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Lapland University of Applied Sciences

DIGITAL MARKETING STRATEGY PLAN

Case company: The Northern Parts of the World Heritage Struve Geodetic Arc Project

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Bachelor's Thesis
Degree Programme in Business Information Technology
Bachelor of Business Administration

2021

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Abstract of Thesis

Degree Programme in Business
Information Technology
Bachelor of Business Administration

Author	Anastasiia Karpenko	Year	2021
Supervisor	Mika Saloheimo		
Commissioned by	The Northern Parts of the World Heritage Struve Geodetic Arc Project		
Title of Thesis	Digital Marketing Strategy Plan Case company: The Northern parts of the World Heritage Struve Geodetic Arc Project		
Number of pages	84 + 6		

Today, an online presence is an integral part of every successful business. The most popular and successful companies are widely represented on the Internet and they understand the importance of using new technologies and information technology tools to be able to compete in the market, expand their audience and improve their business. In addition, companies providing goods and services cannot fully conduct online business without proper digital marketing tools. The main objective of this research project was to develop a digital marketing strategy plan, including proposing recommendations and suggestions for the use of appropriate social media for a tourism project. Additional objectives of this study include social media posting guidelines and tactics, promoting a website using search engines, improving visibility to potential customers using search engine advertising, and improving email marketing.

Methods such as quantitative and qualitative methods, as well as observing and benchmarking in the tourism business were used to study various digital marketing technologies and develop all the proposed recommendations and ideas that the case company can implement to improve their business. Primary and secondary data were used in the data collection process. All primary data were collected by the method of interviewing and survey. Secondary data were collected by examining articles, literature, and research papers.

After a full and in-depth analysis of the theoretical part, the results of the interviews and the survey, a digital marketing strategy plan was developed and proposed. This strategy plan is unique and applies only to the case company.

Key words   digital marketing strategy plan, digital marketing, social media marketing, website marketing, content creation

CONTENTS

SYMBOLS AND ABBREVIATIONS

DMS	Digital Marketing Strategy
TNPotWHSGAP	The Northern Parts of the World Heritage Struve Geodetic Arc Project
DM	Digital Marketing
DMP	Digital Marketing Plan
SM	Social Media
SMP	Social Media Platform
SMM	Social Media Marketing
SE	Search Engine
SEO	Search Engine Optimization
SEA	Search engine advertising
DCX	Digital Customer Experience

FIGURES AND IMAGES

FIGURES

IMAGES

1   INTRODUCTION

1.1   Background and Motivation

Nowadays, information technology has become an important part of any successful business since having a business on the Internet provides many opportunities. The most successful companies are widely represented on the Internet, and they understand how important it is to keep up with new technologies and information technology tools in order to compete in the market, expand the audience and grow the business itself. Such tools include having a website, e-commerce platform, social media pages, online advertising, etc. (TopFloor 2016; Digital Marketing Institute 2018.)

Digital marketing (henceforth DM) is a specific set of tools and methods that are used to advertise various products and services on the Internet and could enable a business to develop at a higher level. The main goal of DM is to attract potential customers and expand the audience, using digital channels where their audience consumes content or communicate. (Barone 2020.)

We cannot ignore the fact that the goal of any business is to attract as many potential customers as possible. Therefore, marketing is the way to achieve this goal. Today, various companies would still use traditional advertising media such as billboards, television, or YouTube ads. While other companies would lean more towards DM and online business. And the reason for this is that in 2020, humanity has faced the COVID-19 pandemic, which has allowed people to firmly enter the digital era. And this situation has forced companies and enterprises to move to a digital business model therefore the business can survive. This innovative transition has enabled companies to understand that doing business with digital technology is an economical and productive way. Further, DM can offer businesses many innovative solutions and opportunities to improve and propel their businesses. (Great Learning Team 2020.)

Thus, DM can affect business significantly and bring it more customers. Further, the right Digital Marketing Strategy (henceforth DMS) can provide businesses

with a great quick start and this is the reason why it is important to choose DM that is suitable for the business.

1.2 Briefly About Case Company

The case company of this thesis project is The Northern Parts of the World Heritage Struve Geodetic Arc Project (henceforth TNPotWHSGAP).

During my internship at the Lapland University of Applied Sciences, I worked on another project and heard briefly about the TNPotWHSGAP. I was interested in the main idea of the project. Further, this project is a young project at the development stage, therefore it is very important to create and develop a good DMS that will help to promote the project because this is not the most standard tourist project that requires a certain approach.

The Struve Geodetic Arc is a chain of survey triangulations stretching from Hammerfest in Norway to the Black Sea across 10 countries for more than 2,820 km. The Struve chain was created by a Russian scientist named Friedrich Georg Wilhelm von Struve. He created this chain to determine the exact size and shape of the Earth. (Lapland University of Applied Sciences 2020.)

An interesting fact is that the northern parts of the Struve Geodetic Arc provide a unique platform for the authentic study of science, history and nature. But unfortunately, not many people use this feature yet (The Northern Parts of the World Heritage Struve Geodetic Arc 2020). Therefore, this problem has prompted companies such as Lapland University of Applied Sciences, Haparanda municipality, City of Tornio, and Alta museum to create this project.

The idea of the project arose out of the need to improve the accessibility and knowledge of the Struve Geodetic Arc. The implementation of the project is aimed at finding new perspectives for the exchange of information about Struve measuring points, which were not previously interesting for visitors and residents of this area. After all the necessary information, knowledge and skills become available, the points of the geodetic arc can be used not only as educational platforms but also in tourism. This project will generate specific information for

the needs of various travel companies as well as tourists, and in addition, will provide companies with various workshops on developing sustainable services and products. (The Northern Parts of the World Heritage Struve Geodetic Arc 2020.)

1.3   Research Scope and Objectives

The main objective of this research work is to develop a suitable DMS for the case company.

The additional objective is to provide the chosen case company with an analysis of suitable DM tools that are available and good for using these days. Further, the recommendations of using those DM tools for the marketing purpose of the case company should be settled up.

The topic of this thesis project was set up after talking with a project stakeholder of the chosen case company and after analysing the main problems and current situation of the project.

All the DM solutions will be presented as a list of recommendations with full explanations.

1.4   Structure of Thesis

The research work consists of seven chapters. The introduction chapter details the background with motivation regarding the project, a brief description of the case company, and research scope and objectives. The second chapter includes a clear formulation of research questions and the methodology used to conduct the research. The third chapter contains a complete analysis of the case company with a description of the competitors. The fourth chapter summarizes the basic digital marketing techniques and their uses. The sixth chapter consists of an analysis of the collected empirical data from the survey results, as well as a created marketing persona as a result of the survey. Additionally, chapter six includes creating a digital marketing strategy plan with specific

recommendations, ideas, and tactics. The seventh chapter summarizes the results of the research work.

2 RESEARCH QUESTIONS AND METHODOLOGY

2.1 Research Questions

To achieve the objectives of this research project, three research questions are defined below:

1. How to develop a DMS for the case company?

The study materials and specialised literature are reviewed, and the main concepts are described. The objectives of the DM are defined. The Digital Customer Experience (henceforth DCX) and its purpose are explained. Further, the content creation and strategy for its creation are presented. Furthermore, the strategy of the creation of a Digital Marketing Plan (henceforth DMP) is explained.

2. What DM methods are the most effective for the business that can be used for the Struve project as well?

Such methods as search engine optimization, google analytics, website, email marketing, content marketing and SMM are discussed and their advantages of use for the businesses are explained.

3. What DMS suits the case company the best for effectively attracting potential customers?

The development of DMS depends on the goals of the case company. This includes a complete analysis of the rules of all use tools. All information about Social Media Platforms (henceforth SMP) and their use is necessary to create the most appropriate recommendations and tactics for a particular case company to implement them to improve business and customer service.

2.2 Research Methodology

This thesis work is implemented as an actionable development project.

The methodology is a discipline of study about how research should be done; a special method of conducting, with the help of which the research work is carried out. The methodology provides a special direction and training in the selection of

scientific materials and methods that are relevant to the selected research work. (Rajasekar, Philominathan and Chinnathambi 2013, 5-6).

Talking about the methodology research approaches, there are a large number of different methodologies for research work, but the most relevant are methodologies such as Quantitative and Qualitative research approaches. Additionally, there is a participatory method that can be used for service design. This approach gives an opportunity to design by attempting to involve all possible stakeholders such as employees, partners, or customers in the design process to ensure that the result will meet their needs (Elizarova, Briselli and Dowd 2017).

The purpose of the qualitative research method is in-depth understanding and theory building, it focuses on understanding and interpreting and collecting non-numerical data (Sachdeva 2008, 188-189). This research method helps to collect all needed data from the future interview with the project stakeholders, build the theory by reading different materials related to the thesis research topic for analysing and implementing the base of the future DMS. By conducting an interview with the project stakeholders, I find out additional information that helps narrow down the range of DM tools that the company wants to use for its project. All the necessary materials and books are studied. Interviews with project stakeholders are conducted to collect more necessary information and further analysis of all collected information is carried out. Interviews are done in form of informal discussions and transcripts are attached to the thesis as appendices. Talking about the project stakeholders, there are people who are connected to the project such as employers, investors, and customers. The main stakeholder to interview is Eila Seppanen who is one of the project managers. After the interview with Eila and other project stakeholders, all possible additional information is required. Additionally, the survey to gather more information with potential customers of the project to specify their needs and interests is conducted.

The purpose of the quantitative research method is to describe, predict and test the theory, it focuses on the description, explaining and predicting (Sachdeva 2008, 188-189). This research method helps to create and build DMS for the case

company project based on the current situation and current performance of DM tools.

Further, there are such methods as observing and benchmarking in the tourism business. Benchmarking is a continuous systematic process of evaluating various products and services (Spendolini 1992). It is the constant search and application of significantly better practices (Watson 1993). In other words, it is a special procedure for comparative measurement in order to achieve continuous improvement and competition (Wöber 2001, 4). By using observing and benchmarking similar tourism destinations and their DM, there are examples of successful DM practices and it provides an opportunity to analyse and deduce the best DM practices to create a future strategy for the company.

Talking about the ethical issues, all the information collected and processed during the survey and the interviews with stakeholders are completely anonymous.

3 INTRODUCTION TO CASE COMPANY

3.1 The Northern Parts of the World Heritage Struve Geodetic Arc Project

The Northern Parts of the World Heritage Struve Geodetic Arc Project is a tourism project that aims to improve accessibility and knowledge of the Struve geodetic arc. The implementation of this project is aimed at finding new prospects for the exchange of information about the Struve measurement points, which were not previously of interest to guests and residents of this area. After all the necessary information, knowledge and skills become available, the points of the geodetic arc can be used not only as educational sites but also in tourism. This project generates specific information for the needs of various travel companies as well as tourists, and, in addition, will provide companies with various workshops on developing sustainable services and products. The TNPotWHSGAP intends to tell as many stories as possible about the Struve geodetic arc. In addition, the project aims to consolidate and digitize knowledge about the Struve Geodetic Arc and its surroundings, as well as provide new opportunities for training and product development. (The Northern Parts of the World Heritage Struve Geodetic Arc 2020.)

The project began its existence on 1st February 2020 and will last until 30th September 2022. The main work of the project begins at the information events in the spring of 2021, and in the fall of 2021, it will continue in the form of workshops.

The main implementers of the project are Lapland University of Applied Sciences, the City of Tornio/ Tornio Valley museum, Haparanda municipality, and Alta museum, as well as several cooperating actors. At the current moment, there are in total of 16 people from Lapland University of Applied Sciences, 3 people from Haparanda municipality, 3 people from the City of Tornio/ Tornio Valley museum, and 3 people from Alta museum.

Today, the main marketing channels of the TNPotWHSGAP include conferences and workshops, networking, as well as publications in Social Media (henceforth SM) and local newspapers. The organization of conferences and workshops by

the project is a very important tool for a tourism destination as the northern parts of the Struve Geodetic Arc. These events are an excellent opportunity to expand the audience of the project, personally spread information and knowledge about this tourist destination among travel companies and tourists, as well as interact with the audience and answer their questions.

3.2   Analysis of the Case Company Situation

To obtain an effective DMS, it is necessary to conduct a complete analysis of the case company. Analysis of the situation of the TNPotWHSGAP is important because it will make it possible to analyse and select the necessary methods of DM, as well as the creation and development of the good DMS that will give the essential results. To determine the necessary DM methods, the current digital marketing activities of the project must be reviewed and analyzed. Additionally, to discover the strengths and weaknesses of the case company in attracting and retaining customers, a competitor analysis must be carried out.

3.2.1 Current Digital Marketing Activities

The current DM activities of the project are straightforward. The marketing activities of the TNPotWHSGAP are carried out unplanned and irregularly, without any planning system due to the lack of a good marketing strategy and content planning strategy. Nevertheless, the project understands that there are a large number of different business opportunities and proposals that it can effectively use in promoting its business. Thus, there is a necessary need to create a DMS for the TNPotWHSGAP.

During the interview with the main stakeholders of the project, the main goals of the project for investing in DM were named. First, develop its audience and find potential customers. Secondly, raising awareness of the local UNESCO World Heritage and measurement points belonging to the Struve Geodetic Arc. Third, get more people involved in the development of the Struve Geodetic Arc. Fourth, there are businesses who could benefit from World Heritage and in general about Struve Geodetic Arc. Therefore, to achieve all these goals, the TNPotWHSGAP must move more towards DM.

The main goals of the TNPotWHSGAP are to provide people with information about the northern parts of the Struve Geodetic Arc as a tourism destination. Further, the case company aimed at increasing awareness, increasing attraction and therefore, participation, increasing knowledge, and committed interaction. The project communication aims to strengthen the common identity of the region as well as raise awareness of the cultural heritage of the region, networking with public and private stakeholders, educational institutions, local tourist and business networks, and cultural societies.

The project has identified several target groups for which it is directed. Level 1 target groups, partially named as "development partners", will be in the key role while adapting the outcomes of the project in use in the region and disseminate the results within their networks. They form a part of a sustainable network developed during the project to continue developing the World Heritage. The figure below illustrates the Level 1 target group of the project (Figure 1).
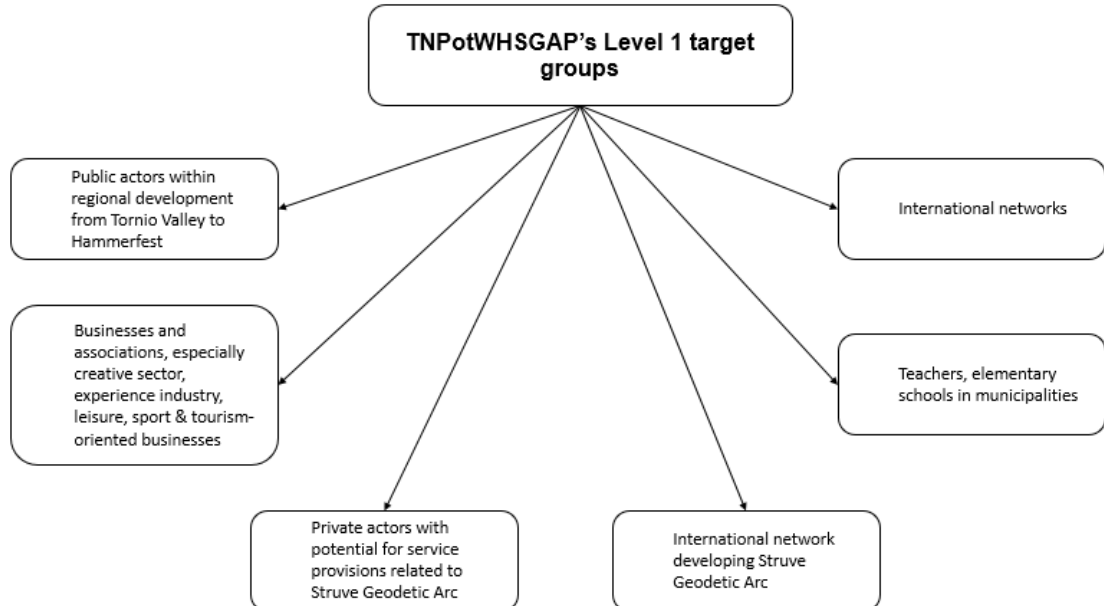
Figure 1. TNPotWHSGAP's Level 1 target groups

The next target groups are Level 2 target groups, which represent end-users and people learning the potential of cultural heritage in the Interreg North Region. The figure below illustrates the Level 2 target group of the project (Figure 2).
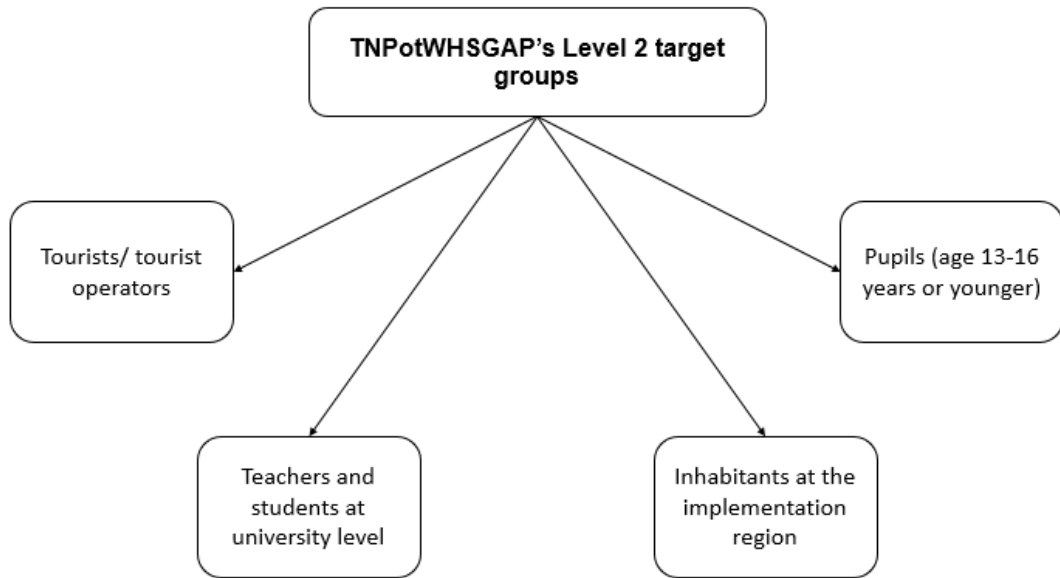
Figure 2. TNPotWHSGAP's Level 2 target groups

The project has a website and presence on SMP. Currently, the TNPotWHSGAP renewed the official website that includes all general information about the project, general information about upcoming events, different news related to the project, contact information, as well as links to SM accounts. It should also be noted that the project website is designed in two languages: Finnish and English. Image 1 represents the home page of the TNPotWHSGAP's website.
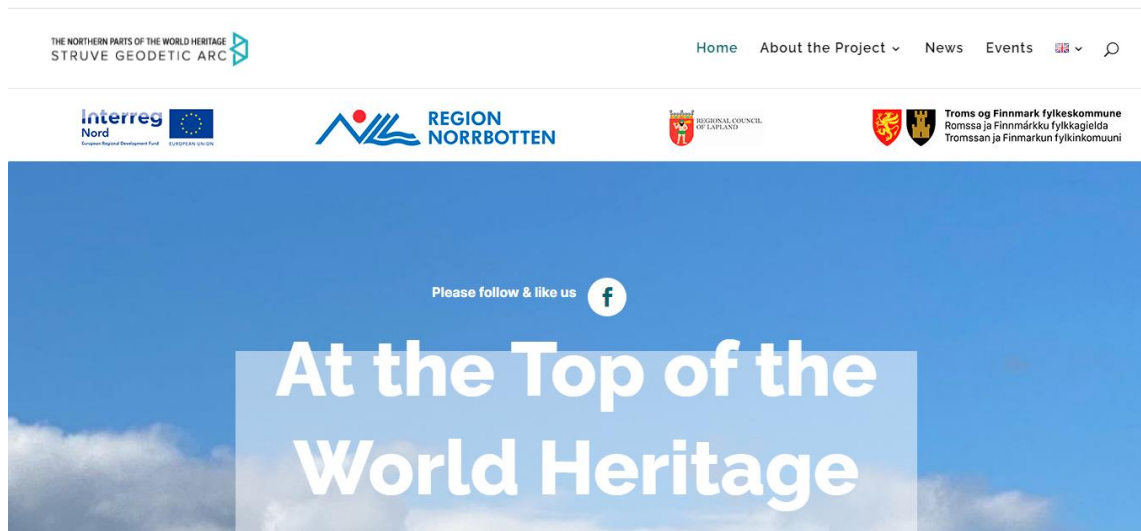
Image 1. Main Page of the TNPotWHSGAP's website

The website is big. It contains information about the project, its activities and what it is aimed at, a short history of the Struve Geodetic Arc and what it is, as well as a blog of news related to the project and the region. Furthermore, the project has a section on the website for the event calendar, where information about the webinars and workshops of the project is published. Users can read brief information about the webinar, time, date and venue, as well as the ability to share the event via social networks such as Facebook and Twitter and add the event to the online calendar.

While browsing the website, it was found that the language versions of the website do not match each other: the Finnish version of the website does not have the items found in the English version of the website, such as the "Events" section. This shows that users who use the Finnish version of the website cannot find information about future webinars and other events. Therefore, the TNPotWHSGAP should pay attention to updating all information in both language versions of the website.

Further, it is necessary to evaluate the visibility of the website among the search results. For this, keywords and phrases were tested using one of the most popular Search Engines (henceforth SE) in the world - Google. During the test, the main key phrases and words were identified as the following: "Struve Geodetic Arc",

"Struve Geodetic Arc project", "Struve Geodetic Arc Finland", "Struve Geodetic Arc Norway", "Struve Geodetic Arc Sweden", "The Northern parts of the World Heritage Struve Geodetic Arc", "The World Heritage Struve Geodetic Arc". This test conducted using keywords and phrases showed that the probability of the website being at the top of the SE results is not very high. During the test, it was found that only two phrases out of seven put the website at the top of the search results: "Struve Geodetic Arc project" and "The Northern parts of the World Heritage Struve Geodetic Arc" but using other keywords and phrases there were no links to the official website of the project, even on the first three pages. These results show that the TNPotWHSGAP needs to pay as much attention as possible to website optimization and adding keywords and phrases to website pages. Keywords are one of the main elements of Search Engine Optimization (henceforth SEO) as they allow users to find a site through search engines. Implementing keywords into SEO will help the company's website rank higher in search engines. (SEO Keywords: How Better Keyword Research Gets You Better Results.)

As it was mentioned above, the TNPotWHSGAP is familiar with and uses Social Media Marketing (henceforth SMM) and has a presence on SMP.

The case company has Facebook and Instagram pages, as well as YouTube channel. Employees of the company post to Facebook without any posting schedule, from one or more posts in one or two days in a row to one post once a week. The posts are mostly in English, but sometimes the posts may be in Swedish. Posts are mainly devoted to the history of the Struve Geodetic Arc, any interesting facts about the area and parts of the Arc, as well as photographs, videos, and links to articles from the official website are published. There are over 200 subscribers and total likes, but posts get less than 20 likes, not to mention the comments under the posts. In addition, there is no contact information here, only a brief description of the project and the ability to send a message via Facebook Messenger. This aspect does not give any credibility to the company. When clients come to a company, it is necessary to prove that the company can be a useful resource for them. In addition, the probability that customers will continue to interact with the company further is very small if they do not feel they

can trust the company. Since a huge number of customers communicate through SM, the company should make good efforts and resources to develop social efforts to serve its customers. Using SM for customer service allows the company to respond to questions quickly and solve customer problems, thereby building a loyal customer base. (Caramela 2020.)

Additionally the project's Facebook page, there is a YouTube channel that has no subscribers at all, and views of each video are less than 10. The only content that is published on the YouTube channel is parts of the "Ever wanted to be an Explorer" webinar, which tells various historical facts about Struve Geodetic Arc. The YouTube channel is in no way connected with the rest of the SM of the project, as well as with the official website, there are no links to other SMP and official website. Further, the channel is not mentioned on Facebook or Instagram, but only the official website has a link for the YouTube channel. This leads to the fact that some customers, who came from Facebook or Instagram, may not even know about the existence of the YouTube channel.

In January 2021, the project created an Instagram account. It contains less than 50 subscribers. The Instagram account has a link to the Facebook page of the project, but it could be better if there would be a link to the official website as well. This would lead to a better connection of the Instagram account with the project. All posts are published in Finnish and Swedish. The TNPotWHSGAP could publish more posts in English as well and use the necessary hashtags for better promotion. The project uses the Instagram account only for posting photos, but it is important to remember about the interaction with followers which builds good relationships with the audience. The lack of interaction leads to the fact that followers are not active there. Additionally, the TNPotWHSGAP has not fully identified groups of clients on SMP in order to create more interesting content, and thereby satisfy the needs of its clients and develop its audience. The project has a huge number of professional resources for doing this task, such as various photos and videos, as well as good content design. All of these could help the case company create more relevant content for its audience. It should be noted that the project tries to maintain an Instagram account as best as possible in order to attract its followers. Nevertheless, more support for updating the Instagram

account from project personnel could play a huge role. The TNPotWHSGAP fully understands all the potential benefits of using SM channels and the benefits of SMM in general. The main stakeholders of the project believe that the presence on SMP can attract many people, develop the audience of the project, as well as promote information about the northern parts of the Struve Geodetic Arc as a travel destination and sell products.

3.2.2 Analysis of Competitors' Digital Marketing Methods

Competitor analysis is the process of researching and analyzing the marketing strategies of other companies. This analysis is carried out to identify the strengths and weaknesses of other brands for attracting and retaining customers. (Zhukova 2021; How to Do Competitor Analysis in Digital Marketing Like a Pro 2021.) For the particular analysis, the author has chosen "Our Stories" and "My Story – along the Northern Lights Route" projects. These projects are comparable with the TNPotWHSGAP since all of them preserve the world and cultural heritage and create a vision of the regions to which they are directed as a destination. The author compared DM channels such as the official website and SMP in order to highlight the most important distinguishing features of the TNPotWHSGAP from the competitor.

The Northern Lights Route is a northern tourist route between the Gulf of Bothnia and the Norwegian Sea, which covers Finland, Sweden and Norway. The total length of this route is 600 km. The Northern Lights Route starts in Tornio-Haparanda and runs through Kilpisjärvi to the Norwegian city of Tromsø on both banks of the Tornio River. (Our Stories 2019b.) First, the "Our Stories" project was created to tell about the cultural heritage of the region through the stories of local residents. "My Story – along the Northern Lights Route" project is the second stage or continuation of the original project, and on this stage, the project helps promote and support small travel companies around the Northern Lights Route with stories of local cultural heritage as well. That is why they have the common SMP. Both projects create a shared story for the Northern Lights Route by developing a shared vision and brand for the route. (My Story – along the Northern Lights Route 2021; Our Stories 2019a) The projects have good and

professionally made websites with a user-friendly interface. When opening the "Our Stories" website, at first glance, the official logo and the phrase "Experience Our Stories along the Northern Lights Route" draws attention. This phrase relates to the purpose of the website and the project and inspires people. The website of the "My Story – along the Northern Lights Route" project has an official logo and the phrase: "Promoting business along the Northern Lights Route" as well. The "Our Stories" project website is developed in four languages: English, Swedish, Norwegian and Finnish. That makes the audience of the project much bigger. Additionally, "Our Stories" project website has an interactive map with all the important locations of stories. This aspect helps the project to interact with visitors of the website. All the information contained on the websites of both projects is divided into groups. All sections have not only brief information about the projects and the region, but full contact information of the people who are involved in the project, and professionally taken photos and videos related to the projects as well. Further, both websites have a "Team" section with a presentation and a photo of each participant, which possesses website visitors to the projects. A well-designed, thoughtful and user-friendly interface, well-structured pages, well-structured information and professionally made images and content create a professional brand image for the projects. At the bottom of both web pages, there are SM buttons that lead to the official project accounts. Images 2 and 3 represent the home pages of the websites.

Image 2. Home Page of "Our Stories" Website (Our Stories 2019a)
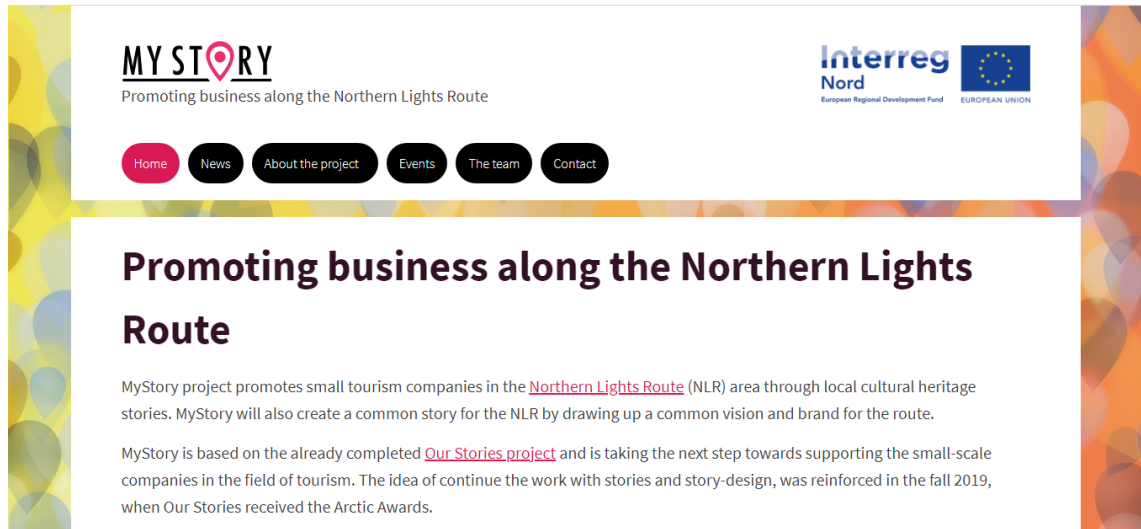
Image 3. Home Page of "My Story – along the Northern Lights Route" Website (My Story – along the Northern Lights Route 2021)

As it was mentioned above, "Our Stories" and "My Story – along the Northern Lights Route" projects have common SMP because technically they are one large project consisting of two parts or stages. The projects are well presented in SM channels, such as Facebook, Instagram, and YouTube. The Facebook page is very active. Additionally, new publications come regularly. Furthermore, all the publications are done in one style and use a unique developed design, that catches the user's attention since there are around 600 subscribers. The subscribers are active in putting likes and commenting since there are around 550 total likes. The Instagram account has more than 200 followers and Instagram stories and posts are published regularly. In addition, the Instagram account has a special customized page named Linktree that hosts all the important links such as the official website, future events and webinars, mailing list, as well as introduction project's videos. The posts on Facebook and Instagram accounts contain text and pictures, and all posts are written in English. Further, every post contains hashtags according to the content of the text and picture. The YouTube channel has around 40 subscribers and 27 800 views. It consists of professionally made videos about completed webinars, introduction to the projects, project's short film and stories. These videos are published on the official websites of the projects according to the content of the video. The

summary result shows that "Our Stories" and "My Story – along the Northern Lights Route" projects have established good brand's stability on SMP, and thereby the audience is growing quickly.

The competitor analysis of DM channels such as the official website and SMP showed that the chosen competitor has established a professionally made and well-designed website that engages its audience. In addition, the competitor has established good brand stability and is actively using SMP. This analysis showed that there are many beneficial options and opportunities that the TNPotWHSGAP needs to utilize on the project's website and SM channels. The most important are: publish professionally made pictures and videos on SMP, establish one design of pictures editing, publish Facebook and Instagram posts regularly, publish Instagram Stories regularly, publish SM posts using appropriate and original hashtags.

4   INTRODUCTION TO DIGITAL MARKETING

4.1   Digital Marketing

Dave Chaffey and Fiona Ellis-Chadwick (2019) define DM as "the application of digital media, data and technology integrated with traditional communications to achieve marketing objectives" (Chaffey and Ellis-Chadwick 2019, 9). DM covers all marketing activities using the Internet and digital channels such as SM, mobile devices, SE and other channels to reach consumers and find leads. DM always targets a specific segment of the customer base. This includes the following components such as search engine ads, email ads, SM ads, and promoted tweets. All of this provides feedback from potential customers or two-way interactions between the company itself and the client. (Alexander 2020; Barone 2020.)

It would be unfair not to mention the fact that DM works in three ways: attract more prospects, close more sales, and convert more leads. DM uses different strategies and techniques to achieve one key goal but in different ways. In addition, all DM strategies work together to raise awareness about a company's business, thereby finding potential audiences and converting those leads into regular customers. (Vital 2021; Vertex Marketing Agency 2020.) But before deciding and choosing which forms and methods of DM to use and invest in, a company must assess the overall business situation in order to make the right choice and improve its business.

According to NiBusinessInfo.co.uk the main advantage of DM is that the target audience can be reached in two ways: cost-effective and measurable. The other benefits of DM include

- Global coverage;

- Measuring online marketing with web analytics and other online metrics tools makes it easier to measure business performance;

- Personalization;

- Increase customer loyalty through frequent communication;

- Build a consistent pipeline of leads;

- Increasing brand credibility, etc. (NiBusinessInfo; Membrillo 2021.)

DM allows companies to grow their audience within their budget. It also gives the firm the ability to focus on a specific segment of its customer base. In other words, a company can invest in various DM platforms to reach potential customers worldwide, for example, and still stick to its budget. Further, DM is gradually becoming an indispensable part of any business. This is very important for new and established e-commerce firms because it provides an opportunity to strengthen the business's identity and stand out in the online marketplace among the multitude of competitors (Alexander 2020).

It is a well-known fact that before going on any trip, people usually research the place they are going to visit by looking for various information about their destination. And travel companies use a variety of DM techniques and tactics to reach leads. Equally important, the various travel brands need to have a targeted social presence on the Internet and on SMP.

Air New Zealand has released a four-minute safety video inspired by The Hobbit: The Battle of the Five Armies. Thanks to this video marketing technique, the company has become quite popular among search engine users, and the video has gained about 19 million views on YouTube. This allowed the company to achieve popularity among the audience and rise to a new level on the Internet. This example of the use of DM in the travel industry shows that the use of various popular resources can help promote a business on the Internet. The #MeetSouthAfrica campaign is one example of good use of SMP. In 2013, South African Tourism teamed up with 14 international bloggers to gain huge traction on SMP such as Instagram and Twitter. A special hashtag #MeetSouthAfrica has been created to promote business on internet platforms. Due to the popularity of this hashtag, a separate Instagram account was created, which attracted about 100 thousand subscribers. This DM use case demonstrates that the use of SM

and collaboration with popular internet personas can allow a business to gain immense popularity among internet users. (Antevenio 2019).

4.2 Digital Customer Experience

DCX is all online interactions on the customer journey with the company's brand, which is associated with various online platforms such as mobile and desktop, can start from the company's website, as well as mobile applications, chat bots, social networks and any other channels where the interaction point is virtual. In other words, DCX extends to all aspects of where potential customers interact with a company's brand over the Internet. (Qualtrics 2021; Sitecore 2021.)

Today, there are a huge number of digital channels available for business. And the client, during the journey, moves between different platforms and channels at a fast speed to achieve his goal. According to Qualtrics.com (2021), a good experience benefits both the client and the company. Further, customers who interact with the company through various digital channels are more valuable customers for the business. Harvard Business Review brought up an interesting fact that those customers who use several channels at once in the same journey spend about 4% more in the store and about 10% more on the Internet. And there is a high probability that these clients will remain. This study found that those companies that have a good multi-channel engagement strategy with potential customers retain approximately 89% of their customers, compared to companies with a weak engagement strategy that has around 33%. (Qualtrics 2021.)

That is why, DCX is very important for the company's business. Good traffic and fast loading of the web page, the visual content of the website and SM channels, quick availability of the main information, all these aspects will help companies to achieve new customers and keep them for a long time.

To provide customers with a good digital experience, companies should focus on the most important things. First is understanding who customers are and their behaviors. By defining the different demeanour of the customers, companies can get a hold of what their expectations from digital experience might look like. The best tool for defining customer actions is creating a customer journey map for a

different buyer persona. The second is focus on self-service for the customer. Customers are more accustomed to self-managing things on the Internet, therefore they have higher service expectations. Around 70% of customers expect a company's website to have self-service capabilities such as FAQs, online forums, and a knowledge base. The third is multi-channel customer interaction. According to Freshdesk's statistics, there are about 47% of customers who use three to five different digital communication channels to be in touch with the company they are interested in (Why Omnichannel is the Future of Customer Interactions). Fourth is optimizing for mobile usage. Today, most consumers use mobile devices to find information. Therefore, it is very important that the company's website is optimized for mobile devices, namely page load time and ease of navigation. Google conducted the research and found that about 40% of customers leave a page that takes more than three seconds to load (An and Meenan 2016). And the last, but not least is measuring customer satisfaction. Companies must pay attention and collect feedback from their customers to analyse whether the provided service meets the expectations of customers. (Ohlson 2020.)

4.3   Content Creation

Content creation is an integral and very important part of the DM ecosystem. By creating content, a company provides useful and interesting information to its audience, attracts potential customers to its website, and retains existing customers.

Content creation is the process of creating various thematic ideas that may interest the company's customers, as well as creating written or visual content based on the thematic ideas and providing this information to clients in various forms (Perricone 2020). Forms of content creation include maintaining and updating websites, blogging, photography, videotaping, online commenting, and digital media editing and distribution.

According to the content marketing stats, content marketing brings in 3 times more leads than traditional marketing, small and midsize businesses using

content marketing get 126% more leads than companies that do not. Further, companies that post more than 16 blog posts per month get 3.5x more traffic than companies that post four or fewer posts per month. (Demand Metric; Carmicheal 2020a; Gregorire 2017; Perricone 2020.)

The most important step before coming up with and creating content is a company should analyse its target audience. In addition, you should also analyse the competitors and the platforms they use to publish content. By analysing its customers, a company can identify which SM is best to use to deliver different content and connect with customers. In this case, the best option would be to create a buyer persona. A buyer is a person whom the company wants to attract with its content, this character will serve as a representative of any target audience of the company if there are several of them (Perricone 2020). The next step is to define the purpose of the content provided. The company should consider the format of the content that it provides its clients, for example, it can be entertaining, informational, or educational. In addition, before creating content, the company should analyse which social networks are more popular on a global level, as well as global website marketing trends. This analysis will help the company determine which social networks are best to use to reach leads by publishing content and will enable it to be on par with its competitors.

In content marketing, content should be distributed across different digital platforms. A well-structured web page with relevant content attracts more customers. When choosing SM, a company should also determine where and what format of content it will publish. The main information about the business, various historical facts, contact information, videos and pictures, various news - a website is the best for all this. The website is the face of the company, and the first thing potential customers do is always find the company's website. And it is very important how the website looks and what information it contains. Instagram is best suited for publishing visual content with a small description, as well as interacting with customers using Instagram Stories, and communicating with customers using the Instagram Direct messenger. Additionally, customer comments under Instagram posts can help a company collect feedback on its business. Facebook is also a platform for collecting customer reviews, as well as

providing information about the company and publishing more detailed and voluminous posts with the necessary information.

To attract potential customers and keep existing customers, here are several different forms for content creation such as blog posts, videos, podcasts, webinars, eBooks, infographics, SM, etc.

Today, a blog is one of the most popular content marketing views and accounts for the overwhelming majority of content marketing at around 86% according to The State of Content Marketing Report (2019). What is more, a Forbes Report (2018) found that if websites have a blog, they are typically 434% more likely to be at the top of the SERPs when searches are performed for certain keywords.

Using video content can increase conversions, increase your ROI, and help build relationships with your audience. According to a study by HubSpot (2020a), 54% of consumers want to see videos from brands they interact with, more than any other type of content. The company may post its video content on SMP that they use, on website pages, as well as on the websites of its partners if they exist. When developing video content, companies should consider which type of content will interest their audience the most. (Shelley 2019; Carmicheal 2020b.)

Podcasts and webinars are some of the good options for presenting information to an audience in a more educational way. A company can increase its brand awareness, build relationships with audience members, and promote various products, services and partners. (Shelley 2019.)

Further, an eBook is an effective option for providing useful and important information in a short form about the company to the audience, building good relationships with the target audience and increasing the company's brand trust (Shelley 2019).

Infographics, as one of the types of content creation, display information and data in an easy-to-understand format. Infographics will help a company educate its audience by providing useful information. This format helps clients better visualize data, such as statistics information, for better understanding. This is a good way to quickly convey a large amount of information. (Shelley 2019.)

Infographics can be used to highlight written blogs or as standalone content for various digital blogging platforms, as well as for SM (Segura 2020).

A SM presence provides many benefits for a company. SMPs help companies reach new audiences and develop customer relationships. In addition, the content of posts and messages on SM plays an important role in attracting new leads and retaining existing customers. SM information can be used to help new potential customers find the company's business, educate audiences about sales and promotions, and provide customers with additional information about the company's products or business. (Sherman 2019a.)

It is very important to note that without a well-planned and organized content marketing plan, even quality content will not be seen by customers on the Internet. And to determine what content is best for its target audience, a company must test the content it creates on various digital platforms.

4.4   Digital Marketing Plan

Today, the presence on the Internet plays a huge role in any business. And if the company has established itself in the market, it must be present on the Internet. To get good results and benefits from an online presence, a company must have a good DMP.

According to Dave Chaffey (2020d), DMP is the management of various forms of presence and presence of online companies, such as websites, mobile applications and company pages on social networks. This is due to online communication methods such as search engine marketing, SMM, online advertising, email marketing, and partnerships with other websites. (Chaffey 2020d.)

Dave Chaffey and P. R. Smith (2017, 556-558) claim that DMP can cover many different functions of an organization, such as customer feedback, customer service, product improvement, sales, financing, etc. It is important to note that a DMP can highlight and analyse opportunities for a company's business growth

by targeting new potential audiences, new markets, and by introducing new products and services. (Chaffey and Smith 2017, 556-558.)

Before developing the DMP, a company must take several necessary steps. The first step is to analyse the situation, to conduct an internal and external analysis of the company. A company needs to know the ecosystem in which it operates its business, what its customers' needs are, and how and where these needs are addressed. The next step is to define DM goals. After that, a company needs to define a marketing strategy. To do this, it is necessary to segment the target audience, market positioning among the competitors of the company, and determine the content strategy. The next step is digital strategies and tactics. At this stage, a company should start applying various strategies such as email marketing campaigns, SM, web optimization, SEO strategies, etc. As the number of digital channels for managing and the volume of information about company's customers is increasing, it is important to use various marketing automation tools. And last but not least, the measurement of results and KPIs. Today, analytics has become the most important element in successfully optimizing DM performance and costs. A company must measure every online activity it does with KPIs to determine if the company is getting the expected results. Measuring the effectiveness of strategies and actions will help a company correct the deficiencies that stand in the way of achieving its goals. (Penalver 2019.)

A well-planned and structured DMS Plan is based on using a marketing framework. The marketing framework is a template of instructions for executing a marketing plan, it is a kind of the fundamental basis of every marketing plan.

SOSTAC is a strategic framework or planning model, which was originally developed in the 1990s by PR Smith. It is used to create all kinds of plans such as marketing plans, DMP, business plans, etc. (Chaffey and Smith 2017, 559; Chaffey 2020c.) SOSTAC stands for Situation analysis, Objectives and Strategy, Tactics, Action and Control (Figure 3).

Figure 3. SOSTAC- Situational Analysis, Objectives, Strategy, Tactics, Actions, Control (Edgyvblog 2017).

Situation Analysis: This step answers the question "Where are we now?". At this stage, it is necessary to determine the situation of a possible presence on the Internet at the moment. An analysis of the services, resources, strengths and weaknesses of the business should be carried out. It is necessary to conduct a complete analysis of potential and existing customers. in addition, it includes an analysis of the contours and intermediaries of the company's business. (Chaffey and Smith 2017, 559.)

Objectives: Objective means "Where are we going?" or "Where do we want to be?". When setting any business goals, the company needs to clearly define what it wants to achieve. The clearer the goal, the easier and more likely it is to achieve

that goal. At this stage, it is important to determine whether there are necessary resources to achieve the goals. (Chaffey and Smith 2017, 559.)

Strategy: This stage means "How do we get there?". This is the shortest part of the model, but also the most important because it provides direction for all subsequent tactics. The strategy summarizes how to achieve goals. At this stage, it is necessary to determine how the company wants to achieve the results of the previously set goals, as well as which customers it needs to focus on. (Chaffey and Smith 2017, 559; Chaffey 2020b.)

Tactics: This step explains how to implement the previously created strategy. A company should determine the use of various tactical digital and traditional communication media such as online advertising, use of social communication channels, advertising mailing, etc. (Chaffey and Smith 2017, 559-560.)

Actions: The action part includes detailed development of tactics. This step means "Who does what, when and how?". The organization must consider what processes and actions are required in order to implement something. For example, what steps are necessary to create a good and optimized company website. (Chaffey and Smith 2017, 560; Chaffey 2020b.)

Control: This stage makes it clear what needs to be measured and what happens and when. Various analytics systems regularly measure and track the most important online parameters such as the number of website visitors, the duration of the visit, what requests were made, conversion rates, etc. Monitoring ensures the company knows in advance whether the company is doing well or not. (Chaffey and Smith 2017,560)

Another equally important planning framework for creating and managing digital strategy is the RACE planning framework (Figure 4), originally developed by Dave Chaffey in 2010. The main idea of this model is to provide companies with a simple and understandable structure for developing a DMP that solves the problems of finding and engaging a potential online audience. Using the RACE model in DM provides several benefits for the company. Primarily, it focuses on implementing tactics that a company can use on a website or in DM

communications. Additionally, it is always focused on customers, their life cycle and building relationships with them. RACE is based on a performance improvement process. In other words, it encourages a marketing approach that identifies key performance indicators that are used to set goals, as well as to analyze the results obtained using various web analytics tools. Further, it covers the various marketing activities that are available in DM and integrates traditional marketing activities. (Chaffey 2020a.)

Figure 4. RACE marketing planning framework by Dave Chaffey (2020a).

According to Dave Chaffey and Fiona Ellis-Chadwick (2019, 26-27), RACE consists of four steps designed to help companies reach their potential and existing customers throughout their entire life cycle:

- **Step 1: Reach** – it aims to increase awareness and recognition of the brand, its products and services on other websites, as well as build and increase traffic by increasing traffic to the main website or SM pages.

- **Step 2: Act** – it aims to attract potential audiences to the brand on the company's website or elsewhere on the Internet to stimulate customer interactions with the company.

- **Step 3: Convert** – it aims to achieve conversion to increase sales in both online and offline channels.

- **Step 4: Engage** – it aims to build and develop long-term relationships with existing and potential customers of the brand in order to achieve retention goals. (Chaffey and Ellis-Chadwick 2019, 26-27.)

5 DIGITAL MARKETING METHODS

5.1 Search Engine Optimization

Every second, millions of Internet users search for any information they need in SE such as Google. They search for the information to solve a problem, answer a question that interests them, complete tasks or search for educational information.

SEO is the most important DM process. According to Dave Chaffey and Fiona Ellis-Chadwick (2019, 401) SEO is "a structured approach used to increase the position of a company or its products in search engine natural or organic results listing for selected keywords or phrases" (Chaffey and Ellis-Chadwick 2019, 401). In other words, it is the process of improving a website to increase its visibility for relevant search queries, and the higher the visibility of a web page in search results, the more likely a company is to attract the attention of potential and existing customers.

Content quality and keyword research are key factors in content optimization, and mobility is one of the important factors in website architecture. Search algorithms are designed to display authoritative and relevant pages and provide users on the Internet with more efficient searches to meet their goals. Considering these factors, website optimization and website content can help a company rank higher in Internet search results. (Search Engine Land 2020.)

It is common knowledge that 100% of online users rely on SE to find content. And speaking of content, this includes not only various blog posts or any written content but also various news, images, videos and audio materials. According to research by Chitika, about 91.5% of the total average traffic comes from websites that appear on the first page of any search results. Usually, Internet search is the main source of website traffic for a business, and high visibility and high rankings in search results can provide a good income for a company. (Dutta 2019; Search Engine Land 2020.)

5.2   Web Analytics

Web analytics is a good way to collect and analyse all information about what is happening on the company's website, for example, where potential customers come from and how they find the business website on the Internet, what visitors do on the website, what content they are most interested in and what they are most like. Further, with the help of web analytics, a company can find out what things and what content is suitable for its website and what information works with customers and what does not. By using this tool, a company can find all the pros and cons of its website and improve all the flaws. (Hughes 2019.)

Usually, most web analytics tools insert a JavaScript snippet tag into the website code. Using this tag, you can count when and how many people visited a website or, for example, opened a web page using a link. It can also collect information about the browser used or for example location via IP address. In addition, web analytics may use cookies to, for example, track repeat visits to a website from the same browser that was previously used. Unfortunately, no web analytics platform can confirm the accuracy of the collected data, as all browsers are different, and each has different restrictions on code snippets. (Web Analytics.)

Talking about the data that web analytics collects, it can be broken down into several categories. The first category can be, for example, information about the audience and this will include data such as the number of visits to the website, from which countries the website was visited, through which browser the website was opened and through what type of device was opened (computer or smartphone), as well as the ratio of the number of new visitors to those who returned to the website. The next category may include data about the behaviour of the audience of the website, for example, information about the frequently visited pages, how many pages of the website visitors have opened in one visit, and the duration of the visit to the website. (Shah 2020a; Web Analytics.)

One of the most popular and free web analytics tools is Google Analytics. More than 50 million websites worldwide use Google Analytics. Google Analytics is regarded as the only source of reliable information on website traffic, website

interactions and conversion data. All this is due to its popularity in the market. In addition, Google Analytics can track the path of potential customers and website users, thereby providing extensive data about the various digital channels used, data and location and devices with which the website was opened. (Su 2017; Digital Marketing Institute 2020.)

5.3   Website

Today, having a good website ensures an influx of potential clients and business development. The website is one of the most important components of the DMP. Every type of content, communication or advertising that a company uses on the Internet to reach an audience will return visitors to the company's website. Therefore, it is very important that the website looks presentable and gives the audience a clear idea of the company's business and the services that the company provides. (Sherman 2019b; Olio Solutions 2020.)

Business 2 Community (2019) conducted a survey and the results showed that about 94% of users on the Internet do not trust or reject a website if it has poor quality web design. According to Sherman (2019b), a company must follow the following factors to create a professional website:

- **Simple navigation:** If the navigation on the website is very complicated and confusing, visitors will simply leave the website without finding the information they need. Therefore, navigation in the website menu should be simple and understandable for each user so that the search for information does not require several time.

- **Attractive design:** The website must be attractive to use. It is necessary to use certain colors that are pleasing to view and visual content that will suit the company's business. A professional website must have a balance between good design and content.

- **Useful content:** Content is equally important. It should be informative and understandable for every visitor. In addition, it is necessary to

highlight the relevant business keywords therefore the audience can easily find the company's website on the Internet.

- **Search engine optimization:** The content and structure of the website must be optimized for different search engines therefore potential clients can easily find the company's website on the Internet.

- **Fast loading of the site:** If the website takes too long to load, then visitors will simply leave the website. Therefore, a professional website should load well and quickly, thereby improving the user experience.

The importance and availability of a professional website are obvious. A company cannot be successful in its online business and attract new clients and expand its audience without a website. The impact of a good website on DMS is huge too. Without a good and suitable web design, a company's website will simply get lost on the Internet and fail to attract visitors.

5.4 Email Marketing and Drip Marketing

Email Marketing is one of the best ways to connect and connect with potential customers. Email Marketing includes marketing emails, various newsletters about the company and upcoming events or activities, and promotions. This type of marketing allows companies to keep their existing customers or potential customers up to date. (Ward 2020)

Today, communication via e-mail always remains in the right place. Optinmonster (2020) conducted a study and found that at least 99% of Internet users check their email daily than other digital communication channels. What is more, Email marketing gives a greater increase in conversions. According to the Business 2 Community (2020) study, about 59% of surveyed Internet users decided to subscribe to the email newsletter. Additionally, researchers found that about 2.3% of conversions came from Email marketing, compared to 1% for SMM (Chaffey 2021). Compared to SM, email is the best digital channel for communicating with potential customers, as email is checked every day and

various SM sites may rarely be opened. Doubtless, a company can use SM to contact and connect with its customers. Additionally, Email Marketing and SM can work together and support each other. For example, a company can insert small openings of positive reviews from Social Networks into emails therefore potential customers can be convinced of the quality of the business provided by the company. (Ward 2020; Bedgood 2019; Santora 2020.)

Drip Marketing, as well as Email Marketing, refers to sending out emails to potential and existing customers. Drip Marketing is an automated marketing email that is sent based on a specific time frame or user action. Drip marketing emails are sent automatically depending on if for example, new website visitors subscribe to the company's blog newsletter. This type of email includes welcome emails. Drip marketing can also be called as "drip campaign". (Stych 2015; Kenton 2020.)

Researchers found that matching emails generated 18 times more revenue than globally broadcasted ones. Further, this study confirmed the fact that users who read emails sent by the company are more likely to follow the links provided in the letter. In addition, drip campaigns generate 119% more link openings compared to regular campaigns. (Kuligowski 2020; Stych 2015.)

The use of Email Marketing and Drip Marketing can provide many benefits for a company. A company can always be in contact with its audience and provide them with all the necessary information about various changes or news. In addition, it will provide an opportunity to improve traffic to the company's website and expand the number of potential customers. It should also be noted that with the help of Email and drip marketing, a company can conduct various surveys among the audience to collect feedback on the business.

5.5   Content Marketing

Content Marketing is one of the first created DM methods, but at the same time, it is one of the effective tools. According to Content Marketing Institute, Content Marketing is "a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined

audience — and, ultimately, to drive profitable customer action". (What Is Content Marketing.)

Companies use various types of Content Marketing such as e-books, blogs, visual content, video content, etc., which helps to attract as many potential customers as possible and keep them interested in supporting companies' business. In 2019, the Content Marketing Institute, Content Tech Summit, and Vennli conducted the research and found that about 76% of marketers use a specific strategic approach to deliver content (Content Marketing Institute, Content Tech Summit, and Vennli 2019, 8). Content Marketing is aimed at attracting and expanding an audience, providing quality information, improving the quality of customer service for a company, etc. (Santo 2019.)

Content Marketing offers many benefits to use. To begin with, it provides an opportunity for development on SM channels. The creation of quality and relevant content helps the company gain traction on SM subscribers. The second reason is that creating quality content helps create good relationships with their audience by answering frequently asked questions and communicating with customers. Further, it makes it possible to increase the authority of the business on the Internet, which helps to take a higher place in search engines. As mentioned earlier, Content Marketing helps to find potential customers on the Internet, which is an equally important aspect. It would be unfair not to mention the fact that this DM method improves conversions. Consistent and high-quality content enables the company's potential and existing customers to connect with the company and provides all the information they need to make decisions. (Riserbato 2020.)

5.6   Video Marketing

Video marketing is the creation and use of video content to promote any products and services, educate the company's audience, and increase interaction with various digital communication channels (HubSpot 2020b).

Over the past few years, Video Marketing has grown in popularity among marketers and Internet users. Today, the creation and promotion of video content is not just a marketing tactic, it is a holistic business strategy. HubSpot (2018)

conducted a study and found that about 50% and more of consumers are interested in video content from companies of interest than any other type of content (An 2018). Further, video marketing increases conversions. Researchers have found that the presence of video content on landing pages increases conversions by over 80% (Sandra 2017). Video Marketing is not only useful for building awareness of a company's business. This type of marketing has influenced how companies connect with potential customers, as well as how they support their audience. (HubSpot 2020b.)

Today there are a huge number of different types of video content, such as:

- **Product Demo:** This type of content is a detailed video that explains the features and benefits of the products and services provided.

- **Interviews:** Interviewing people who belong to the business or the leader of the company itself can provide the audience with additional information about the company or various interesting facts about the business.

- **Event Videos:** This type of marketing video covers all aspects of any event that the company plans to hold for its audience.

- **Explainer Videos:** This view is used to answer frequently asked questions related to a company's business.

- **Vlog:** Vlog is the video version of the company's blog. With this type of video marketing, a company can implement its marketing strategies.

- **Webinars:** This type is an interactive web video conferencing through which a company can connect with its audience and discuss topics of interest to them. In addition, webinars can be used to provide clients with a variety of general information.

- **Live Videos:** This type of marketing video is a live broadcast to demonstrate any important aspects of the business, as well as direct interaction with the company's customers.

- **Presentations & Talks:** This type includes the placement of recordings of video presentations and various conversations where people who are somehow connected with the company's business were present, etc. (Pahwa 2020.)

All types of video content enable a business to improve conversion rates, increase online brand awareness, and sales. Further, the use of video materials in Content and Email Marketing can provide customers with a better understanding of the business.

Before introducing video marketing into a business, a company must take a few steps. First, it is important to define the goals that the company wants to achieve by using video materials in its business. The next step is to plan videos based on a target audience, video content, video platform, type of video material, and company budget. After that, the video needs to be developed. This stage includes shooting the video itself, adding various effects and video transitions, voiceover, and other aspects that the company wants to see in the final version of the video material. Last but not least, it is a promotion of videos on various digital platforms such as the company's website, YouTube, Instagram, Facebook, Twitter. To promote a video, a company needs to focus on SEO and related hashtags. (Pahwa 2020.)

5.7   Social Media Marketing

According to Dave Chaffey and Fiona Ellis-Chadwick (2019, 237), SMM has many applications throughout the customer journey. SMM effectively influences online brand awareness and brand awareness, as well as increasing its appeal to potential customers, influencers and partners. (Chaffey and Ellis-Chadwick 2019, 237.)

SMM involves creating and distributing different content using SMP in order to achieve different marketing goals and reach more potential customers. Such content can be in the form of text messages on blogs, images and videos, and paid advertising on SMP. (Social Media Marketing for Businesses.)

According to statistics on World's Digital Population for 2020, about 4.66 billion people are Internet users, which is 59 percent of the world's population (Johnson 2021). Therefore, there is a huge opportunity to expand the business audience using SMP.

About 3.5 billion people, which is about half of the world's population, use SM every day (Shah 2020b).

What is more, the Covid-19 pandemic has forced more and more people to use the Internet and SM. People started spending more time on SMP as this was the only way to communicate. This confirms the fact that SMPs play an important role in the dissemination of information today since the largest concentration of potential customers is online. (Chen 2021; Merchant, RM and Lurie 2020.)

SM channels should be selected based on the company's business area and the type of content that the company wants to publish on its SMP. SM channels that are suitable for all areas of business include Facebook, Instagram, YouTube, Twitter, and Linkedin. These SM channels can be used for any business to grow your audience, increase sales, increase website traffic, and promote your online business. (Thompson 2020.)

Researchers have identified the fact that for 2021, the five most popular SMP include Facebook, YouTube, and Instagram (Tankovska 2021).

Linda Coles (2017) claims that SMPs allow for both positive and negative feedback in real-time. Further, the use of social networks allows you to find out many useful information, such as what people think about the business or what the competitors of the company are. (Coles 2017, 11-14.)

6 DIGITAL MARKETING STRATEGY FOR THE CASE COMPANY

6.1 Segmentation of Target Audience

The first and one of the most important parts of the DMS is to analyse and organize all customers and users by their categories. Audience segmentation is a specific marketing strategy that is based on identifying different subgroups of a company's target audience in order to provide more personalized products and services for stronger customer relationships. Audience segmentation provides such advantages as identifying and meeting specific customer needs, increasing the conversion rate, building relationships with the audience, attracting potential customers, and personalizing the customer base. (Audience Segmentation.) To define the different categories of segmentation, the identification of the market persona must be done. To do this, one needs to create a Buyer Persona. According to Strategy beam (2018), the buyer persona is "a semi-fictional representation of your ideal customer based on market research and real-world data from your existing customers". This will make it possible to understand what is the best content to deliver to the audience therefore it is the most interesting and useful for them. To get the most accurate picture of the client, it is necessary to analyse the goals, values, problems, and pain points of the client. By defining the market persona, the company will be able to produce only the relevant content that the audience needs, based on the necessary marketing goals. (Strategy beam 2018.) In order to create an accurate marketing image of a customer, it is necessary to analyse the market. The best way to do the analyse is to interview the company's target audience. The interview will allow understanding what the clients are, what they want, what challenges they face when searching for information, what platforms and channels of social communication they use, and what is their main interest.

Therefore, as part of the development of the DMS, a survey with the clients of the project to collect statistical information to create the image of the buyer persona was carried out. Since the TNPotWHSGAP is a young project, it has a small client base. In total, 15 people took part in the online survey in 10 days of an online presence. This survey was created in such a way as to get all the necessary

information for more effective compilation and development of the buyer persona. Four questions were aimed at obtaining basic information about clients, to determine their gender, age group, family, location. The other three questions focused specifically on getting information about which social media channels attract customers, what the official website is used for, and what content attracts customers. According to statistics collected through the survey, 53.3% of respondents heard about the project from their colleagues, 26.7% - from friends, 13.3% - from the official website of the TNPotWHSGAP.

The main purpose of the official website of the TNPotWHSGAP is to provide the audience with relevant and useful information about the project, about the destination and events, to guide its clients and attract new ones. Therefore, for effective DMS development, it is necessary to identify the points of contact between website visitors and what information customers are looking for. According to the statistical information obtained during the survey, 93.3% of the respondents would use the official website of the TNPotWHSGAP to get more information about the project. Further, 73.3% of those surveyed would use the website to learn more about the history of Struve Geodetic Arc. About 40% of participants want to stay up to date with updated information. Another 40% are interested in calendar events such as webinars with short descriptions and visual content. An insignificant percentage of respondents - 13.3% would like to contact project stakeholders. When developing a DMS, one of the important aspects is customer retention. Figure 5 illustrates a diagram with the current position of the SM channels of the TNPotWHSGAP.

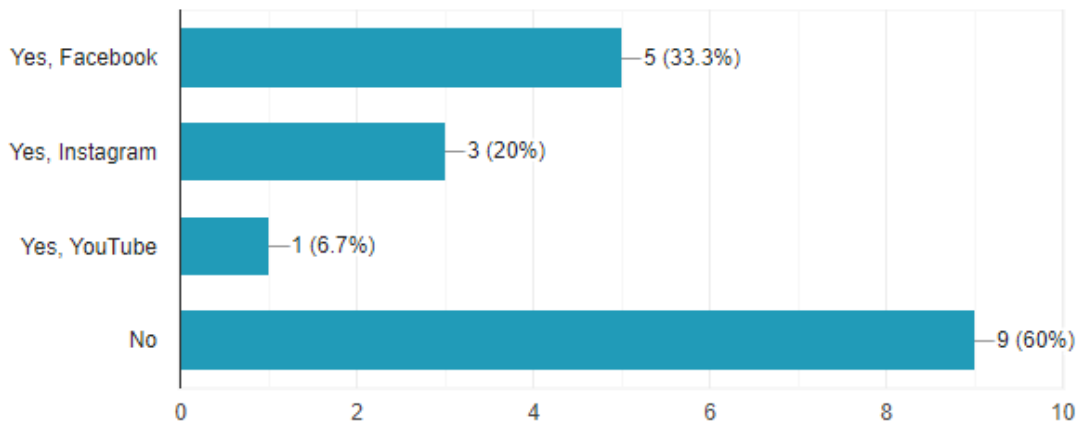Figure 5. People Who Subscribed on the TNPotWHSGAP SM Accounts

According to figure 5, the majority of respondents are not subscribed to any SM channels of the TNPotWHSGAP. While 33.3% of the respondents subscribed to the Facebook page, 20% of the respondents subscribed to the Instagram page, and only 6.7% of the respondents subscribed to the TNPotWHSGAP YouTube channel.

Image 4. Buyer Persona

Challenges while looking for information about The Struve Project

- Lack of visual content such as photos and videos
- Boring or not interesting social media accounts
- Lack of description of Struve Geodetic Arc as a destination
- Couldn't find an official website
- No interaction with customers

The best social media to find information about unique historical objects

Instagram, Youtube, Facebook

Preferred content in social media

- photo
- video
- Instagram stories
- Facebook posts

Image 5. Buyer Persona

Based on the data described above and illustrated as a buyer persona on images 4 and 5, it is possible to conclude that customer retention, which is represented by the number of SM channel subscribers, is low. Thus, DMS can focus on attracting new customers and retaining customers by providing the audience with interesting, good and useful content based on customer perception through SM channels and the official website of the project. In addition, it should be mentioned that one of the survey questions was aimed at identifying any problems that the audience faced when searching for information about the TNPotWHSGAP. According to statistics, the majority of respondents (66.7%) are concerned about a small amount of visual content such as photos and videos on the official website and SM channels of the TNPotWHSGAP. Another 46.7% of respondents said that SM channels are boring and not interesting. About 27% of respondents said that they could not find the official website of the project at all. In addition, 20% reported a lack of description of Struve Geodetic Arc as a destination, while another 20% of respondents said there was no interaction with website visitors and SM channel subscribers. A smaller number of respondents (13.3%) said about a lack of description of the project, while another 6.7% said that the

structure of the official website was confusing and made users spend so much time looking for the information they needed. To summarize, one can say that by identifying the most pressing and important problems faced by customers and determining the preferences of the audience, it is possible to develop an effective DMS that addresses all emerging weaknesses in customers' journeys.

6.2   Value Propositions

A value proposition is one of the parts of the company's marketing strategy. The value proposition is a description of a company's intentions and statements that gives customers an idea of its brand and services. This is a special value promised to be provided to the audience of the company in case the clients decide to use the services of the company. (Twin 2020.)

There are several aspects to what a value proposition should be. First, the value proposition should always tell the company's customer directly the reason, the reason why it is necessary to use the services provided. Second, the value proposition must be compelling and effective, which would enable the company to convert potential customers into a permanent audience. Third, the value proposition must be unique to each company and must always be brand-focused. Fourth, the value proposition must be delivered to the customer through the website or other marketing channels. (Twin 2020.)

In order to expand the audience and be successful on the online market, the TNPotWHSGAP has to set up a unique value proposition. First of all, the project needs to understand its audience and what it wants. To make the analysis clearer, the survey was conducted. Most of the responses came from people who are already familiar with the project and have used the services offered. This survey provided a better understanding of what people think and what they want when reading the project's official website. The next step is to think about the main problem that the project solves by providing its services. Then the TNPotWHSGAP needs to understand how exactly the provided services solve this problem.

The TNPotWHSGAP is aimed at maintaining and disseminating knowledge about the Struve Geodetic Arc. Based on this, the case company needs to think about how exactly website visitors can turn into a regular audience. To attract potential customers at a glance, the project needs to place a value proposition at the top of the website. With the help of this, potential customers can immediately get an idea of what they will get if they use the services of the TNPotWHSGAP. The value proposition is usually a small block of text using visual design (Laja 2019). The TNPotWHSGAP could put there a brief description of the services offered and what the client will receive in the end. In addition, it is necessary to mention the main features and advantages of the services offered by the case company. One important aspect is visual augmentation, which can be an image that will reinforce the main message.

6.3   Positioning

To get the best results from DMS, it is necessary to define and indicate the main goals of the company. The main goal of the project is to provide the audience with knowledge and facts about the Struve Geodetic Arc as a destination. Further, the outcome depends on having a unique value proposition that the company must have. Thereby, there will be an understanding of what attracts visitors, what they pay attention to, how the provided service will solve the problem of the audience, and what is most important is what distinguishes the case company from competitors in the market. For a better analysis, the survey with the audience was conducted. Based on the survey results, customers are unhappy with the website, SM channels, and published content. In addition, the respondents think that SM channels are boring and not interesting. Therefore, the main goal is to update and publish more visual content such as photos and videos on the TNPotWHSGAP website, as well as SM channels. Further, based on the survey, there is no interaction with the audience. The best solution to this problem is that the project could add a virtual customer service chatbot or a contact form for visitors to the site, which would make it possible to maintain a connection with the audience (Jnagal 2018).

Furthermore, the use of SM accounts such as Facebook and Instagram play an important role in serving and communicating with customers. Using SM channels will make it easy to connect with the audience and engage them in social interaction ensuring good brand creation and development. (The Role of Social Media in Customer Service, a Social Media Guide.) Both Facebook and Instagram can turn a regular account into a business account, which gives several advantages in use. Using SM accounts for business provides such opportunities as communication and keeping in touch with clients using private chats, interaction with the help of Instagram Stories and Facebook Stories, the use of various direct links for distribution, as well as interacting with the audience using the comment area on cc platforms. Further, an SM business account provides companies with many business opportunities, such as providing and tracking account and visitor statistics. According to Brandi (2019), over 83% of Instagram users have used this platform to find and purchase a product online. In addition, 20% to 40% of Internet users make more purchases from those companies that are represented on SMP. (Brandi 2019.)

One of the important questions of the survey was about the content that the audience would like to see on the website and SM channels of the project. Figure 6 illustrates that the most coveted type of content among the respondents is visual content such as photos, and videos such as YouTube videos and simply short informative videos. In addition, the respondents are interested in Instagram Stories. According to statistics, the respondents are attracted by posts on Facebook, that is, a text post and the necessary information as well.
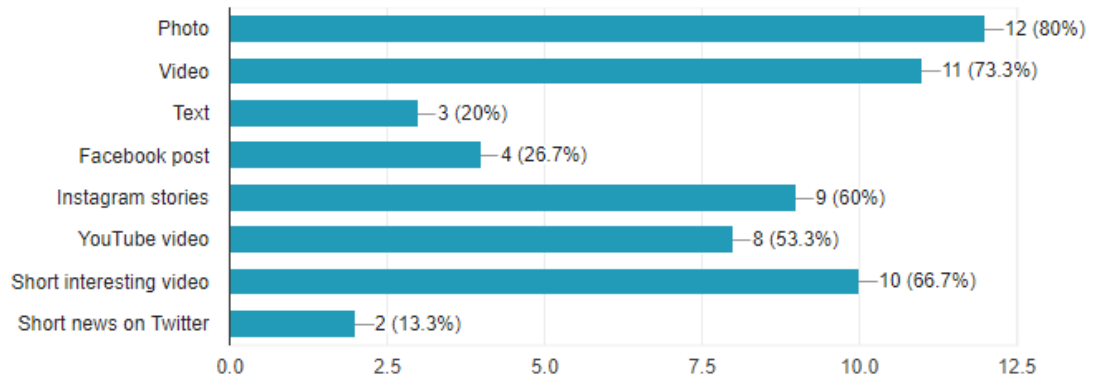
Figure 6. Preferred Type of Published Content

In addition, it was necessary to get information about what social networks people use in order to get information about unique historical objects as a travel destination. Figure 7 illustrates preferred social media platforms for travel destinations. According to the survey, 66.7% of respondents voted for Instagram as the best way to find interesting and visual information about a destination. Another 60% of respondents say that the best SM channel for finding and receiving information is YouTube, while another 46.7% voted for Facebook. A smaller number of respondents (13.3%) chose TikTok. After analyzing the results of the survey, one can conclude that the TNPotWHSGAP needs to improve the maintenance of SM channels such as Facebook, Instagram, and YouTube. After that, the project could think about expanding the business to other SMP. A good representation in SM enables travel companies and projects to provide their clients with all the information they need about a place as a destination. Further, customers will be able to ask questions and read reviews in the comments, view photos and videos, or check information about upcoming events and activities to use the provided services and visit the destination.
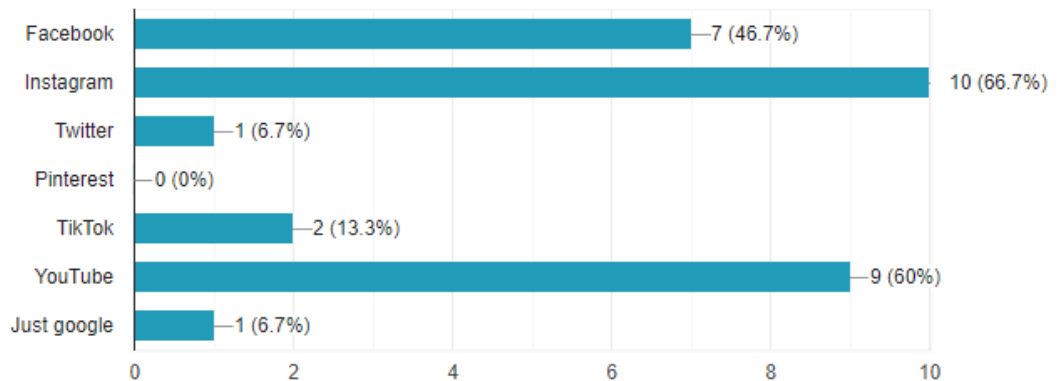
Figure 7. Preferred Social Media Platforms to Get More Information about Unique Historical Objects as Travel Destinations

6.4   Search Engine Advertising

In order to identify the weak points of the online business of the TNPotWHSGAP, the survey with the audience was conducted. The survey revealed that most of the respondents could not find the official website of the project in SE. This leads to the fact that potential clients cannot find the case company either. Therefore, the TNPotWHSGAP should take a solution to this problem in the direction of improving the visibility of the business in SE.

Online advertising is an integral part of an effective DMS. Search engine advertising (henceforth SEA) is an online marketing industry that places paid advertisements in the form of text or images on search engines such as Google, or on partner sites. These advertisements then appear prominently in the search results. Such a way as SEA is an effective way to improve the visibility of a brand on the Internet since appearing in higher positions in search results makes the business more visible. (IONOS 2020; Ryte 2020.)

The TNPotWHSGAP should not rely solely on regular search results to attract potential customers. The project could launch small advertisements that will be displayed on the search result pages according to different search criteria, as well as different characteristics of Internet users.

In order to place advertisements in SE, the TNPotWHSGAP would need to register on special platforms of the advertising network. One of the most popular is Google AdWords. These platforms govern the activation of the required advertisements, prices, designs, and the visibility of displays on the Internet. (Textbroker 2021.) The case company could use this advertising opportunity to provide wider website coverage and better results for the website keywords used.

Advertisements are activated every time a user has the same data as the target group collected by Google (Textbroker 2021). For advertised ads to be visible to potential customers, Google will place these advertisements above regular search results therefore they are visible to the audience. Thus, there is a high probability that the potential client will click on the advertisement of the TNPotWHSGAP.

The amount of SEA indicators always depends on the amount of the advertising budget invested (Ryte 2020). In addition, the price for online advertising can vary. Using the Google AdWords platform, prices are approximately the maximum that an advertiser is willing to pay for every click on a website. Therefore, using SEA, the TNPotWHSGAP could invest its online advertising based on a specific budget.

Further, SEA includes many good and useful tools and programs that the TNPotWHSGAP could use to track results, optimize and dominate in SE. The following tools presented can be used by the case company for better results and monitoring of advertisements.

The first tool the case company could use is Google's Keyword Planner. This tool will help the project identify and select the relevant keywords to advertise on the SE.

The next tool is Google Analytics. By using this tool, the TNPotWHSGAP could track the traffic of each paid advertisement in the search results. Further, Google Analytics will provide an opportunity to get information about the number of bounces from an advertisement, and the time the user spent on the page.

The last but not least, there are various market and competition instruments. The use of such tools in SEA would allow the TNPotWHSGAP to get all the necessary information about the analysis of the digital market and competitors, which makes it possible to improve various advertising campaigns of the project. (Textbroker 2021.)

Thus, using SEA to attract leads in digital channels, the TNPotWHSGAP could improve the visibility of its website in SE. This would enable the case company to be more visible in the online marketplace for potential customers. And the use of various tools and platforms that SEA offers would make it possible for the TNPotWHSGAP to improve online advertising and dominate in search results, which would lead to better traffic to the official website.

6.5 Social Media Channels

Today, having SM channels is an essential part of every business. It helps a company instantly engage with customers, build brand awareness, lead and increase sales. (Marketing Insider Group 2018; Dukart 2018.)

Leveraging SM for a business can enable the company to direct the right traffic to the official website of the business, which will increase the conversion rate. Further, using SM helps companies better understand their audience, which makes it possible to improve their business and publish content that users need. In addition, SM promotion helps to achieve a significant social media presence. (Social Media Promotion: 4 Steps for Promoting on Social Media.)

To effectively conduct business on the Internet, the company needs to take care of how it maintains SM accounts. Successful SM business accounts need to be simple, fun, and well thought out. The published content should be interesting, humorous and instructive at the same time. What is more, SM accounts need to work together and promote each other. The best solution for this would be to develop a unique personalized hashtag for the company's business. This will make it possible to combine all the content of the company on various SM channels. The presence of hashtags makes the published content discoverable, allowing the company to communicate and interact with other SM users. In

addition, the use of hashtags specially designed for business can increase brand awareness, attract more people to the company's content, and increase the number of shares on social media. (Bagadiya 2016.)

Further, for better promotion in SM, the company needs to adhere to the same design and style in publications, such as text style, photo and video processing. This would highlight the company's business and attract more potential customers. (Zayats 2019.)

6.5.1 Facebook

Facebook is one of the most popular SMP all over the world. Facebook has over 1.84 billion active users daily for 2021 (Mohsin 2021a).

The first SMP created by the case company was Facebook. Therefore, this platform is one of the main SM channels. The TNPotWHSGAP tries to use Facebook as often as possible because the most active audience of the project is located there. The main goal for the TNPotWHSGAPe on Facebook is to increase the audience, increase awareness of the project, as well as publish quality content for clients. To date, the Facebook page has over 590 subscribers. The case company is trying to publish various news and information about events on the Facebook page.

Unfortunately, this is not enough to grab the attention of potential customers and interact with them. The TNPotWHSGAP pays little attention to what content they publish and how the case company does not think about the content that the audience needs. The project needs to rethink its Facebook page tactics in order to achieve its goals faster. Some suggestions were developed based on research and analysis of a customer satisfaction survey.

The first suggestion is to change the avatar on the Facebook page. The case company needs to have a unique logo for recognition on the platform and quick finding among clients. In addition, the presence of a unique logo will make the project popular and will work as an indicator for the audience. The TNPotWHSGAP has an official logo on the project website. It would be much

easier for customers to find and recognize the company's Facebook page by its official logo.

The second suggestion is the publication of visual content. According to the survey, the audience would like to see more photos and videos on the Facebook page, which the company lacks. Publishing more visual content would help the case company improve their business and meet the needs of their audience by illustrating the project with photos and videos.

The third suggestion is to experiment with visual content. This would allow the TNPotWHSGAP to analyze the reaction of the audience to different types of content, and then choose the most popular type of content that the audience would like. Experimenting with the types of visual content would show the audience of the project that the company is aware of working with different types of content and takes into account the wishes of the audience.

The fourth suggestion is to publish interesting news and facts about the place as a destination. According to the survey with customers, the audience would like to see interesting news and facts about the Struve Geodetic Arc. The publication of such content is informative and would educate the audience of the project. This is one of the types of content that would help the case company analyze their audience, what they are interested in and what content is gaining popularity.

The fifth suggestion is active interaction with the audience. According to the survey, the case company needs to interact with customers, as this is completely absent. The TNPotWHSGAP could check and control what the audience writes and asks in the comment area, and accordingly respond to questions and requests from subscribers. In this case, the audience will always know that they can get an answer to the question asked. This tactic is an important aspect in building good relationships with customers, which would make them more satisfied with the services provided and use those services again in the future.

Positive emotions of the audience are an important component of the business provided. Having a good relationship with customers gives the company the advantage of improving and promoting its business, and more importantly,

earning the respect and trust of its audience. People use SM to create positive emotions and experiences. Therefore, it is necessary to create posts in such a way as to evoke positive emotions in the audience. The author has provided the following recommendations to help the case company in post creation.

The first recommendation is to publish events in a more understandable and accessible way for the audience. The TNPotWHSGAP could include in the post about the upcoming webinar clear information about such things as the name of the webinar, the main goal of the webinar, what listeners will get from participation, clear information about the date and time, and, equally importantly, a verified and working link to the webinar. Before publishing the link to a webinar, the case company needs to check well how the link works and whether it works at all. This would allow the case company to gain positive feedback from the audience about the services provided.

The next recommendation is to provide clients with useful sources that are related to the project. When publishing any content, sources of information and authors must be provided. This would enable the audience to be more enlightened for example in the historical aspects of the destination. Further, posts can include advertisements about other project participants, for example, information about an exhibition in the Museum that is associated with the project. Such publications could be very useful for the TNPotWHSGAP as they could be done in collaboration with project partners and work as an advertisement for other businesses, places or events.

These tactics and recommendations would help the case company attract more leads and build a customer base. Additionally, it would help to improve brand visibility of the project, increase popularity, and promote the Struve Geodetic Arc as a destination.

6.5.2 Instagram

Today, Instagram is one of the most popular SMPs in the world for posting photos and videos. This platform has over 1.16 monthly active users for 2021. (Tankovska 2021; IQBAL 2021.) The TNPotWHSGAP created an Instagram

account in January 2021. The case company uses this platform to publish photos related to the project. However, there are several other useful features of this platform that can be used. It includes a person's perception of usefulness, ease of use, and efficiency. Since the Instagram account was created recently, it has few followers, only 50, which is much less compared to the Facebook account. The users almost do not put likes to the publications and do not comment because the published content is not attractive to the audience. The images that are published do not have a specially developed design, which does not distinguish them from other publications on the platform. Further, posts are published in random order and not often.

To improve and promote the account, make it convenient and attractive, one can use the special features and techniques of Instagram. There are several recommendations on how best to maintain a business account on the Instagram platform, what publications should be done and what publications can attract potential customers, and, equally importantly, how to properly interact with the audience therefore they will subscribe to the account.

According to the customer satisfaction survey, the TNPotWHSGAP needs to develop a unique style of account and posting. It has been proven that accounts that have their own style can attract more users. Further, having a unique style could increase the company's brand awareness and sets it apart from other Instagram accounts.

Firstly, the case company could start by developing a layout for the future profile design. The layout includes such components as the official photo of the account because this will be a kind of indicator of the company's business. In addition, the use of the necessary colors should also be mentioned as it shapes the profile, photo and video editing filters to completely combine content with the visual appearance of the account, colors and themes for both main publications and Instagram Stories. And just as importantly, one needs to pay attention to a clear description of the company, which should have a company name, a unique created hashtag, as well as another SM channel and a link to the official website. (Zayats 2019.)

Secondly, the company could pay more attention to the organization of the "Highlights" line on Instagram. This is the very first section of an account that is immediately visible to people when they open a profile. This section should consist of useful folders that contain all the necessary information about the company's products and services. Such folders can contain folders of reviews, answers to frequently asked questions, various recommendations, as well as thematic collections. In addition, each folder in this section should have a clear title and a graphical description of the folder section. (Zayats 2019.)

The "Highlights" line of the TNPotWHSGAP could have information about the answers to questions from the audience therefore each user could find the answer of interest, it could also include places of the Struve Geodetic Arc that can be visited, as well as historical information about each place. In addition, geotags for posting pots and Stories on Instagram should be used. Geotagged posts can increase audience engagement and reach more potential customers by 79% (Lozan 2019). The use of geotagging by the case company would provide an opportunity to promote content to a wider audience and would enable clients to better understand the location of all points of the Struve Geodetic Arc.

Thirdly, the TNPotWHSGAP could pay more attention to relationships with other users of the Instagram platform. For example, the case company could work with other main project stakeholders and create promotion posts about them, while partners publish a promotion about the TNPotWHSGAP. For this tactic, using geotags will work. This tactic would help expand the audience for the project and build good relationships with partners.

Fourthly, when the account reaches the required number of active users, the case company could begin to respond to mentions of the project by other platform users. For example, the audience will post publications and Instagram Stories mentioning the destination and the project. The TNPotWHSGAP may react to this by watching the published content, put likes and comments, as well as share the audience's publications in their Instagram Stories.

Fifth, to speed up finding an account on the platform, the case company could use a QR code. This code can be used to publish in other SM channels and on

the project website. The audience would be able to quickly find a case company on the platform by scanning a QR code with a smartphone camera, which would immediately allow opening an account.

To create a presentable and competitive profile on Instagram, the case company could use the tactics and ideas for creating publications proposed above and further proposed by the author.

Successful business accounts must adhere to a publishing calendar and publish a maximum of one or two posts per day. Using this tactic would allow the company to keep its audience interested in posting content and follow the account for future posts. (Zayats 2019.)

In addition, the main mission of the project should be mentioned. To do this, one could create a company image by creating a series of publications about the history of the project, development and current events.

Further, in order for the company to be able to earn the trust of the audience, it is necessary to introduce all project participants to the clients for a better understanding of who works and leads the project. The TNPotWHSGAP is required to introduce all project staff to the audience. Thus, people would know more about the project team, who is responsible for what and what is happening in the project. A series of publications representing a company team could be created. Each post could have a photo of the participant, a name, brief information about the person, and his or her main responsibilities in the project.

The presentation of the project team could be carried out in Stories as well. For example, short videos from the project participants about a workday could be posted. This would allow the audience to see how people work in the company and what they do throughout the day. This would enable the case company to get closer to the audience.

In addition, one could create multiple posts about the event, which can help attract more people to participate. Creating posts before and after the event will show how the main processes are organized and illuminate the audience about

the results of the event. This tactic would help the TNPotWHSGAP to win the interest of the audience to participate in the event.

According to the survey, the audience would like to see more information about the Struve Geodetic Arc as a destination. Therefore, the TNPotWHSGAP could create a series of posts about all points and parts of the Arc measurement. The post can include a photo of the location and interesting and useful information about the point of the Arc. This type of publication would arouse more interest among the audience, enlighten it in the historical and today's facts, and, just as importantly, satisfy the needs and requirements of customers.

Instagram Stories are also one of the attractive types of content. The case company could use existing tactics and rules to better manage and publish interesting Stories, which can increase the audience of the project and gain more subscribers.

The first rule is not to use a significant amount of text. There should be one or two sentences of main keywords that will convey the main idea of the message to the audience. The main concept of Stories is to publish stories and moments from everyday life, and large text messages are not suitable here. Instead of writing a large paragraph of text, one can record a small video where all the important information will be told. (Grasmayer 2017.)

The second rule is the regularity of the publication. For the best interaction with your audience, you need to publish one to three stories per day. During the event, it is allowed to publish three or more stories per day, but not exceeding 10. This is the most optimal number of Stories therefore as not to disturb and annoy the audience. (Grasmayer 2017.)

Among the new algorithms of the Instagram platform, there is an individual order of publications for each user of the platform. Because of this, subscribers can skip new posts. Therefore, announcing new posts in Stories can make it easier to find and remind the audience to check the published news.

In addition, to maintain good integration with subscribers, the TNPotWHSGAP could conduct questions and answers (Q&A) days in Stories where the company

would answer questions from the audience. For this, there is a special function that allows subscribers to ask questions, and after which the company could place each question in a separate Story with a detailed answer. This tactic is an important aspect of good customer relationships and communication.

Further, the case company could use the Q&A function to get recommendations from the audience about future publications. There is another feature of the platform that would allow the TNPotWHSGAP to create polls on selected topics in Stories. This would provide a list of the most popular topics among the audience, and the project could create future pots on relevant topics.

A clear and careful strategy for maintaining an Instagram account, creating and building an account, organizing and publishing posts, and adhering to all tactics and rules would help the case company improve its Instagram account, attract more subscribers and potential customers, and improve business awareness on the Internet.

6.5.3 YouTube

YouTube is one of the most popular SMP for publishing videos on the Internet. Today, YouTube has over 2 billion users every month. (Newberry 2021.)

The TNPotWHSGAP uses this platform to publish short video clips from previous webinars in the "Ever wanted to be an Explorer" series, as well as recordings from meetings of project participants. Today, the case company does not have any goals for the YouTube channel, as this platform is an addition to the main channels. According to the survey, the audience would like to see more visual content such as photos as videos. Further, video content attracts the respondents of the survey when searching for any information. But unfortunately, the project does not have enough resources to fully maintain the YouTube channel. Therefore, the author has provided some general goals and recommendations in order to improve this channel and meet the needs of customers.

The first recommendation is to improve the channel design and make the page look the same as other SM channels. Further, it is necessary to put the official

logo of the project on the avatar therefore the YouTube channel is recognizable. These tactics would give the TNPotWHSGAP the ability to reach a large audience with all SMPs.

The next recommendation is to publish high-quality and interesting content that will emphasize the status and reliability of the company. This would give an opportunity to gain trust from the audience.

The last but not least, the statistics and audience satisfaction should be checked. This would allow the case company to analyse what its audience likes and what kind of material is best published in video format.

The above recommendations would help the YouTube profile of the TNPotWHSGAP stay noticed among the customers and workable, create and publish video content in accordance with the needs of the audience, as well as check and monitor the quality of customer satisfaction by the number of interactions with the video.

6.5.4 TikTok

TikTok is one of the fastest-growing SMP in the world for short video sharing that allows users to create, edit and post 15 seconds or longer videos on any topic and using appropriate hashtags and mentions. Since the launch of the app, the popularity of TikTok has skyrocketed. In October 2018, it was the most downloaded photo and video app in the world. Further, according to statistics, the application is gaining over 500 million monthly active users. (Influencer Marketing Hub 2020.) Today, TikTok has over 680 million monthly active users worldwide (Mohsin 2021b).

According to a survey with the project's audience, short informative videos catch the attention of an impressive number of respondents (66.7%) as one of the types of content in SM. Therefore, the TNPotWHSGAP could use TikTok as one of the SMPs for publishing content and communicating with the audience. Using this platform, the case company would be able to create high-quality content, both about the project and the destination. The project could use a previously created

unique hashtag to publish any content on this platform. Further, the case company could share the created content on other SM channels, which will enable the TikTok account to gain popularity. It should be mentioned that the TNPotWHSGAP could monitor and analyse comments left by users under the video, which will give a better understanding of the preferred content and customer satisfaction. Having an account on this platform and creating short and informative video content can help the case company to meet the needs and interests of clients, improve the brand awareness on other SMPs, and spread more information among SM users about the Struve Geodetic Arc as a tourist destination.

6.6 Website

To create an effective DMS, the case company needs to take care of the attractiveness and usability of the website. An informative and user-friendly website is an essential part of every digital marketing campaign for any online business. The TNPotWHSGAP recently updated its website and design. The project has made website navigation a little easier for users. New pages have been added and updated. However, the work on the website is not finished yet and some changes and improvements need to be made in order to satisfy the majority of the audience of the project.

Improving the structure of the website can be beneficial. In the course of the survey with the audience, some problems of the website were identified. Website users are unhappy and claim that the structure of the website confuses them and makes them spend more time searching for information. Further, according to the survey, it was found that the language versions of the website differ from each other. This is a big disadvantage for the TNPotWHSGAP, because people, who use the Finnish version of the website do not have all the information they need which is located on the English version of the website. Furthermore, the menu is also inconsistent on the language versions of the website. To solve these problems, the TNPotWHSGAP needs to improve the interface of the site, including the structure of information and appearance. It is necessary to make the structure of the website clearer in both languages. In addition, the case

company should improve the Finnish version of the website and menu. Whenever there is any change or addition of information to the English version of the website, the project must also add all the information to the Finnish version of the website.

The official website of the TNPotWHSGAP has existed and has been working already for a year. However, one of the most important parts of a website has not done yet - adding keywords to pages. It relates to SEO. As a result, the project website cannot rank in the first places of search results. To solve this problem, the TNPotWHSGAP needs to analyze and identify the appropriate keywords for the website. This would enable the case company to achieve visibility and customers would be able to find the project on the Internet much faster than now.

Personalization is an important aspect of an effective DMS strategy. Currently, the project does not devote much time to personalization, which is important for this. Further, the TNPotWHSGAP does not know who the clients are, what they are interested in, what they are impinging on the website and what their needs and requirements are. The case company created a subscription mailing list and posted it on the front page of the website. However, several changes and improvements need to be made. The TNPotWHSGAP needs to improve the subscription by sending emails with information about various suggestions of upcoming events such as webinars and workshops in accordance with the category of the person, his or her interests and needs, as well as the age group. Thanks to this tactic, the project would be able to track the needs of its clients and have a more active and friendly work with them.

Updating and adding a quantity of visual content could help attract as many potential customers as possible, as well as keep existing ones. According to the survey, there is a lack of visual content and the current visual content is not attractive to website users. The main explanation for this problem is that the main participants in the project do not have the knowledge of editing visual content such as photos and videos. To solve this problem, the TNPotWHSGAP needs to hire a special person or take university students as trainees who will be

responsible for this work. Students' fresh minds and ideas would help create more engaging and memorable visual content.

Through the survey with the audience, another problem with the project website was identified. There is a big lack of information about the project and the Struve Geodetic Arc as a destination in general. To solve this problem, the TNPotWHSGAP should pay attention to posting more information and description about the project, what it does, and the main activities. More historical facts about the Struve Geodetic Arc should also be added. Further, the project could better describe and add information that would present the Struve Geodetic Arc as a destination.

To make the TNPotWHSGAP website more popular, several sections could be added to the News Page. The case company could publish the results of events and webinars with photos as small articles in the News section of the website. Thanks to this, the audience that could not take part in the events, webinars or workshops will still be aware of all the news and future changes and updates to the project. The TNPotWHSGAP could take one or more students as trainees to create and write articles, as students may have more knowledge and skills in order to write a good, interesting and catchy text at first sight.

After analyzing the survey, another important problem was identified. This problem lies in the lack of interactivity with the audience and customer support systems. Clients want to be sure that the project is interested in their needs and requirements. Further, the audience wants to be sure that the case company is ready to help them solve the problem that has arisen related to the project. At the moment, the website has a small section with the email addresses of each of the main project stakeholders for clients. But unfortunately, not everyone from the audience wants to contact the project through personal correspondence and chats. The solution to this problem could be the integration of a virtual chatbot or contact form on the project website. But in accordance with a small project budget, the implementation of a chatbot can be too expensive, therefore the project could create a contact form for customers. This improvement would give clients the ability to contact the project at any time and get a good response.

Further, the integration of the contact form would allow the TNPotWHSGAP to receive contact information from customers, which in the future would make it possible to build good and lasting relationships with the audience.

After fulfilling all the recommendations above for improving the website, the case company could start promoting the website. According to the survey, the company could promote its website in local newspapers, as it has done before, in SM channels, as well as using SEA. These methods would help to promote the official website of the TNPotWHSGAP at a higher level than it is now. It is also important to note that the case company will need to pay attention to the website statistics as this provides a wealth of valuable customer information. The data obtained from statistics can be used to create more effective personalized marketing campaigns, as well as improve the website. Further, the TNPotWHSGAP will need to pay more attention to checking the satisfaction of its audience in order to track their needs and requirements. This would give clients confidence that they and their opinions are important to the case company, which would serve to build and strengthen relationships with the client base.

Using all the suggested methods would help the TNPotWHSGAP to make the website more user-friendly than it is now. In addition, it would make the website of the case company at the top of SEs results, the level of satisfaction of the audience would grow and the website would gain the necessary popularity to increase the visibility of the project on the Internet and for potential clients.

6.7   Email Marketing

Today, email marketing is one of the most effective marketing tools for many successful companies. What is more, email marketing is one of the best ways to build relationships with your audience. This is especially true today when contactless communication with customers is becoming a standard for companies. (How to Use Email Marketing to Engage & Convert Customers; Campaign Monitor 2020.)

The TNPotWHSGAP created a mailing list for its clients and placed an ad on the main page of the official website. This mailing list does not provide the company's

audience with any information, for example, about upcoming webinars and events. Further, the case company rarely uses this type of marketing in its business, which leads to many disadvantages in gaining and building good relationships with the audience.

In order to build a good relationship with the audience and retain converted customers, the TNPotWHSGAP needs to pay special attention to the email marketing strategy. The following guidelines would help the case company improve email marketing for their audience.

Firstly, one needs to personalize email communications. Personalization is an important aspect in building good and trusting customer relationships. After analysing the audience, the company would be able to create various segmented lists for sending emails. Segmentation can be based on categories such as age, gender, geographic location, interests, etc. This email marketing tactic would enable the TNPotWHSGAP to deliver relevant information to each audience segment.

Secondly, the automation of emails is needed because clients come to the TNPotWHSGAP to obtain the necessary information, to meet their needs, to receive certain services. And by subscribing to any mailing list, the audience expects instant contact from the case company. Therefore, the TNPotWHSGAP could create several automatic letters that will be sent to clients, for example, when taking part in a webinar.

Thirdly, the project should not send emails with "do not reply" mentioning. Sending emails like this is a bad tactic in dealing with your audience. The clients of the case company rely on full contact and live communication. Researchers have shown that about 25% of users abandoned a company's email newsletter due to a lack of human contact through emails (West Corporation 2019). To build a good relationship with customers, the TNPotWHSGAP needs to set up and develop two-way communication with the audience.

Fourthly, the case company needs to provide its customers with only important and interesting information through emails. This information may include

reminders of upcoming events such as webinars and workshops. In addition, it could also include important changes for example on the website. By sending only relevant information via email, the TNPotWHSGAP would be able to gain the trust of the audience, not bother them over trifles, and show customers that they are important to the company.

Thus, all the proposed tactics and recommendations would help the TNPotWHSGAP improve the email marketing strategy, build good and trusting relationships with its audience, and turn newly arrived customers into regular customers.

7 CONCLUSION

Today, information technology has become an important part of any successful business, as the presence of a business on the Internet provides many opportunities for this. Successful companies are actively using the Internet to improve and develop their businesses. Further, they understand how important it is to keep up with new technologies and information technology tools to be competitive and expand their audience. DM is an integral part of the development of every business. The main goal of DM is to reach leads and grow audiences using digital channels where their audience consumes content or communicates. DMS is a special development of an individual plan of actions and recommendations that a company must follow in order to succeed in the online market. Further, to achieve the best possible success from a DM, a company must have clear goals. The TNPotWHSGAP could take advantage of its unique goals of developing and disseminating information and knowledge about the Struve Geodetic Arc, as well as advertise this place as a tourist destination. However, technologies that are not yet used in the project need to be integrated, and the design for a successful DMS implementation needs to be updated. Since the TNPotWHSGAP is a young project, team members do not have enough knowledge and time to create new ideas, resources for publishing visual content or implementing technological solutions.

The main goal of the research consisted in analysing the appropriate DM tools for the selected case company, which are currently available and convenient to use and would be able to increase brand awareness and attract new customers. In the course of this study, technologies were studied that can be used by the TNPotWHSGAP in accordance with the business area and the level of satisfaction of the audience of the case company. Further, various tactics have been explored for existing communication channels that a company could use to more effectively implement DM. The final goal of this research project was to develop a suitable DMS for the case company. This strategy plan includes detailed practical recommendations for SMM, website optimization, as well as the selection of the most suitable and popular SM channels that would help promote the company's business to a higher level.

To get clear and accurate answers to the research questions posed at the start of the research, the author conducted a customer satisfaction survey to collect feedback on customer service and service delivery. In addition, the author conducted interviews with the main stakeholders of the project. The current actions of the DM used by the TNPotWHSGAP were analysed. The research work demonstrates that creating an effective DMS includes many different processes, including analysing the current situation of DM technologies, identifying a competitor and highlighting its advantages, creating a marketing persona that represents the entire online audience of a project, defining clear methods and tactics for promoting official channels and accounts, and research of SEs algorithms and their improvement.

The study showed that the recognition of the case company in the online market depends on the online reputation. This can be configured through SM channels where the company could connect and interact with the audience, as well as through the official website where customers receive services. Since the website is the face of the company, it remains the primary platform for service delivery, and the supporting tools help build a more professional brand image. The case company needs to improve the website, pay attention to the structure of the website, and update the existing pages in both languages. To increase the visibility of the website to potential customers, the company needs to create relevant keywords for the website and pay attention to the SEA. All of these would help elevate the website to the top in SEs results.

After a thorough analysis of the results from the customer satisfaction survey, all necessary literature and online resources, it was revealed that the most suitable SMPs for a case company are Facebook, Instagram, YouTube and TikTok. Fortunately, the TNPotWHSGAP already has several of these platforms in use.

What is more, an improved email marketing strategy has been suggested. This would help the case company build a more trusting relationship with the audience.

Another important component of DMS was the recommendation for the use of personalized marketing in email and SM channels. This would provide an

opportunity to increase customer awareness and involvement in the project development process.

The author has created the individual DMS for the case company, which is presented in the sixth chapter of this research work. The strategy plan is a set of recommendations, methods and tactics for the official website of the TNPotWHSGAP, SM channels, and email marketing. Relevant online sources and literature, the analysis of the case company situation, and the results of a customer satisfaction survey were used to appropriately develop the proposed recommendations and methods. Further, the author, based on her own knowledge and experience of working in the areas of DM and SMM, suggested tactics for promoting the company on the Internet. As the main result of this research work, the DMS was developed, which consists of detailed descriptions of practical solutions that could be used by the TNPotWHSGAP to improve, promote and develop business and customer service, expanding the audience and retaining existing customers.

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APPENDICES

Appendix 1. Customer Satisfaction Survey

APPENDIX 1   1(5)

CUSTOMER SATISFACTION SURVEY

Hello! We would like to get Your opinion about the destination we provide You with, as well as The Northern parts of the World Heritage Struve Geodetic Arc project's online service. The survey does not collect personal data where You could be identified.

https://blogi.eoppimispalvelut.fi/struvenorth/#:~:text=Struve%20Geodetic%20Arc-,The%20Northern%20parts%20of%20the%20World%20Heritage%20Struve%20Geodetic%20Arc,in%20Finland%2C%20Sweden%20and%20Norway.

1.What is Your gender? *

     Male

     Female

     Other

2.What is Your age group? *

     <18 years

     18 - 25 years

     26 - 40 years

     41 - 65 years

     >65 years

     Other

3.Do You have children? *

1-2

2-5

>5

No

Other

4.Where are You located? *

Finland

Norway

Sweden

Other

5.Where have You heard about The Northern parts of the World Heritage Struve Geodetic Arc project? *

Social Media

Newspaper

The Northern parts of the World Heritage Struve Geodetic Arc project official website

From friends

From teachers

From colleagues

Other:

6.Why would You use The Northern parts of the World Heritage Struve Geodetic Arc project website? *

To get more information about the project

To get more information about the history of Struve Geodetic Arc

To be in touch with updated information

To be in touch with upcoming events

To contact project' stakeholders

Other:

7.Are You subscribed to The Northern parts of the World Heritage Struve Geodetic Arc project social media accounts? *

Yes, Facebook

Yes, Instagram

Yes, YouTube

No

8.What social media channels are You using to get more interesting information about unique historical objects as a travel destination? *

Facebook

Instagram

Twitter

Pinterest

TikTok

YouTube

Other:

9.Which publications are catching your attention in social media channels? *

Photo

Video

Text

Facebook post

Instagram stories

YouTube video

Short interesting video

Short news on Twitter

Other:

10.Did you face any challenges while looking for information about The Northern parts of the World Heritage Struve Geodetic Arc project? *

Lack of project description

Lack of description of Struve Geodetic Arc as a destination

Coudn't find official website

Boring or not interesting social media accounts

Lack of visual content such as photos and videos

No interaction with visitors of the website or subscribers of social media

No option to ask question about the project

Other:

11.Do You have any recommendations to improve the customer service of The Northern parts of the World Heritage Struve Geodetic Arc project? What would You like to see on social media accounts or on the website of the project? *