream"*

Age: 27  
Work: Program Coordinator  
Family: Married  
Location: Massachusetts, USA  
Education: Bachelor's Degree


### Personality

Introvert	Extrovert
Thinking	Feeling
Sensing	Intuition
Judging	Perceiving

### Motivation

Incentive	
Fear	
Growth	
Power	
Social	

### Brands & Influencers



### Preferred Channels

Traditional Ads	
Online & Social Media	
Referral	
Guerrilla Efforts & PR	

Elizabeth Hallmark (current customer persona) represents the main characteristics and preferences for customers and followers of Language Connections across all social media platforms at the moment, according to the information collected from the company's customer relationship management (CRM) system.

# Rebecca Pleskow



"Smiles create the atmosphere, no matter what"

Age: 32  
Work: Senior Event Manager  
Family: Married  
Location: United States of America  
Education: Bachelor's Degree

## Personality



Family Pet lover Traveller Foodie

## Goals

- Have fun
- Be at her best at work
- Provide better solutions for her business

## Frustrations

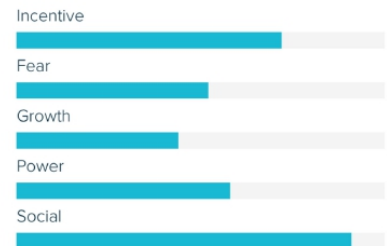
- Sudden changes in schedules
- Rise of aggression in the world
- Inability to be with own family/friends

## Bio

Rebecca is an ever smiling lady, that never seems to age a bit.

She was a cheerleader in her high school and was responsible for external communications in her sister sorority house at college, while successfully acing every single subject. Upon completion of her Bachelor college degree, she got accepted into an academy of one world-known corporations, where she grew to the position of the Senior Event Managers, responsible for all task related to global corporate events. Same corporation was the ground, where Rebecca met her husband Josh, and posted about it on her Facebook. As of now, they both are waiting for their first child later this year, according to her latest posts.

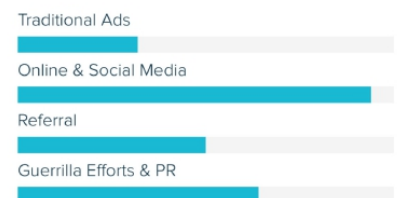
## Motivation



## Brands & Influencers



## Preferred Channels



Facebook Potential Customer Persona (Rebecca Pleskow) has "social" and "incentive" listed as high factors for motivation. When resorting to the biography of the persona, one would see the highly outgoing personality with much experience in different social clubs and projects, as well as the constant use of social media. These aspects suggest the persona being affected by the surroundings and people online and around the individual, seeking attention, validation, and trying to reach out to the people they miss. The Incentive factor is highly concentrated on creating a better place and space in the world for the upcoming arrival in the family.



# Gerard Schmets



"Making a world a better place day after day"

**Age:** 45  
**Work:** Chief Coordinator Universal Health Coverage Joint Working Team  
**Family:** Married  
**Location:** Geneva, Switzerland  
**Education:** M.D.

## Personality



Courageous Humanitarian Pet lover

## Goals

- Find cure for cancer
- Suppress spread of AIDS across developing countries
- Provide better solutions for people in need

## Frustrations

- Governmental policies
- Anti-vaccine movement
- Not being able to help

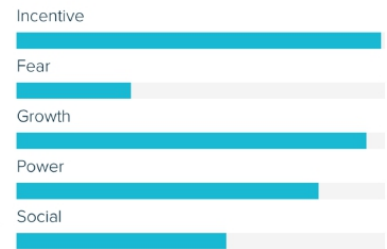
## Bio

Gérard Schmets is famous scientist and speaker in his own industry. He has devoted his whole life trying to find solutions to the outmost challenging deceases of this world.

Gérard has published multiple articles and researches on the matter of finding solutions for more efficient cancer treatments, contamination of spread of AIDS in developing countries and other.

Gérard is very outspoken on Twitter about the issues that are happening in the world, that are related to the deceases and health. As part of WHO administration, he no only researches each topic, but dives deep into the core of each issue, providing commentary publicly and in his tweets.

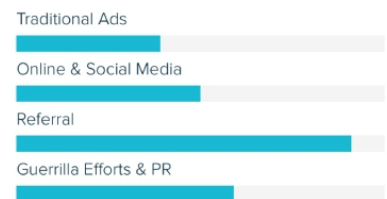
## Motivation



## Brands & Influencers



## Preferred Channels



Twitter Potential Customer Persona "Gérard Schmets" is based on the same set of executives and event managers. However, only those that were exceptionally active on Twitter laid the foundation for the persona itself. Executives in top positions in the humanitarian and political industries seemed to be the most active and outspoken on the platform. They keep their content almost strictly related to the cause they are working against or sharing other industry-specific information.

These individuals have become the source for the "Gérard Schmets," a cumulative average persona, consistent with the behavioral traits of the humanitarians and doctors, working closely with organizations like WHO and UNAIDS. Gérard is a 45-year-old medical doctor that spends its days in research, trying to solve the world's most troubling diseases and untreatable



illnesses. The Potential Customer Persona comes based on a real-life WHO officer with compiled interests from other top tier experts. The goal of the persona is to help the world become a better place, and frustrations are mainly related to the arrogance of masses and lack of personal development. Motivators are primarily based on humanistic nature and willingness to develop interpersonal skills. People like Gerard usually have established networks of professionals from the same industry, meaning that referrals might be one of the most prominent methods to influence this persona's decisions. Guerrilla efforts and PR and online and social media come in second, as some researches individuals showed direct emotional reactions to the content posted by the opposing party.

## George Gomez



"Only one that found inner self meaning, can help others understand life"

**Age:** 40  
**Work:** Chief Operating Officer  
**Family:** Married with kids  
**Location:** New York, USA  
**Education:** Masters

### Personality



Loyal

Reasonable

Respectable

### Goals

- Take care of his family and company
- Provide best company practice
- Provide better solutions for companies and people

### Frustrations

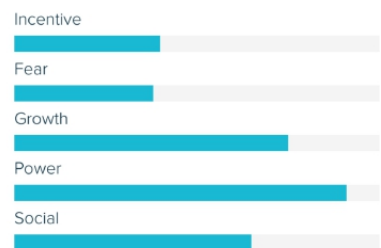
- Inefficient work schedule
- Personal growth limitations

### Bio

George Gomez is a Chief Operating Officer at a huge world-known corporation. He is responsible for all the operations within corporation. George has spent over 5 years working for the corporation bringing in billions in deals and saving millions in office efficiency. Gomez has come to the company as an experienced professional with years to back him up.

George is always reading news about his and other industries, broadening the horizons of his own mind with business newspapers, financial outlets, and articles in professional social media platform - LinkedIn.

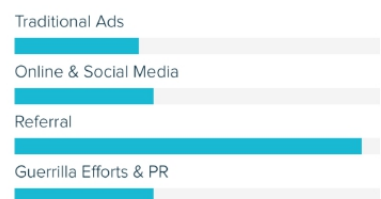
### Motivation



### Brands & Influencers



### Preferred Channels



George Gomez persona is a profile of an average 40-year-old top tier Executive with a Master's degree, who has built himself from an entry level job to a chief financial officer. Hence the quote about personal development and value of personal growth. Although individuals for the LinkedIn Persona encourage growth in everyone around them, according to their LinkedIn blogposts, they still stay power-hungry for success.

## Step 3: Scheduling & Budgeting

### Marketing with using Paid ads



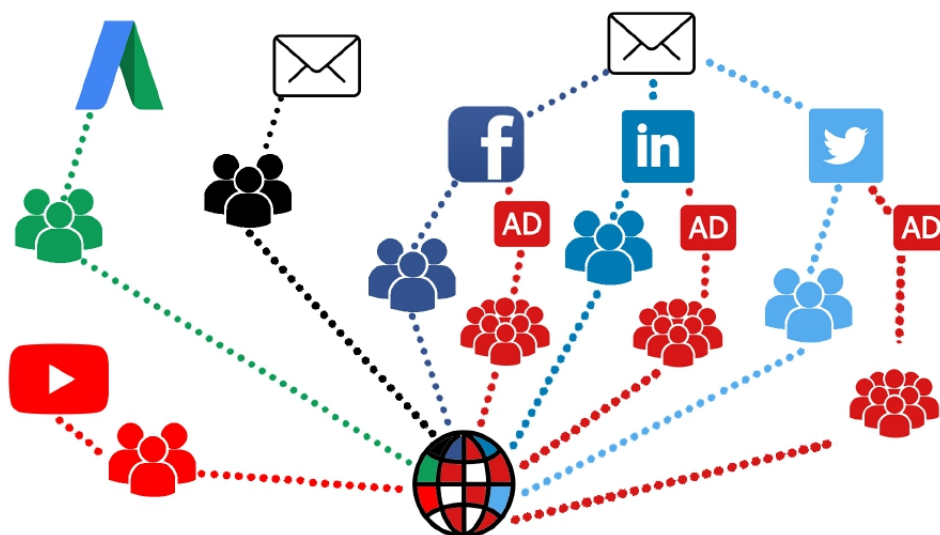
Paid ads can be a beneficial way of boosting traffic to the website. By creating a chain of ads on different platforms, Language Connections can always be visible on social media.

- Facebook advertisements will cost around \$10 per post and can be boosted at least for one month to keep the company visible online and captivate more attention to LC's Facebook page.

- Twitter will demand about \$2-5 per post, allowing for better scheduling than Facebook and involve a call to action, motivating viewers to check the company's website and therefore increase traffic.
- LinkedIn, more known for being a business-focused platform, serves as a perfect source of new leads. A paid post on LinkedIn might take from \$15-20.
- Google AdWords is a part of a day to day advertising which can be combined with other social media platforms.

Every paid campaign should be executed in different time slots and last for a limited number of days to create a connected chain of information. It will educate the viewer about other LC's social media profiles, and leading a potential client to the website at the end.

### Marketing with using "free" ads



Since the company hires interns during the whole fiscal year period, interns can play an important part in developing a "free ads" marketing strategy. The interns can play a vital role in re-launching the company's Youtube channel, where more videos must be published regarding company business practices. Moreover, videos can showcase interns' life at Language

Connections and the work environment, which is crucial nowadays. Also, the videos have to be divided into playlists, depending on the theme and information in them. It will allow users to find them based on what is searched for efficiently.

Focusing on the company's Youtube channel can create a "free" or self-sustainable marketing strategy. In YouTube, a channel that has surpassed **1000 subscribers** count and has generated over **4000 hours of watch time** can enter an AdSense partnership program. In the program, the owner of the account receives money for other adverts being played during the owner's videos. To achieve that, the Language Connections has to promote the channel via the LinkedIn network. Asking the network to subscribe to the channel will help the Language Connections channel **gain** the necessary **1000 subscribers**. The second step is to get the **4000 hours of watch time**. This will be achieved slower or faster, depending on the consistency and appropriate lengths of the videos, which is 10 min to 15 min maximum.

After entering the Google AdSense partnership program, the company will start to earn money from third-party advertising. The funds then can be used to support LC's own paid marketing campaigns across all social media platforms.

According to YouTube's Creator Studio FAQ, a creator - Language Connections - may be looking at approximate **\$200-\$300 per month** that would cover paid marketing ad expenses. That number depends on the number of views and the length of videos the advertisements are placed in.

## **Step 4: Marketing communication strategies**

### **Suggestions for b2b Clients ( Marketing )**

#### **Twitter**

Two accounts were used for analysis are @interpcan and @Translation. The idea was focused on analyzing likes from posts as also the engagement and retweets that account makes. The retweets of competitor posts were taken into consideration to understand how to make a company tweet go viral. However, the number of followers comes first, and other factors on how to grow twitter following play a significant role.

- Interpretation Canada has a constant 1-5 likes per post engagement and 1 to 2 shares per tweet. One of the excellent starting points of the tweet that caught attention was **"Stop what you are doing and read this,"** which is a call to action with the word **"Stop"** that makes the reader focus on the tweet. All other openings of tweets have a call to action button which focuses on emotions as **"Wondering what..."**, knowledge like **"In our experience..."**, and time as **"One week left till..."**.
- @Translation is more about building engagement with **retweets** and **making company tweets go viral**. Information that was shared by the company is either directly or indirectly connected to the translation industry. As an example, the tweet from July 11th, 2018, gives information about the **latest trends** in translation technology, and the tweet dated June 15th, 2019, has a **blog post about creativity**. Moreover, that tweet was **retweeted** from MIT Technology Review account, a journal issued by the MIT university that purchases translation services. That sort of indirect engagement connection between MIT and @translation attracts people from MIT account to check @translation for further information. **Language Connections might use the idea of retweeting from the accounts that potential customers follow.**

## Facebook

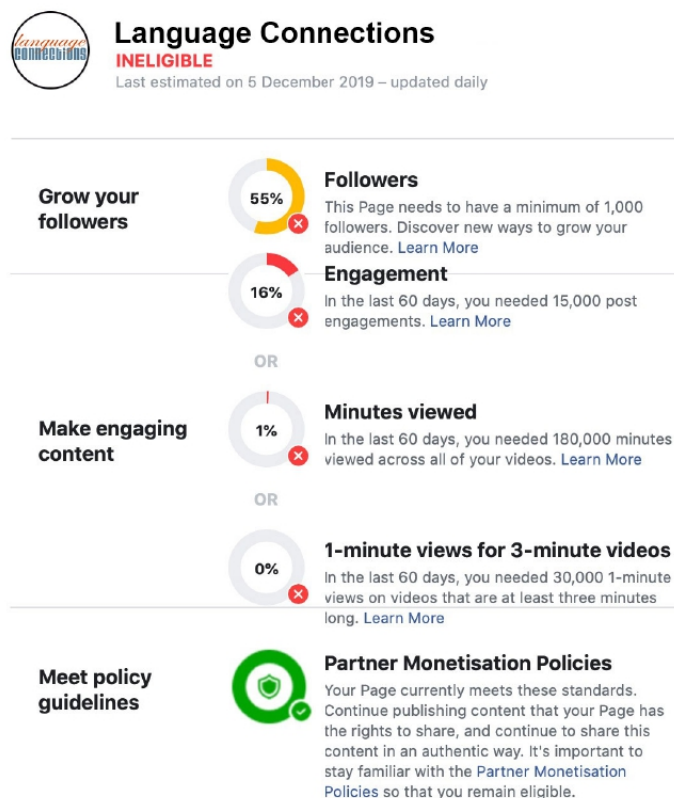
Two pages were chosen for analysis @proofedittranslateservices (later PETS) and @ustranslation. PETS were used to analyze engaging writing in their posts, while the UStranlation was benchmarked to analyze the video posts. Language Connections might be lacking some fresh ideas on how to bring engagement to their posts on Facebook.

- Videos are one of the most engaging elements in social media. They not only catch the eye of the viewer but are also easily consumable since the viewer does not need to read anything, but rather watch.
- The video on facebook from U.S. TranslationCompany has a caption "who don't have time to read up..." - These people can view the video, which would take less time than it would occupy by reading the same information. Language Connections can use this a tip for future development and create guides on the way how the company operates in small videos that

are more engaging than posts with copy. Moreover, some main celebrations might be recorded as a video from all employees and shared on a day of the celebration with followers, which will create much closer contact with the audience.

- PETS Facebook page focuses more on tips on how to proofread and continues engaging followers with interactive posts like "Select a flag of your country," and comment number below, which are simple and easy to create. LC can create similar posts with tips on how to become a translator, similar to PETS "how to do proofreading." Such content can attract various people from different industries since it is highly shareable and easy to remember. As more people share the post, the more people will see and engage with it.

Creating shareable content is critical. Language Connections has to understand it and be willing to adjust the strategy used for a while. Keeping the same approach will not help create brand awareness in social media. People tend to be lazy; they do polls as well as pay attention to straightforward content like one with flags. The more complicated the material becomes, the more time it needs to be consumed by a reader to understand it. This defies the primary purpose people use social media for relaxing and entertaining content.





One more option which is available for Language Connections to save money on marketing is a Facebook Creator studio. In case if the re-launch of YouTube is not an option, this platform can become a money generator for the future paid ads. When Language Connections meets all needed criteria for being considered a creator, the company can apply for monetization. The company becomes eligible when it passes 1000 followers. Language Connections can get brand deals if someone wants to advertise some product or service on the page. Of course, the company can select with whom they wish to have a partnership and with whom they don't. To have the in-stream ads, the company will need to pass the criteria of 10000 followers, and 30000 1-minute views for 3-minute-lasting videos.

## LinkedIn

- LinkedIn hashtags can be applied for future posts of Language Connections. Some hashtags have more than six million followers in which information updates every 2 to 3 mins. Moreover, trends can be used as a topic for a new post on LinkedIn. For future paid ads, some ideas from hashtags can be implemented. Those hashtags update daily and can be checked on the left sidebar on LinkedIn. This is an opportunity that can bring to Language Connections to new followers, and those can be converted into clients.
- Another source of getting new clients on LinkedIn is to join groups and participate in discussions, which can relocate engagement to the existing Language Connections page. With that, the number of followers can be increased as well as new connections might be converted into potential customers.
- Benchmarking of posts from Lionbridge and Transperfect were used to analyze which information is valuable for Language Connections. The first post has 31 likes, and the second post has 12 likes. Hashtag #voicesearch was used in the first post that caught people's attention to check the hashtag, while people who already follow the hashtag checked out the post. The second post is more about the new EU regulation, which will be released. It is worth mentioning due to the company's industry being international translation so that the customers will be informed about the issues, making the company on top of trendy industry topics. More or less benchmarking showed that it is crucial to be up-to-date with trendy topics to have a better engagement.

## Google AdWords

- Reduce Google Ads spending by running your online or text ad through Google Display Networks and specifically target the LinkedIn platform. LinkedIn is a part of the Google Display Network. It offers a clear advantage to B2B advertisers, placing display ads (text and image) strategically on LinkedIn with a LinkedIn ad extension. This will reduce involvement in the bidding war for top placements between the company's ad and other ads.
- According to HubSpot, bids on Bing tend to be lower, and the competition for a set of keywords is less intense compared to Google Ads. There are thousands of PPC managers who aren't even aware that they can leverage their Google Ads campaign on Bing Ads. Language Connections could easily reach a new audience, generate more leads, and keep CPC low (can be tried as a test version).

## Blog Post

BuzzFeed can be a good source of trending topics to write a blog post about. Let's take black Friday as an example. A good topic for a blog post might be "How labels are translated" in the manufacturing industry with alt attributes being "Black Friday" or "Cyber Monday." Most trending topics can be related to the translation industry, which will bring additional traffic to the website. This suggestion was made based on Google Analytics statistics, which showed the blog post about the World Cup generating higher traffic due to it being trendy in August 2018.

BuzzSumo is another platform that helps to find the top performing article and showcase information on Facebook engagement, Twitter shares, Pinterest shares, Reddit engagement, Number of links and total engagement. That can be a base to create a blog post which will bring higher traffic to the website. And as known higher traffic increase google search ratings.



## Email

A suggestion for creating an email that can attract people, who did not engage with it for the first time, came up due to having a lot of spam in the author's email account. A catchy subject of the email can make a user open and read through the information listed. By creating a separate list of non-responders and sending an email with the subject "**Account inactivity**" can attract users to open an email. Moreover, emoji with a cross (✖) can be used as an additional eye-catching sign.

Text from newsletter:

*Subject: **Account inactivity***

*Dear (.....)*

*Recently we saw your inactivity with our updates. We would like to know if you are interested in our services.*

*Here is the information that might be interesting for you.*

*Language Connections offers high-quality translation, interpretation, and language training support with nearly 3 decades of experience. Our linguists are always carefully selected, subject-matter experts.*

*We also pride ourselves on offering competitive rates and exceptional turnaround times.*

*Would you like to discuss your translation and/or interpretation needs on a call next week?*

This is a suggestion that can be sent to people who stopped reading newsletters to remind them about the company's services and information presented in newsletters. Moreover, newsletters that talk about the company's social media can be implemented as well. Having a similar structure of the email, it will focus on the company's social media, which can increase the engagement and create a funnel that will connect customers from social media. Moreover, creating newsletters that will generate additional traffic to the company's website.

## Email tips

### 1. Keep Emails Short

- Avoid beating around the bush and write as much as required to convey your message.
- If you want to share more information right in the email, use bullet points to break your email.
- Have one major call to action per email message rather than adding multiple ones. Based on a recent survey, having **multiple CTAs only distract the reader**. And doing this might lead to the readers being confused about what they should do next and eventually just deleting or leaving your email without any activity

### 2. Make the Most of Your Subject Line

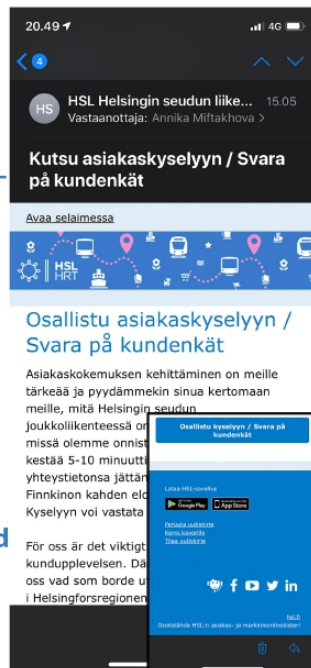
- Connect to subscribers on an emotional level so that they enjoy reading your emails. Keep your subject lines natural to let them know that they are receiving emails from a real human and not a robot.
- Keep each subject line short and to the point. Longer subject lines are not only confusing but are also hard to read and understand. According to a study done by Retention Science, the optimum length of a subject line is **six to ten words**. They found that a whopping 21 percent of people opened emails with a subject line in this range. Anything longer or shorter had a poorer open rate.
- Questions and numbers are proven to get you a higher click-through rate if done right. Use them, along with other types of subject lines.


### 3. Make emails mobile-friendly

- Many people reach for their phone; over 66% of email opens occur on smartphones or tablets. If emails aren't optimized for viewing on these devices, the company potentially missing out on a massive number of clicks.

Below is an example of what can be modified to get a better % of opened emails.

- 
- Text of the message is optimized for mobile version
  - One line color logo used to simplify the visual of the message
  - Bottom part of the email has one call to action button
  - Email should have a grid which is divided into sections for a better visual appeal



- 
- Text has to be zoomed in order to read
  - Too many icons which makes it harder to concentrate on the message
  - Too many call to action buttons (get a quote, contact us, call us)

YouTube is one of the most-watched platforms nowadays. Why not make it as a source of traffic for Language Connections and boost the traffic to the website as well as to create a money source for further marketing paid ads?

- Content can be centered around the translation industry. How does it operate, what are the trends in it, and other basic information can be provided in videos.
- Interns can create content on how they spent their internship time while at Language Connections, share their experience, and what they have learned. Since interns are mostly in the marketing department, a playlist about company marketing can be created. Their videos can focus on different topics. Like the latest trends, what role marketing plays in Language Connections business, how do they personally use social media, and how does it influence their lifestyle.
- Since the internship is in Boston, some videos can be about the city. Several local words can be translated into different languages to connect it with the industry.
- Another trend that is popular on social media is about how 3 to 4 people say the same word but with different accents. Since those people from different countries or different states, they do have a different pronunciation. This creates a sharable and fun content, which is related to the translation industry..

## Suggestions for b2b clients ( sales )

As a target of the research was B2B marketing and B2B sales information on sales was found as stats from the source MarketingCharts, and later it was included in the framework.

According to the MarketingCharts portal, and the information on how B2B salespeople are reaching the potential customers and acquiring leads after an engagement, several of them were brought to attention. That is why the part is named as "Other opportunities" in the "Octopus" framework. Top three of nine reaching out methods mentioned in the research are **referrals, which got 77%**, followed by **phone calls, that got 46%**, and **LinkedIn groups, which got less than 40%**. Still, among all, referrals, or a marketing method of word-of-mouth, take leading position. This is valuable to know as the company should provide the best service in each touchpoint to make a client speak out about the hired company.

LinkedIn became a trustworthy platform for creating B2B leads and generate those into clients. Upgrading the LinkedIn account to premium will allow the company to see and connect with all users among the social media platform. That maximization of features on LinkedIn will allow the company to connect with prospects by direct inMail, which can be sent to a contact that is out of network. Moreover, a phone number might be available for the Sales call and further lead that can become a client. Collecting leads became even easier with the **LinkedIn Ads campaign**, where the **landing page is a "Request Contact" button** (Johanna, 2016). Another LinkedIn feature that is used by salespeople is **joining groups on LinkedIn**, where potential customers hang out. Such information can be gathered through analysis of potential client's interests or from personas that were created for this case.

## Step 5: Engage Satisfaction and Loyalty

### Increase of customer satisfaction and loyalty

**Asking for feedback** from clients can be vitally important for developing a better marketing strategy. Two platforms on the market with an average price of around 30\$ a month, Client Heartbeat and UseResponse, can help manage customer feedback. Those platforms generate feedbacks and notify when a client leaves a negative review so that the issue can be solved. As project managers are busy with ongoing work, interns can handle the feedback collection and, maybe, even get on call with a disappointed client. It will improve customer support and the overall customer journey, earning the company a better customer satisfaction rate.

**Having up-to-date tools** is key to having a great marketing strategy since algorithms and policies change almost on a monthly bases. Some social media, for example, YouTube, created a special section that makes a creator choose whether under-age kids can watch the video. Soon those conditions might be implemented to both Twitter and Facebook since more and more kids going to these platforms too. Moreover, being up-to-date with all technologies that were created in the translation industry is even more critical since that is the company's main field. Sharing updates on that information can bring a company to the status of a newssetter, similar to trendsetter, but more in the news sphere.

**Acknowledging the GDPR** (EU safety regulation cookie policy) is important since Language Connections works with companies outside of the USA. It is better to be aware of new rules and regulations in regards to privacy and information handling around the world, as well as changes that can be implemented into the existing ones. Staying up-to-date with the changes in the policies concerning Language Connections, it is suggested to subscribe to newsletter about EU regulations and cookie policies [here](#).