Digital Marketing Plan: Gina Tricot Oy

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Abstract

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The aim of this thesis is to develop a digital marketing plan for the case company in B2C context. The objective of the thesis is to find out what digital platforms/ tools work best for the case company to generate more B2C sales. Subsequent to an online performance analysis, a digital marketing plan will be developed along with recommendations on actions and control.

The thesis commences on a literature review that aims to define digital marketing as a concept. Moreover, the advantages of internet marketing, theoretical background and history of the concept will be given, as evidenced by the literature review. Some tools of digital marketing will also be discussed to give the reader a further understanding of the digital marketing implementation. This digital marketing plan will follow the SOSTAC® model. In continuity, the current digital marketing of Gina Tricot will be analysed.

The thesis reaches the conclusion that the case company must focus more on social media campaigns as a form of marketing action on platforms that allow instant call to action and when collaborating with fashion influencers, it must make sure that they are relevant to the audience and market in question.

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1 Introduction

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According to the company's public financial record (Gina Tricot Oy taloustiedot, 2021) it has shown decline in turnover since 2016. During 2016 to 2019, Gina Tricot's turnover have decreased 21.4%. In Stockmann's financial statement report 2018, Gina Tricot ranked among the last in consumer's choice of ''most popular stores for buying fashion in the Helsinki capital area 2017-2018'' (Stockmann, 2019) and was outranked by brands that are significantly smaller than Gina Tricot in terms of size and resources, suggesting that there is a deficiency in the company's current digital marketing campaigns.

The thesis commences on a literature review that aims to define digital marketing as a concept. Moreover, the advantages of internet marketing, theoretical background and history of the concept will be given, as evidenced by the literature review. Some tools of digital marketing will also be discussed to give the reader a further understanding of the digital marketing implementation.

This digital marketing plan will follow the SOSTAC® model. In continuity, the current digital marketing of Gina Tricot will be analyzed. Business model summary, SWOT analysis and competitor analysis is also discussed. An examination of the current data and the competitors market approach will lead to create a leverage in the market. A brief look at the company's background and history is initiated, to have a richer image of what it offers and where it stands business-wise. A review of its online presence as well as its physical entities may also be reviewed briefly when comparing touchpoints of the customer journey.

1.1 Objective of the thesis

The objective of the thesis is to develop an alternative digital marketing plan for Gina Tricot that would focus on social media campaigns with the intent to generate more B2C sales than from its current digital marketing strategy. Given the brands active online activity and its years in the fashion market, it can be confidently assumed that one or several marketing plans have been implemented, however, compared to its direct and indirect competitors, the brand has a rather slow pace in terms of digital presence development.

Consequently, the marketing plan is developed, which is necessary for every company that wants to promote its products / services correctly and efficiently.

1.2 Background of the case company

This work concerns the Gina Tricot company in Finland. Gina Tricot is a Swedish fashion chain offering exciting, feminine fashion to women in over 30 countries. It is one of the few brands in the fast fashion market today that does not exist under an umbrella company such as LPP SA which is a Polish clothing manufacturer that manages five brands and more than 1.700 stores (LPP, 2021), H&M group that manages 8+ brands with more than 5,076 stores globally (H&M Group, 2017) or Inditex group that manages 9 brands and more than 7.000 stores worldwide (Inditex, 2021). Today, Gina Tricot has more than 160 stores located throughout Sweden, Norway, Denmark, Finland and Germany (Gina Tricot, 2021). It also offers online shopping throughout Europe. Its main vision is making women smile. Their goal is to deliver quality clothing in affordable prices while also developing sustainability in their brand.

1.3 Purpose of the thesis

The main purpose of the thesis is to examine Gina Tricot's current digital marketing performance and develop a strategy that would help it reach its goals in terms of audience growth and B2C sales increase. The main questions of this thesis are:

- What is the company's current digital performance?
- How well is it working?
- What is the best digital marketing strategy for the company to follow?

1.4 Author's motivation

The author chose the case company out of familiarity with it's business model and operational environment. Friends of the author and one of his relatives have either been former employees in the case company or are currently still working under it. In confidence, the employees would disclose comments on the company's dysfunctional marketing practices and operational environment which gave the author the idea to proceed with the development of a digital marketing plan.

Furthermore, the author saw development potential in the company's marketing efforts and thought there were actions that the case company should take into consideration in their digital marketing. After the author discovered that there had indeed been a steady decline in the case company's turnover from 2016-2019 the author saw the opportunity to contribute to their efforts and create value through a digital marketing approach from an external point of view.

2 Digital Marketing and Tools

2.1 Definition of Digital Marketing

The internet has brought up many opportunities for businesses and customers respectively, as it allows them to sell/buy products without a physical store and for companies to promote their brand faster and more efficient than ever. The process of promoting online is called online marketing or digital marketing and is growing every day (Dodson, 2016).

Digital marketing refers to the strategic process of distributing, promoting, pricing, and discovering customer desires through tools and features of the internet. There is intense competition on the internet, as attracting potential customers is a rather difficult process if one is not familiar with the internet. Businesses must put in extra effort to attract the users' interest (Hoffman & Novak, 2000).

It is interesting to note that these strategies are less expensive than traditional marketing methods, such as TV commercials or print advertising. Thus, making it ideal for small and medium enterprises, which have limited capital (Dodson, 2016). Of course, it is not the only solution and in no way can it replace the traditional means used in marketing. In general, Internet marketing is more efficient, but less effective than other methods. That is, it is possible to use specific resources, low cost or even zero (for instance, sending 200,000 emails to customers in one hour), but the result, i.e. the number of customers who will accept to buy the offer, is relatively small (e.g. the conversion rate via email is 1%).

The investments made, however, for Internet Marketing are huge and growing. A research conducted by Statista, 2020 shows that digital advertising spending will only continue to grow in the upcoming years with Search advertising for efficient search engine results -as discussed above- and social media advertising being the prime investments (Figure 1). By 2024 the digital advertising spending worldwide is expected to have reached a 20% increase.
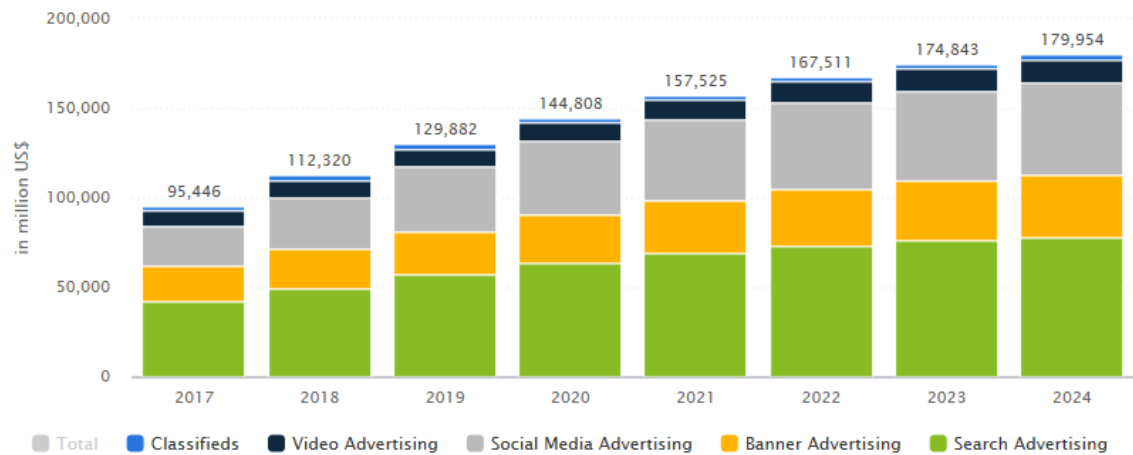
Figure 1 Digital advertising spending worldwide from 2017-2024 Source: Statista

It is concluded, therefore, that Internet marketing has unique advantages and opportunities, but it is good to combine it with traditional promotion methods, for maximum results. The combination of offline and online marketing, also referred to as ''fusion marketing'' is ideal and can even be done in elaborate ways (Taylor & Miles, 2011).

2.2 Tools of Digital Marketing

The feature of keeping a business online is called Online Marketing and/or Digital market-Ing (Dodson, 2016). Online Marketing is a collection of techniques that include: search engine optimization (SEO), social media marketing (SMM), search engine promotion, Email Marketing, etc.

Lies, 2019 argues that the so-called digital marketing techniques as seen below are covered by something called ''Marketing Intelligence''. Marketing Intelligence is a term used to describe the various methods practices and techniques used in online marketing.

In fact, if one makes a comparison between digital and traditional advertising will notice that the rise of the first implies the fall of the latter as well as growth rates of traditional advertising are too small compared to digital (Kingsnorth, 2019).

More specifically, the areas that are most prevalent in digital advertising are: email marketing, website, SEO, mobile advertising, video advertising, search engine advertising, display advertising and social media. The following figure shows the effectiveness and difficulty of each digital advertising method.
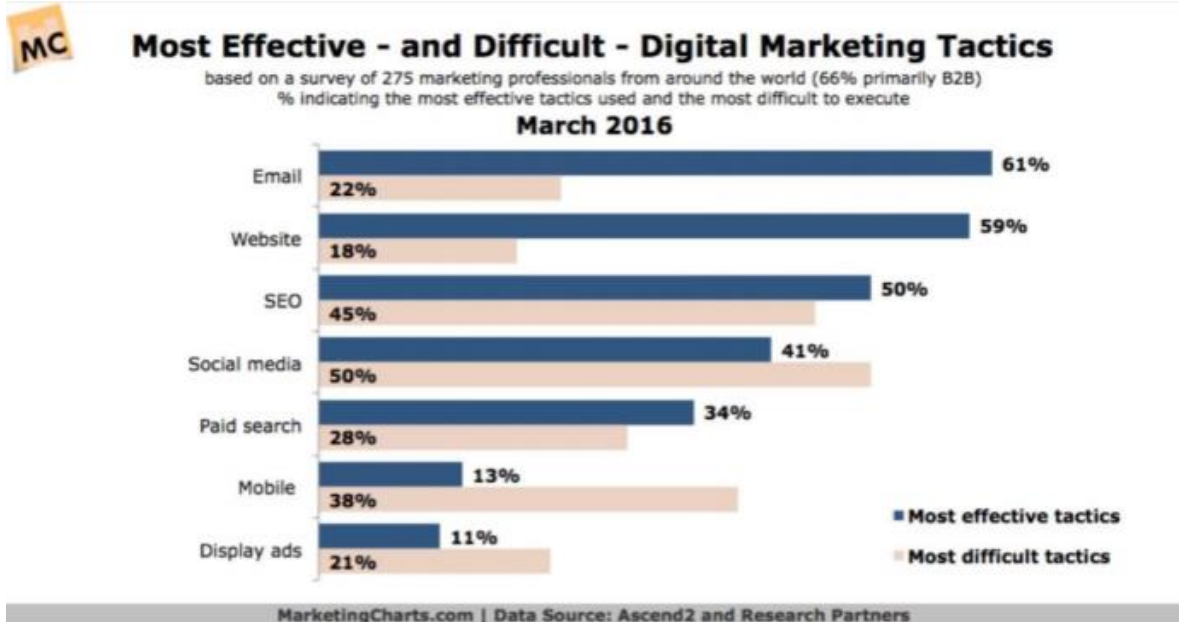
Figure 2 Digital Marketing Tactics. Source: MarketingCharts.com

- Email Marketing: It concerns the marketing through the electronic post office. It is a form of direct marketing by sending emails in bulk, aiming to inform the recipients of discounts, promotions etc..

- Website: It is a group of pages on the World Wide Web, which are interconnected so that the user can access the content of all the pages.

- SEO: Search Engine Optimization is a practice during which the marketer or entrepreneur is optimizing a website to achieve the highest possible ranking in search engine results pages or SERPs.

- Mobile advertising: Concerns advertisement actions on mobile phones where allows businesses and organizations to communicate with their audience in an interactive way through any device.

- Video advertising: It's a common way to advertise one product with the help of audio and video in parallel ways.

- Search engine advertising: It is when you advertise ad listings on a search engine or affiliate site, paying either per click, commonly known as PPC.

- Display advertising: It is a type of online advertising that exists in many formats, including banner ads and of enriched media

- SMM or Social Media Marketing: Social networking platforms offer options for advertising, and this is their main source of revenue. Meaning that Social networking platforms are a great place to post because they can be very accurate in targeting the desired audience.

2.3   Marketing Analytics tools

Kingsnorth, 2019 describes marketing analytics tools as, often software tools that guide marketers to understand the performance of their marketing campaigns. They usually track essential key metrics that give the marketer an insight on how healthy the current marketing campaign is, and include: website traffic and views, click through rates, audience engagement, keywords and many others in order to give an insight on which efforts are effective, which are not, and why. This thesis will use a mix of marketing analytics tools to define the state of the case company's current online presence:

- Ingramer.com: Ingramer is a marketing toolkit for Instagram that promises audience growth and engagement. The platform has in-build software that conducts thorough profile analysis on Instagram and provides metrics, visual graphs and effective keywords. It works simply by entering any Instagram profile name on its analysis tab. It provides metrics on number of followers, engagement rate, average user activity, posts per day week and month, post uploads numbers and most popular times to post as well as hashtags used and top caption words. Ingramer gives you the opportunity to use the results to compare your self or company with your competitors and find out better ways to promote your products (Ingramer.com, 2021).

- Ubersuggest.com: Ubersuggest is a keyword tool that generates new keyword ideas. It works by entering a domain name or keyword (e.g. ginatricot.com) and it delivers an insight into strategies that are working for other companies in the field so that you may adopt them, improve and gain an advantage. It provides info on domain overview, website traffic, SEO keywords (i.e. when a user types 'women's jeans', Gina Tricot will be of the first to come up on the search engine results as it's content contains such keywords). The same info can be found from and for the competitors (Ubersuggest.com, 2021).

- LinkMiner.com & Ahrefs.com: LinkMiner and Ahrefs have backlink checker tools that specialize in spotting where a specific link address has been used throughout the web. This is useful because it allows users to monitor which pages are linked

with your website and what kind of traffic they generate. For instance, when an external blogger reviews one of your products and uses a link of the website so their viewers can find it, backlink checkers help you identify who used it (Linkminer, 2021) (Ahrefs.com, 2021).

- Woorank.com: Woorank is a website optimization tool that analyses the health of any website. By health, it means performance and functionality as well as website traffic, leads and sales. Woorank generates SEO reports that give the marketer an insight on the websites' strengths and weaknesses. Woorank is useful in digital marketing as it suggests personalized notes to boost a website's traffic and improve its SEO (Woorank.com, 2021).

- NeilPatel.com: NeilPatel is a digital marketing entrepreneur and Guru. His website helps small and medium size enterprises identify their online presence performance and improve their digital strengths. Similarly to Woorank, NeilPatel.com is a SEO Website Audit Tool which uncovers faults that impact your website's SEO health, gives an overall view of the sites' SEO health and provides recommendations on details that would improve the websites' search engine rankings (NeilPatel.com, 2021).

- Keyword Planner by Google: As uncovered in the previous chapter, search engine advertising is an essential tool in digital marketing. Search engine advertising works on an auction-based system, where marketers may bid on certain keywords that are most relevant to their products or services. The volume of the keywords (i.e the times users type it on a search engine) classifies its price (Google Keyword Planner, 2021). Therefore, when marketers bid on keywords, the highest bid on the keyword most relevant to their products/ services will make their website show on the top of the search engine results (En.ryte.com, 2020).

2.4 Digital Marketing Terminology

With the abundancy of practices, actions and metrics that surround the digital marketing world, marketers have developed a glossary of terms and acronyms that are associated with these practices (Kingsnorth, 2019).

KPI – Key Performance Indicator is a form of measure that does not only appear in digital marketing but in business altogether. Is a campaign success metric that marketers and advertisers alike set for themselves to help them understand if the campaign is working.

CPA – Cost Per Acquisition is a term simply used to determine the cost that it requires to gain one customer, hence acquisition. This can easily be calculated by dividing the total costs of the campaign by the number of converted customers. If the CPA is too high, then the marketers should consider reworking on the campaign.

CPI – Cost Per Impression measures the times an ad appears on a platform/site regardless of whether the users see/ interact with it or not. Similarly, to the term 'reach' which measures the times your content has been seen by viewers, Impressions measure the times that the ad was displayed. Impressions in general help companies build brand recognition.

CTR – Click Through Rate is a metric used in digital marketing to measure the percentage of clicks an advert or listing generated in comparison to the times it was viewed by users (Dodson, 2016). For instance, if a listing is viewed 200.000 times across several different devices and several different viewers and is clicked on 5.000 times, the CTR is 2.5%. (5.000 ÷ 200.000 x 100 = 2.5)

Engagement Rate defines the volume in which the users have interacted with your brand/ profile on social media. All social media platforms have engagement rates and they are measured by the times users liked, commented, shared your content.

CTA – Call To Action is often a button or anything that would grab the users attention and get them to click on it with the intention of buying a product, clicking or providing info.

Buyer Persona is a general customer profile of a brands' potential customer and is usually formulated by available data on gender, age and interests. The Buyer persona is based on target market research and measures behaviours, goals and motivations.

PPC – Pay Per Click are paid ads that run on Google search engine and it's an instant action. As soon as a marketer sets up a campaign, their website will start ranking high on search engines with no need for keyword bidding. PPC however requires a bigger budget than other search engine advertising strategies.

2.5 Digital Marketing process Model – SOSTAC®

SOSTAC® is a marketing model, continuously developed by PR Smith since the 1990s to help with planning of marketing campaigns and follow's Smith's six fundamental elements of marketing (PR Smith, 2021). SOSTAC® is an acronym that stands for Situation, Objectives, Strategy, Tactics, Action and Control.

2.5.1 Situation analysis

The initiation of a marketing strategy following the model starts with a situation analysis that answers to the question: Where are we now? The question refers of course to the subject company's market presence. PR Smith, 2021 further explains, that would include the definition of Brand and commercial goals, an overall evaluation of the current performance (sale figures, audience growth etc.), customer insight, arising opportunities in the present marketplace and bench- marking of direct and indirect competition. Since the nature of present marketing plan however concerns the case company's digital/ online presence, the aforementioned planning steps must be adapted to conform the online environment.

2.5.2 Objectives

The following step to follow as suggested by PR Smith, 2021 model is to establish Objectives. The objectives include the definition of Vision, Business Goals and KPI's. When defining Objectives the SOSTAC® model suggests following the SMART standard. SMART is a mnemonic acronym that marketer's may use to guide their goal setting first introduced by George T. Doran, 1981 and it stands for Specific, Measurable, Achievable, Relevant and Time bound. The Objective step-part of the model answers to the question: Where do we want to be?

2.5.3 Strategy

In continuity, Strategy is the next phase of the SOSTAC® model and answers to the question: How we get there? That refers to the means of audience engagement and reach, which includes methods of Segmentation and Targeting, the utilization of the Marketing Mix or a Content Strategy (PR Smith, 2021). This is probably the most difficult part of the marketing plan as it requires the marketer to succinctly implement all data received with the appropriate tools. Strategy includes online value proposition, sequence which translates to credibility before visibility through to integration of all. Lastly, strategy includes tools, which are the tactics and actual tools that will be used in the marketing plan (Dodson, 2016).

2.5.4 Tactics

Once Strategy has been planned the next phase of the SOSTAC® model is Tactics which answer to the question: What we need to get there? (PR Smith, 2021) In the Tactics

phase it is time for marketers to think how resources will be allocated to maximize the performance and efficiency of the strategic tools and methods (Kingsnorth, 2019). If strategy is the summary of 'how we get there', tactics are the details of 'how exactly we get there' It is also the step where timelines and KPI's are set to meet the goals as defined in the second phase of the model. In digital marketing campaigns, timelines are very important as they allocate the designated funds depending on the length of the campaign (Dodson, 2016).

2.5.5 Actions

In continuity is the Actions stage. As PR Smith, 2021 states, sometimes marketers tend to put less focus on this stage which can be a big mistake when you have a great strategy, good tactics and the Action stage is executed rather loosely. By Action, the SOSTAC® model means defining 'who does what', whether the allocation of tasks concerns internal staff or external agencies and what systems or processes are in place (PR Smith, 2021).

2.5.6 Control

The concluding phase of the model is simply named Control and refers to the means of performance monitoring (PR Smith, 2021). Monitoring performance in digital marketing is done by analytics tools which are integrated in every platform that allows marketing (Hemann and Burbary, 2013). It is essential in marketing campaigns for several reasons. It provides the marketers with data on how their audience reached them, how the audience engaged with the brand, how many of them were converted to buying customers and the demographics of each customer (Kingsnorth, 2021). It ultimately offers the user, insight on the effectiveness of the allocated resources and a better input on the strengths and weaknesses of the present campaign (PR Smith, 2021).

3 Case analysis and competition analysis – using SOSTAC®

The situational analysis includes the case company's current online presence and audience. For instance, the company's website, any third party vendors that sell it's products, social media presence and audience figures (followers, subscribers, viewers etc.). Moreover, the formulation of a buyer persona will ensue out of information received from the case company's Head of Marketing to give the impression of the target audience. A competitor situational analysis is also initiated and compared.

3.1 Situation analysis of Gina Tricot Oy

As the SOSTAC® framework suggests, the planning phase of any digital marketing campaign starts with a situation analysis. Gina tricot has its own Webshop where it offers delivery in 25 countries in Europe as well as Switzerland and UK. However, Gina Tricot clothes are also being sold by B2B partners such as: Zalando.fi, ellos.fi and nelly.com (Figures **3-6**)
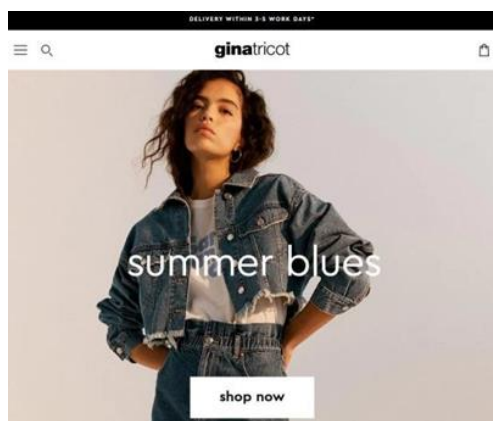
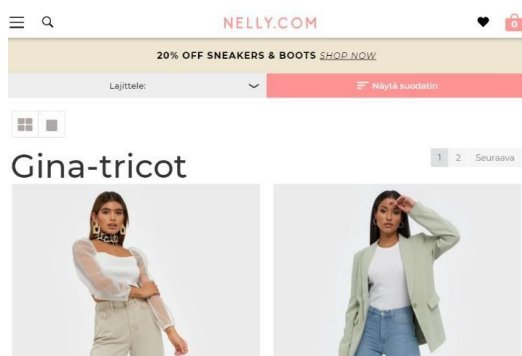

Figure 3 Ginatricot.com Homepage

Figure 4 nelly.com/ginatricot
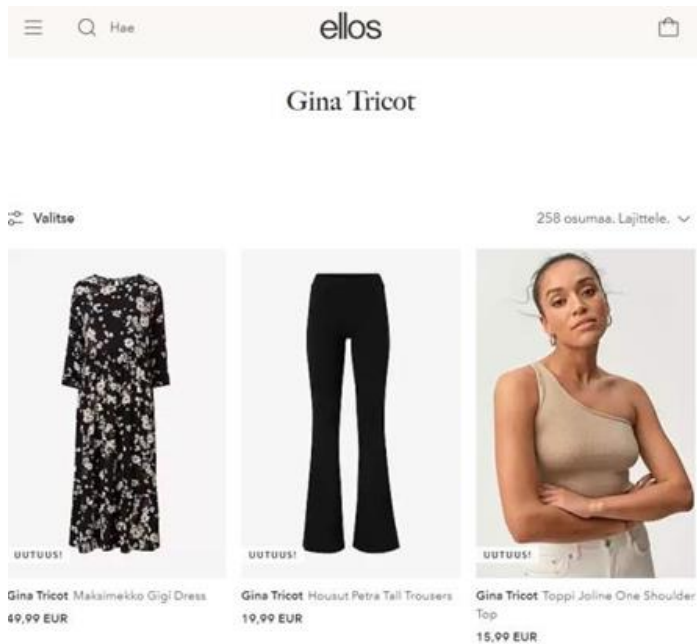
Figure 5 ellos.fi/brand/gina-tricot
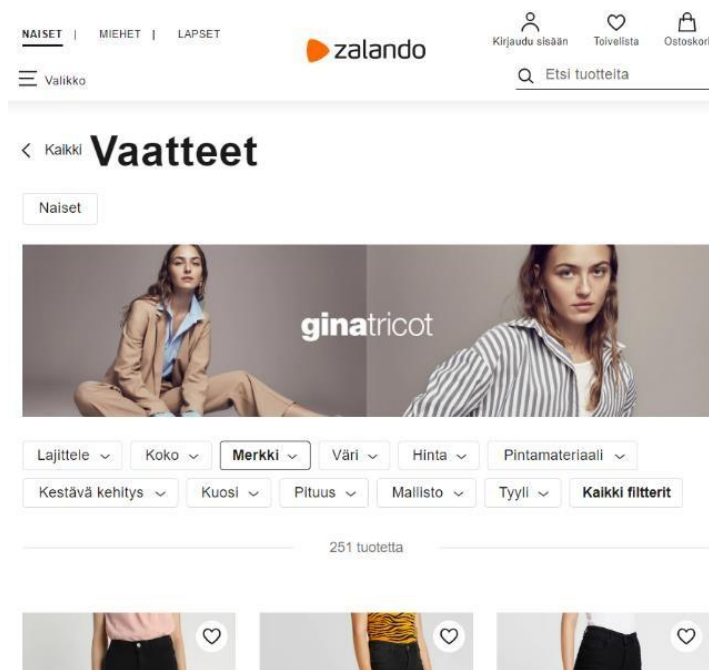
Figure 6 zalando.fi/vaatteet/gina-tricot/

That concludes Gina Tricot's web shops and third party vendors. The company also has 4 main social media channels that include: Instagram, Facebook, Pinterest and a Youtube channel. The company's social media presence maintains a balanced 500k subscribers/followers and uses YouTube as a content channel where they post commercial videos. (From top to bottom: Instagram, Facebook, YouTube and Pinterest)

Figure 7 Gina tricot Instagram Profile (483 thousand followers)

Figure 8 Gina Tricot's Facebook Profile (544 thousand likes)
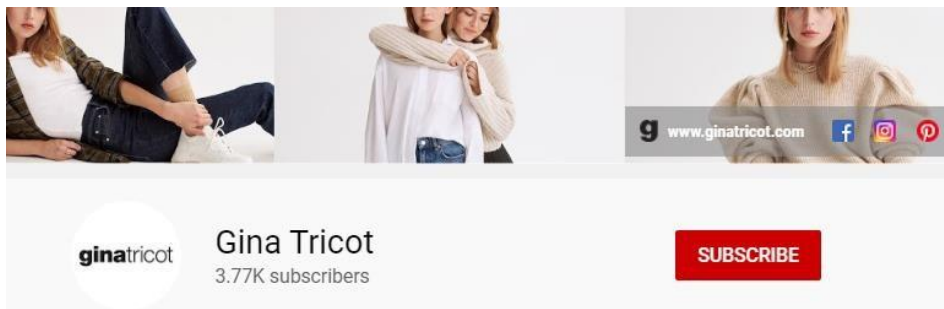

Figure 9 Gina Tricot YouTube profile (3.770 subscribers)
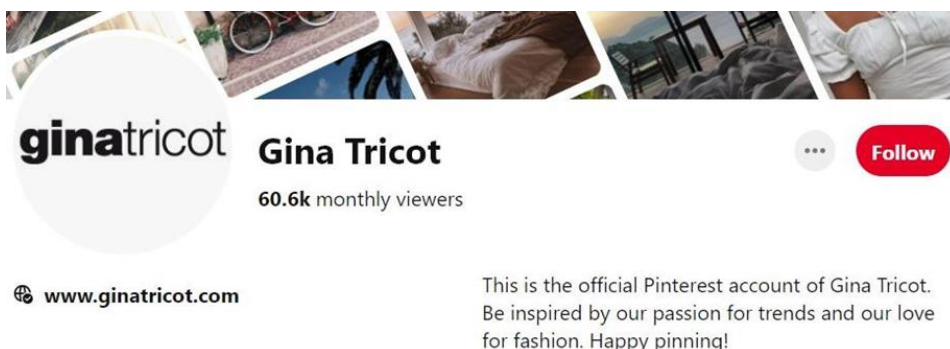

Figure 10 Gina Tricot Pinterest Profile (60.6 thousand monthly viewers)

A buyer persona for Gina Tricot's customers was developed with the intention of giving guidance and insight on more efficient group targeting. Head of Gina Tricot's marketing

department discloses that they have segmented their consumers by age into three groups: a) Young 15-19y b) Primary 20-29y and c) Mature 30-45y.

A quantitative research by Jayawardhena, Tiu Wright and Dennis, 2007 produced several essential views on the purchase intentions and behaviour of online retail consumers and was ultimately concluded by a segmentation of e-consumers based on their purchase orientation.

Jayawardhena et al. 2007 produced five distinct groups of online shoppers and labelled them according to their purchase orientations:

a)   Active shoppers
b)   Price sensitives
c)   Discerning shoppers
d)   Brand loyals
e)   Convenience-oriented

While Angelo Cortez et al., 2014 claims that price is a driving factor in consumer attractiveness in the field of fast-fashion, Jayawardhena et al. 2007 supports the claim by asserting that the largest cluster of online customers are price sensitives and by disproving previous studies where it was stated that convenience is the principal motive behind customers making internet purchases.

Figure 11 Gina Tricot Buyer Persona (Source: GinaTricot.com)

3.2   Gina Tricot and Competition analysis

Gina Tricot operates in the field of so-called fast fashion, whose other players include H&M and Zara. Cheap prices related to fast fashion, constant innovations and fast circula-

tion of goods. There are virtually no stocks, but clothing is transferred from the factories directly to the shops (Angelo Cortez et al., 2014). H&M Group and INDITEX are the biggest competitors as they are dominant fashion groups owning several brands.

3.2.1   Competition analysis on social media

H&M and Zara are leading lines on social media with 35-40 millions of followers. The LPP group and its brands come second and head to head with Gina Tricot in terms of social media audiences and engagement with 300k-600k of followers. Varner Group Brands come last with 60k-100k of followers with Bik Bok being its only competent brand for the moment (400k+ followers).

LPP Group	H&M Group	INDITEX	Varner Group
sinsay	H&M	ZARA	Cubus
CROPP	WEEKDAY	Massimo Dutti	BIK BOK
MOHITO	COS		CARLINGS
RESERVED	MONKI		
	& other Stories		

Figure 12 Competitor Groups and Brands (Online and established in Finland)

The above figure shows the competition that Gina tricot is facing both online and offline. Honorable mentions include ASOS.com which is a third-party vendor, but also has its own line.

There are quite many brands left out of the equation (Pull&Bear, Bershka, Stradivarius, Arket etc.) as they don't have a great footprint in Finland, meaning no physical stores. Given that all the companies are involved in the fashion industry, the best way to promote/advertise their products online is through pictures and videos. For the competition analysis, therefore, primarily metrics from Instagram have been used. As it is a photo and video-sharing social networking service. The reason Pinterest was not considered for the comparison is because Instagram is arguably a larger platform.
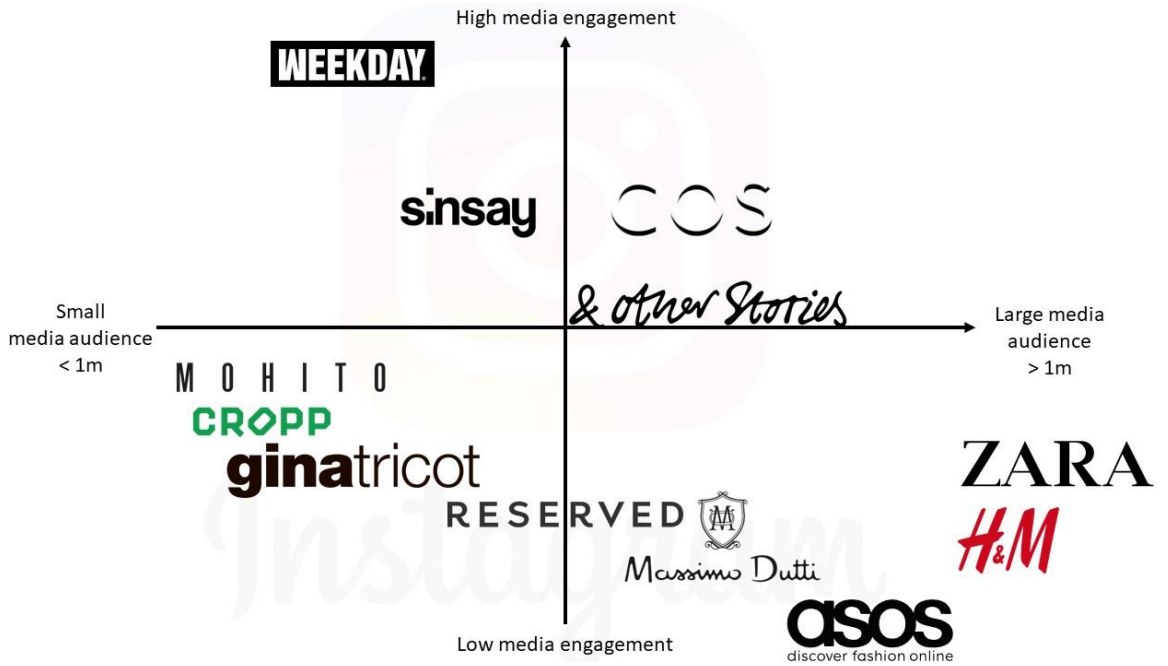
Figure 13 Competition Positioning Map (Social Media: Instagram followers)

The Competition Positioning map helps us better understand the influence GT has in the online market as well as the competition's position. To harshly see how GT's competitors are doing online is measuring their Instagram metrics.

Figure 14 H&M Instagram Profile metrics. Source: Ingramer.com/profile-analyzer

Figure 15 Sinsay Instagram Profile metrics. Source: Ingramer.com/profile-analyzer

Upon examining the social media profile metrics of the case company and the competitors, Ingramer provides us with the most popular caption words used by the profiles and then suggest the Top Instagram captions of all time. Caption words are similar to keywords for search engines.

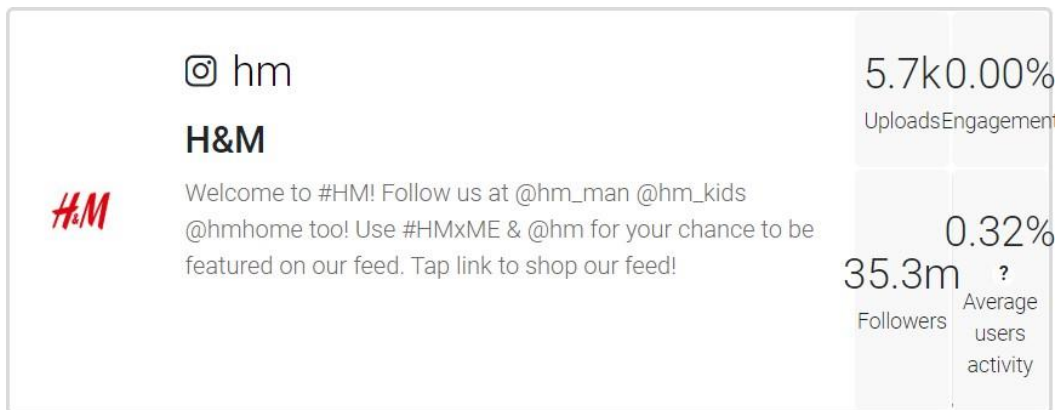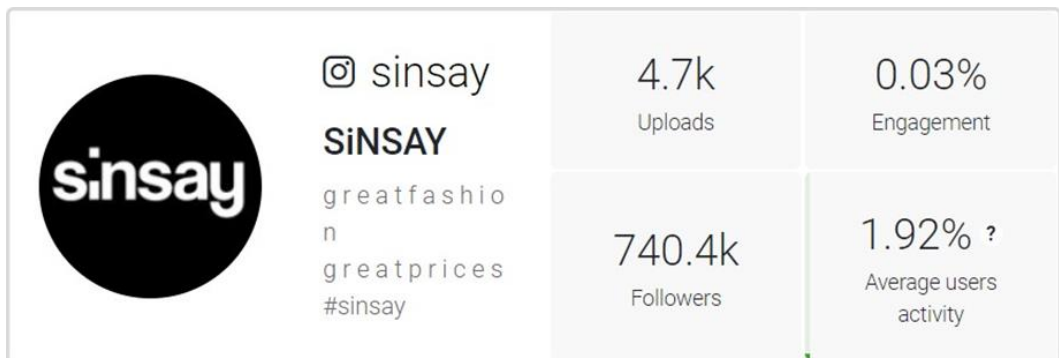Furthermore, an interesting finding of what ones may assume helps H&M reach sky high audiences is that it uses the ''right'' captions on their posts. ''Right'' meaning, words that are the most popular in hashtag or simple text form. By using Trending Instagram hashtags, you help the audience find the posts 3X faster. Instagram hashtags can be a product of a trend or basic words that describe feelings and experiences commonly.

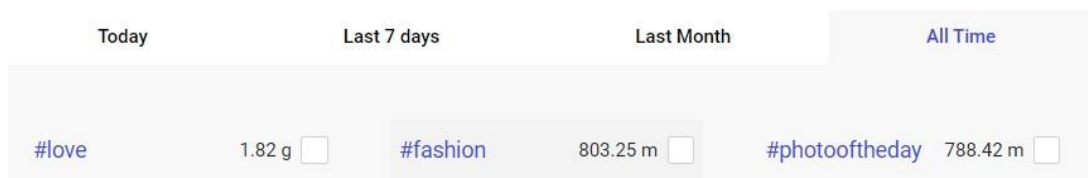| Today		Last 7 days		Last Month		All Time	
#love	1.82 g	#fashion	803.25 m	#photooftheday	788.42 m		

Figure 16 Top Instagram caption words of all time. Source: ingramer.com

The top 2 most used Instagram hashtags of ALL TIME are #love and #fashion (Influencer Marketing Hub, 2019). As seen on figure 9. H&M's Instagram account has made use of trending Instagram hashtags making it easier for consumers to stumble upon their posts.

3.3 Objectives and Gina Tricot Marketing Strategies

As seen in the buyer persona figure, GT's customers are fashion aware ladies that are active on social media platforms and are keen on researching and comparing products from different brands before they make their purchasing decisions.

An efficient marketing practice to attract online customers and increase online visibility is for companies to either a) develop their very own blog or b) network with third-party bloggers of influencers that will promote their products (Dodson, 2016). In many instances, bloggers do so voluntarily, in an attempt to create relevant content for their audiences. In those cases, however, the articles could be unbiased and steer potential customers away from the brand.

The influencer marketing success can be adequately defined by keyword volume. In order to define the keyword strategy of Gina Tricot we will use ubersuggest.com and neilpatel's keyword tools. This will help us understand what do users type in search engines in order to find either company. H&M will be analyzed as a competitor since it's a much bigger

company and the fiercest competition. H&M's business model is almost identical to Gina Tricot.

Keywords: ginatricot.com

KEYWORDS		VOL	POSITION	EST. VISITS	SD
gina tricot	↪	60,500	1	18,392	41
sara sieppi	↪	49,500	12	79	33
mekot	↪	14,800	9	222	65
alusvaatteet	↪	3,600	2	583	63
yvette	↪	1,900	10	21	32
molly	↪	1,900	2	308	32
hame	↪	1,600	6	54	38

LOCATIONS ✚ FI [7,224]　🇸🇪 SE [50,504]　🇳🇴 NO [14,792]　MORE ⌄

Figure 17 Gina Tricot Keyword analysis Source: neilpatel.com

As of 2020 Gina Tricot has collaborated with famous model Sara Sieppi with which the company has launched a campaign. As the model's name appears second in volume in the keyword analysis we can assume that the campaign has been quite successful.

Keywords: www2.hm.com

KEYWORDS		VOL	POSITION	EST. VISITS	SD
hm	↪	450,000	1	136,800	61
mekot	↪	14,800	3	1,440	66
ideapark oulu	↪	14,800	4	975	23
uimapuku	↪	6,600	1	2,006	63
hm club	↪	5,400	1	1,642	21

LOCATIONS ✚ FI [138,511]　🇺🇸 US [4.8m]　🇬🇧 GB [2.2m]　MORE ⌄

Figure 18 Keyword analysis for H&M Source: NeilPatel.com

Keyword analysis tool by neilpatel.com gave us definitive results of the most important keywords with the use of the domain address. A quick comparison between GT's keyword analysis and the one of the competitors shows us that at least one common keyword is found.

3.4 Marketing Tactics and Actions of Gina Tricot

In 2016, Gina Tricot initiated an aggressive influencer marketing campaign on Youtube. Inlfuencer marketing is a strategy that discovers public figures and individuals who have strong influence on a specific industry or target audience (Kingsnorth, 2019).
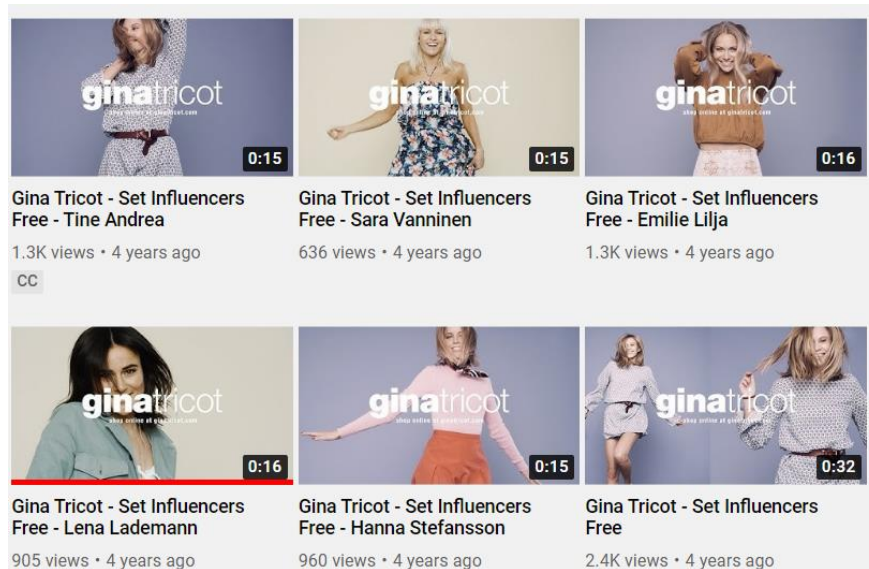
Figure 19 Gina Tricot YouTube channel Influencer campaign videos (Source: Youtube)

The influencer campaign took place during the same time the company was experienced decline in their sales numbers suggesting that they were not a big success.

3.5 Gina Tricot and SWOT analysis of current Digital Marketing

As we have now reviewed the company's current online presence and performance we may pinpoint all its Strengths and Weaknesses by creating a SWOT analysis. SWOT stands for Strengths Weaknesses Opportunities and Threats and is a framework used to evaluate a company's or subjects competitive position.

Table 1. SWOT analysis on Gina Tricot's digital presence, from situational analysis

STRENGTHS	WEAKNESSES
- Active social media channels - Established audience - Influence in the industry - Quality female clothing - Loyal customers - Reasonable prices	- Website has low score of functionality - Company does not put a lot of focus on all social media channels - Spends a lot on influencer marketing - Does not use proper keywords
OPPORTUNITIES	THREATS
- Website is very mobile friendly - Relevant influencers create high traffic and generate sales - Launch of Pinterest campaigns - Can find unique keywords that can be cost-efficient	- High competition - Seasonality - Influencers are a liability

- STRENGTHS: Gina Tricot is active on most popular social media channels giving her an advantage in audience acquisition. It maintains an established and loyal audience on all its social media that allow it to have a position on the industry's map.

- WEAKNESSES: According to woorank.com the company's website recorded a rather low score on website functionality. The website's score as measured by woorank.com is not as good as it could be. The score measures 60/100. The most common errors of the website include: low backlink score and very low to no Social media engagement (The homepage has not been widely shared on social networks. Woorank, 2020). Even though the website of Gina tricot has embedded hyperlinks of its social media profiles, it lacks heavily in engagement.

- OPPORTUNITIES: The very essential pros of the website include: Mobile friendliness, trust indicators (93%) and good indexing. Mobile transactions are catching up and are increasing in numbers (Global Commerce Review, Interactive World Map | Criteo, 2020). Moreover, influencers can be very effective for a marketing campaign as long as they are relevant to the target audience.

- THREATS: The company is facing fierce competition from brands that have way more resources and are backed up by umbrella companies with much larger capital than Gina Tricot. Furthermore, influencers can be a liability to the marketing plan, especially when the target audience is not familiar with them.

4　Proposed Marketing plan and strategy

This chapter includes 4 subchapters and is the initiation stage of the digital marketing plan. I will go through proposed marketing actions for the company, I will recommend digital tactics and marketing tools and will finish with conclusions.

4.1　Proposed marketing goals for Gina Tricot

After examining the company's digital presence, the most applicable set of actions for the company in this stage are:

1. Increase Social media channel audience by 100% by the end of the calendar year 2021
2. Increase Website traffic 25% by the end of the 3rd quarter of 2021
3. Increase Search engine traffic 20% by the end of the 3rd quarter of 2021
4. Increase email marketing CTR by 2% by the end of the calendar year 2021

4.2　Proposed digital Tactics for Gina Tricot

This phase describes in detail the tactics that the company must follow in order to reach the goals:

- Facebook campaigns based on interests
- SEO improvement
- By choosing the right keywords
- Pinterest campaigns

4.3　Proposed digital marketing tools

The proposed digital marketing tools will focus on paid social media campaigns and organic search engine advertisement. As the goals of the digital marketing plan emphasize the increase in social media audience and increase in Website traffic, the mentioned actions would fit best.

4.3.1　Pinterest campaigns

The recommended budget for Pinterest campaigns may be up to 1/3 of the total marketing budget. Given that Pinterest, as mentioned below, has almost half of Pinners (47%) use the platform specifically to shop, making it 4x more effective than other social platforms at sales generation (Group, 2019). The conversion rate for promoted pins therefore is an es-

timated -and reported- 47%. 25% of the total marketing budget goes to a campaign that will result in revenue almost 6x the initial investment (Pinterest, 2021).

Gina Tricot is NOT putting enough focus on Pinterest. Knowing that Gina Tricot is focused entirely on Women's clothing and fashion and Pinterest's audience as of the end of 2019 was 322 million monthly active users, with 72% of them being female (Statista), the company has a rather small audience on the platform.
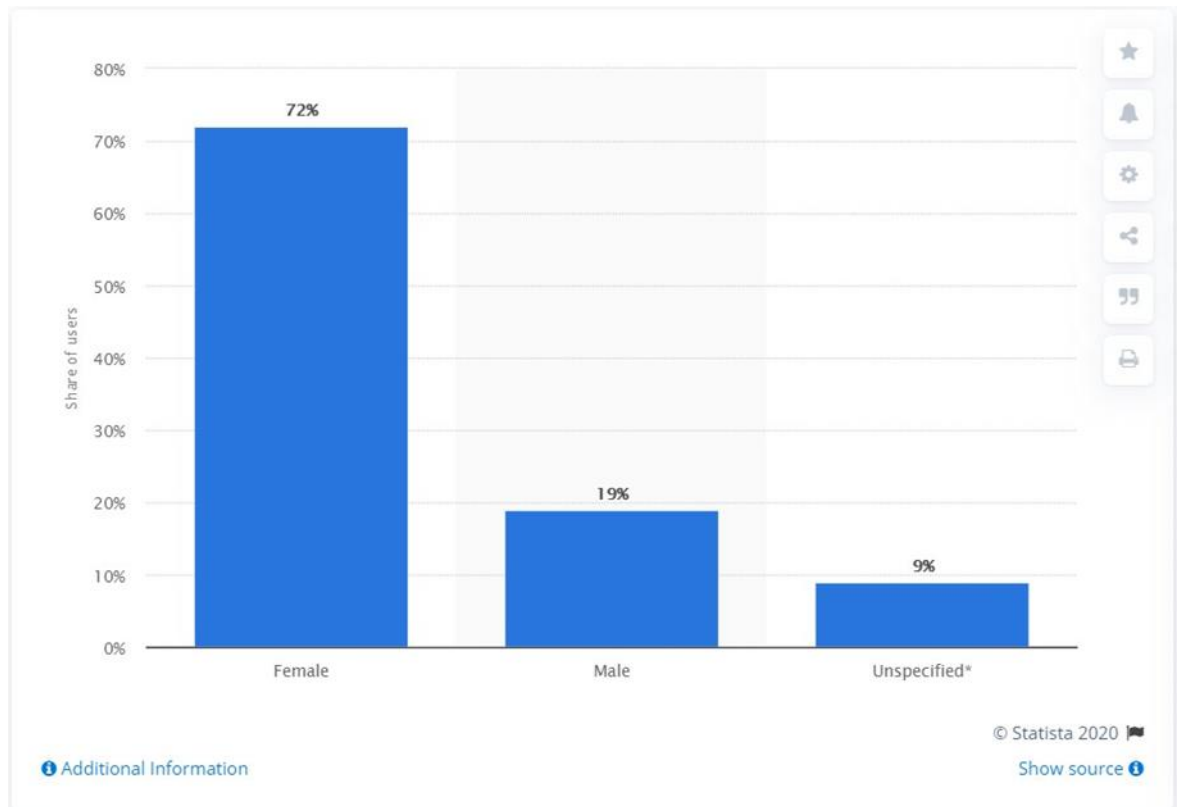
Figure 20 Distribution of Pinterest users worldwide as of April 2020, by gender Source: Statista

Furthermore, Pinterest is not only a platform that rewards photos. Research shows that 89% of Pinners - Pinterest users- use Pinterest for inspiration during their customer journey. An even more interesting finding is that almost half of Pinners - 47%- use the platform specifically to shop, making it 4x more effective than other social platforms at sales generation (Group, 2019).

	Instagram	Facebook	Snapchat	Pinterest	Twitter
Viewing photos	77%	65%	64%	59%	42%
Watching videos	51%	46%	50%	21%	32%
Sharing content with everyone	45%	57%	46%	21%	32%
Sharing content one to one	31%	43%	45%	12%	20%
Networking	23%	33%	21%	10%	26%
News	18%	38%	17%	9%	56%
Finding/shopping for products	11%	15%	5%	47%	7%
Promoting my business	9%	7%	6%	5%	7%

Figure 21 Activities on social media platforms by users in the US Feb 2019 Source: Statista

The CTR benchmark for promoted pins on Pinterest is 0.20%, much different than that of Instagram or Facebook respectively. However, Pinterest can reach even 1% CTR (Pinterest, 2019). Since one of the goals is driving traffic to the website, Pinterest charges for clicks to a website, and ONLY charges when users click to access the website directly from the pin. Common bid is 0.11€ (CPC) but vary according to campaign types.

4.3.2   Keyword planner by google

For the keyword metrics, Keyword Planner by ads.google.com was used. Keyword planner provided us with a forecast of keyword/ phrase performance and a suggested budget, as well as how valuable the keywords are.

	Keyword ↑	Clicks	Cost	CTR	
☐	alusvaatteet	131.50	€76.26	2.0%	
☐	gina tricot jeans	0.78	€0.56	15.9%	
☐	hame	86.88	€42.24	3.1%	
☐	mekot	1,514.39	€861.34	4.6%	
☐	molly	0.22	€0.11	0.7%	
☐	molly jeans	5.48	€3.77	11.4%	
☐	mom jeans	13.88	€8.93	2.0%	
☐	sara sieppi mallisto	0.00	€0.00	–	

Figure 22 Keyword planner results for Gina Tricot Oy -most defined keywords

After analyzing the keywords value with the use of keyword planner, a clear idea of the campaign potential has been ''painted''. Gina tricots bestselling products include: ''molly jeans'' and ''mom jeans''. The ''Sara Sieppi'' campaign however does not seem to generate enough interest in google search engine. Perhaps because the ones that are interested in that campaign are being redirected from other sources with the use of hyperlinks (e.g. Instagram posts, blogs) – as seen in the backlink analysis before.

Keywords like ''mekot'' (English= Dresses), will not be helpful in campaigns as they are very expensive, and the biggest competitor is already at a higher search engine ranking than us with that keyword.

4.4   Conclusions and recommendations

As a clear definitive Action is to find the strengths and weaknesses online and turn them into opportunities and threats, respectively. The image of Gina Tricot could be improved on Instagram by understanding what keywords and hashtags are popular and utilize them. By doing so, the customers find the profiles easier. One of the most popular line of products in gina tricot according to google searches (as seen in the keyword analysis in the previous chapter) are the jeans. By using these keywords in Instagram captions included with popular hashtags, the chances of reaching a much bigger audience are increased.

And as seen from the research, Gina Tricot could focus more on Pinterest campaigns as they are the ones that promise a higher percentage of conversion. Technically, Pinterest is almost a ''third party retailer'' disguised as a social media platform.

The company's website traffic and search engine ranking could benefit from SEO improvement, by generating content that includes unique and popular keywords as they have been defined.

5 Reflections on the Learning process

The entire process of the development for this plan revolved around research which is something I enjoy. The most interesting part of the process was getting to discover the variety of marketing tools that is available. The most educating part was getting to know how all these tools work and what they deliver.

The most challenging part when developing this marketing plan was figuring out where to start from. The SOSTAC® model definitely helped a lot with the structure of the research as it provides a step-by-step stage framework. Apart from that, a challenging part was the limitations of the research in regard to data available.

However, the online software tools provided me with enough information to start formulating hypotheses as to what is working best for the case company. An interesting finding was having an insight on the direct and indirect competition and use the same tools to discover how they manage their digital marketing.

Overall, the process of developing a digital marketing plan was as educative as it has been joyful for a 4th year BBA student such as myself. I feel that this product-oriented thesis, albeit challenging, marks a steppingstone towards my career in marketing.

6 Evaluation of the Digital Marketing Plan

Starting from the theoretical part of the thesis, the abundancy of tools and strategies make the initiation overwhelming for anyone who attempts to start developing a digital marketing plan. It is very important that the marketer acknowledges and examines carefully the needs of their customer before assessing which tools and strategies would work best for them.

The SOSTAC® model provides a structured way of developing a marketing plan from start to finish. The situational analysis stage guided me to gather as much information as possible regarding the case company's current online presence and find its strengths and weaknesses.

After that, the information was adequate to be able to set objectives and actions for the case company's marketing efforts. From the marketing software tools I gathered important metrics that concerned the company's engagement with its audience in social media platforms. The marketing plan provides the reader with statistics and facts on both social media marketing and search engine marketing.

An important finding was the Pinterest's audience segmentation matched the case company's buyer persona. Furthermore, the mentioned social media platform records the higher conversion rate. Almost half of the platforms users, use the platform to shop and get inspired.

Finally, the search engine advertising was suggested, provided that the case company would use more unique keywords for their search engine campaigns. As it was described that the bigger competitors rank the highest when using common keywords, the case company could be more cost-efficient when using unique keywords relevant to their products.

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