Digital Marketing Plan

Case Company: ProGrupper Oy

Abstract

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Abstract
This study aims to develop a Digital Marketing plan for ProGrupper Oy. ProGrupper is a startup company providing a mobile recruiting application designed exclusively for the healthcare industry. ProGrupper enables a real-time recruiting process, especially for singular short-term and acute jobs to which employees are called by the day. Additionally, it provides employers an exquisite profile registry of health care workers to exploit in permanent and fixed-term employment.
The method used to conduct this research is primarily the qualitative method. The primary data was collected through two structured interviews with ProGrupper's business director and CEO. However, the author of this study was hired as an intern in the case company, and observations from that period are also considered. The secondary data has been gathered using books, articles, and online sites in order to get a comprehensive knowledge of digital marketing. It covers tools and channels used when developing a digital marketing plan. In addition, quantitative data from Google Analytics is also used to provide statistical information in order to bring a more comprehensive view to the reader. Finally, the data is analyzed during the three first stages of the SOSTAC® model- situation analysis, objectives, and strategy.
In addition, this thesis provides recommendations to the commissioner company using the other SOSTAC® steps - tactics, actions, and control. It covers tactics and actions related to the website, search engine optimization, and social media. Also, suggestions about how to measure the performance of the plan are gathered in the recommendation chapter.

Keywords
Digital Marketing, Marketing Plan, SOSTAC®, SEO, Social Media

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1   Introduction

So often, it is considered that the failure of a service or a product is determined by its own quality. However, the failure of a service or a product can be influenced by many factors. One of them, for example, is the inefficient or non-existent marketing plan (Kotler, P. 2012, 28.) A marketing plan refers to reaching the target market, increasing and creating a long-term relationship with the target customer, and improving the profitability of the companies (Kotler, P. & Armstrong, G. 2018, 64).

Companies must carefully develop a marketing plan that comes in handy as a reference when executing all operations and strategies of the company, avoiding taking steps aim-lessly and without clear objectives. A carefully planned marketing will be the key in launch-ing a product or even increasing the numbers in the sales department.

This study is about documenting the process of developing a digital marketing plan to guide the case company with marketing a mobile application created only and exclusively to the healthcare sector to get more visibility and gain more users in the mobile platform.

This topic was chosen because I would like to learn more about developing effective digital marketing plans. Also, it must be highlighted that it was not in my plans to specialize in this field. However, during my internship in the case company, I performed marketing activities, and I found the marketing field fascinating.

Due to all of this, this paper introduces the theory of a digital marketing plan, including the SOSTAC® tool. In addition, it covers the most suitable communication channels for the company.

1.1   Presentation of the case company

ProGrupper Oy was founded in 2019 by a long-experienced nurse. ProGrupper Oy is a startup company that has developed a recruitment mobile application for the healthcare industry. The idea for the business arose from the daily basis of nurses and the poor re-cruitment processes in the nursing sector, especially in the field of substitute and gig labor. According to Duunitori (2020), the healthcare sector is facing many challenges in finding and hiring qualified employees. ProGrupper Oy has developed a Health Care Recruitment application in response to this need. The application name is "ProGrupper Hoiva" (ProGrup-per Care). It aims to improve the attractiveness of care work by rewarding employees for

shifts made through the application and improving the cost-effectiveness of employer companies by freeing up resources from recruitment to actual care work. A process chart was created (figure 1) to understand more clearly the working of ProGrupper Hoiva mobile application:
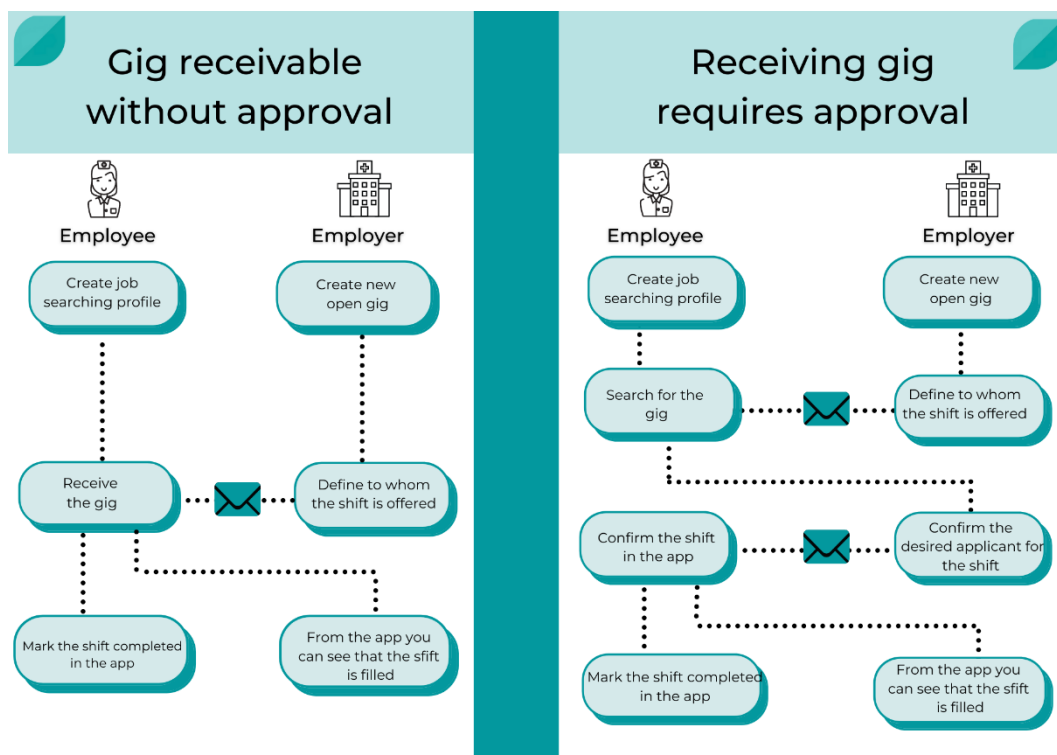

Figure 1 Process for employees and employers using the mobile application.

1.2   Research objectives and questions.

I was hired as an intern by ProGrupper Oy in April 2021 to develop marketing operations through social media. Besides, it was expounded that a digital marketing plan was needed for the future. Therefore, this study aims to create a digital marketing plan for ProGrupper Oy by researching the principal elements of a marketing plan. The tool selected to develop the marketing plan is SOSTAC®. Moreover, the marketing communication channels in the field of digital marketing will be explained, focusing on social media and the website as a principal channel. The main research question is the following:

- Main Question: What factors do an effective digital marketing plan include?

In addition, the main research question is supported by two sub-questions in order to facilitate the answer of the main one:

- Sub question: What are the external and internal elements to consider when developing an efficient digital marketing plan?

- Sub question: What are the appropriate channels and tools to interact and engage with customers?

1.3 Limitations.

Marketing and, to be more specific, digital marketing is a very extended subject. To cover everything around this topic is practically impossible. Therefore, this study will not include all the elements and techniques related to the digital marketing plan topic. Instead, this thesis focus on the most basics but relevant elements for developing an effective digital marketing. In addition, the case company does not have a previous guide concerning marketing. Therefore, to encompass just the essential elements of a digital marketing plan would be the cleverest option.

Also, this study does not cover anything related to the budget due to the fact that this information is confidential. Hence, the aim is to develop a cost-efficient marketing plan. However, the case company must consider that a certain amount of money should be invested in marketing.

1.4 Research method

Several stages are mandatory while conducting a research. The first one is to select the appropriate research approach, deductive or inductive. The starting point of deductive reasoning is overall ideas, and it narrows to a specific situation. On the other hand, inductive reasoning is the opposite. It moves from a particular position to create a broader theory. (Kananen 2011, 40.) Thus, the first one, the deductive approach, will be used in this thesis.

After selecting the research approach, the method carried out to analyze the data gathered should be chosen. Quantitative research is the method in which numerical data on variables are collected and analyzed (Saunders et al. 2015, 496). While, qualitative researchers make narrative records of the phenomena to study, using participant observation and unstructured interviews, among others (Saunders et al. 2015, 568). Therefore, this study is

carried out using a qualitative method to analyze the data and information gathered. This method brings to the study the best possibility to compile data based on the experience and from a different perspective. However, a quantitative approach has been used in order to provide statistical data, complementing the information.

Also, the sources used to collect data play a significant role in the research. This study uses primary and secondary sources. Primary data means new data which is composed just for the study. On the other hand, secondary data is the information that someone else gathered for a different aim. (Saunders 2015, 316.) The primary data is collected through semi-structured interviews of the CEO and the managing director and from analysis tools synchronized to the different digital communication channels of the company. Moreover, the secondary data comes from books, articles, and reports building up the theoretical framework.

In addition, the data collected through interviews are analyzed and connected with the theory of the digital marketing plan. The theoretical framework and the research outcome will be the foundation of the marketing plan created for ProGrupper Oy.

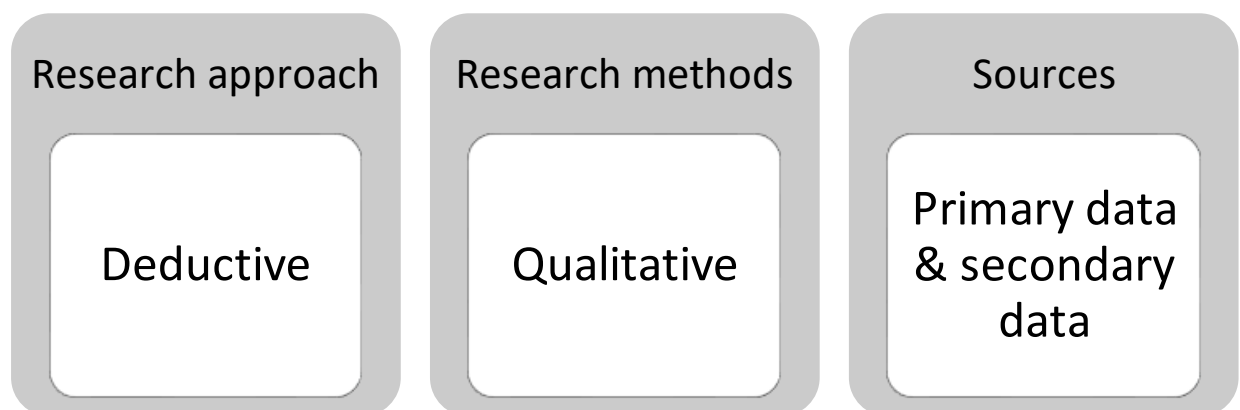Figure 2 illustrates the research methodology and the source of the data used in this study.

Research approach	Research methods	Sources
Deductive	Qualitative	Primary data & secondary data

Figure 2 Research methodology and sources used in this study.

2   Theoretical framework

The aim of this chapter is to introduce the theory that will be used when developing the marketing plan for ProGrupper. Therefore, the reader can have a comprehensive view of the final plan. Furthermore, the chapter defines this study's top keywords: digital marketing, marketing plan, SOSTAC tool, and communication channels.

2.1   Digital Marketing

2020 was a year full of changes and challenges. The COVID-19 pandemic was not a foreseen scenario, and it forced businesses to jump to the digital world rapidly, causing, in many cases, instability and unprofitable situations. Some industries have suffered more than others. (Kotler et al. 2021, 72-74.) As figure 3 illustrates, the outbreak has negatively impacted those sectors where it needed physical contact. On the other hand, the pandemic did not hit as bad for sectors where digitalization was implemented. (Kotler et al. 2021, 72-74.)
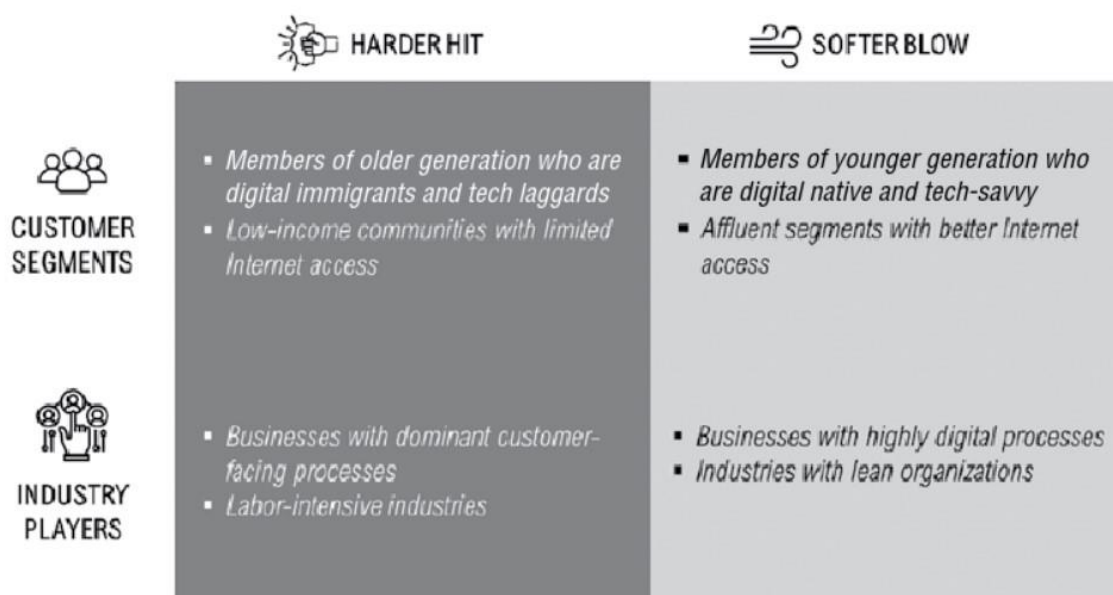

Figure 3 How Covid-19 impacted customers and industries (Kotler et al. 2021)

Digital marketing was a trend before the COVID-19 pandemic, but its practices have increased promptly during it. According to Mishra (2020, 6), digital marketing refers to a company's marketing operations through digital platforms and the Internet. However, this definition gathers an expansive vision of this term and can be considered flawed.

Chaffey explains (2017, 20) that digital marketing aims to reach the company's goals by using technology and media. However, Chaffey goes further, including several ways of handling the company brand through social media, mobile applications, and websites.

Can be thought that the fact of using the Internet for marketing is due to a tendency in the framework of the era of digital communication. However, digital marketing sees its most vital point in its benefits rather than in its novelty.

Digital marketing allows companies to reach the target audience quickly and cheaply. (Mishra 2020, 3.) Companies can have a limited budget, but the company can still identify the audience in a precise and segmented way, reaching potential customers, creating personalized ads, achieving objectives, and much more.

Implementing digital marketing allows companies to measure the performance of all actions such as clicks on ads, organic positioning, or even the time spent on the company's website. With adequate tools, organizations can monitor marketing performance in real-time. In addition, and supported by the data previously measured, digital marketing brings companies the opportunity of creating new possibilities or implementing strategies without having to wait an extended period. (Mishra 2020, 3-5.)

Also, through digital marketing, companies can create a strong brand presence. For example, companies can reach the exact audience on the company's Facebook page and the Instagram page, getting more visibility and creating brand awareness. (Mishra 2020, 4.)

In addition to all this, digital marketing brings greater flexibility. The easy configuration and implementation of digital marketing offer the possibility of doing what the company wants, at any time and from any place (Mishra 2020, 5).

2.2   Marketing Plan

A marketing plan refers to reaching the target market, increasing and creating a long-term relationship with the target customer, and improving the profitability of the companies. Usually, a marketing plan includes an analysis of the business situation. This analysis can be done using different tools such as SWOT analysis. Also, plans cover the objectives, the strategy, and actions to be taken by the marketers. (Armstrong & Kotler 2013, 77.)

An outstanding tool used by professionals to develop digital marketing plans is SOSTAC®. PR Smith created this tool, and it refers to Situation Analysis, Objectives, Strategy, Tactics, Actions, and Control.

Figure 4 SOSTAC® Planning Framework

2.2.1 Analysis of the situation: Where are we now?

The International Institute of Business Analysis (IIBA) (2015), defines business analysis as

> *the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders*

Businesses can perform different kinds of analysis and from different perspectives. On the one hand, the external environment analysis reviews the socio, economic and political data and the information of the business industry and competitors. Companies cannot control all these factors, but they could have an impact on their own business. (Paul et al. 2014, 42-47.) On the other hand, the internal environment analysis refers to the study of a company's internal activities, guidelines, and statements. An example of the areas that can be analyzed internally is marketing capabilities or financial situation (Paul et al. 2014, 47-48).

There are many tools to analyze the external and the internal environment. One of the most used is the SWOT analysis. This tool analyses both perspectives. The internal one identifies the strengths and weaknesses attributes of the company. In contrast, the external ones represent the opportunities and threats attributes of the environment. In addition to all of

this, the premises recognized with this tool must be brief, realistic, and very specific. (Paul et al. 2014, 49.)
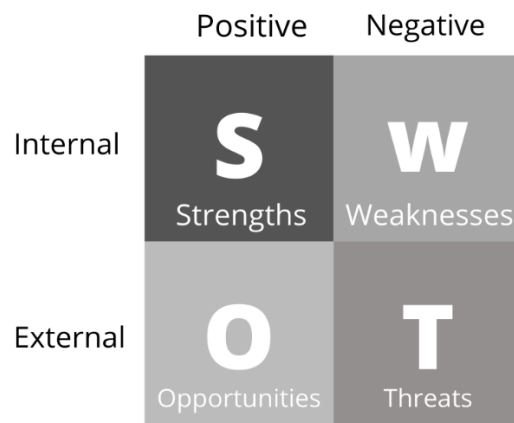

Figure 5 Format of SWOT matrix

2.2.2 Objectives: Where do we want to be?

After analyzing the business situation and considering its results, it is time to set up the goals to be achieved. Marketing goals refer to *the quantification of what a company sells (its product or service) and to whom (its market)* (McDonald, 1999, 245).

Heldman explains (2011,84) the relevance of the goals with a simple but powerful argument: *the goals are the heart and soul of your project.* Also, McDonald (1999, 245) affirms that the marketing plan's objectives help the companies to measure the strategy's effectiveness to reach the goals.

However, setting up a clear and compelling objective is not that simple. Before anything, a company must ask itself the reason for going to the digital marketing world. Also, companies might narrow the areas to be focused on. Digital marketing objectives can be classified as the 5S's: sells, serve, speak, save and sizzle. With these terms, companies cover all the necessary aspects of marketing and not just sales. (Chaffey & Smith 2017, 23.) Those terms are explained below in order to get a better understanding.

Firstly, "sell" refers to the main objective of marketing, to increase the sales of the company. Online sales are vital these days since customers are more active on online platforms. Ideally, a business should use conversion models to set quantitative goals. (Chaffey & Smith 2017, 27.)

The second of the 5S's of digital marketing is "speak". Companies look to retain customers through quality messages and conversations. It is essential to speak about the product because it is the most effective way to make it known. Therefore, it is suggested to implement various communication channels within the marketing strategy to reach the target audience. (Chaffey & Smith 2017, 35). It is vital to recognize where the target segment is and put all the energy into those digital channels, creating a bond with customers.

The third one is "serve". Serve involves that firms need to interact with clients and attend to all the demands efficiently and satisfactorily. Thus, If the commercial experience of the customer is excellent, it will positively impact the business brand and the product or service delivered by the company. A simple but effective example of "serve" is to respond to customers' questions rapidly. (Chaffey & Smith 2017, 31-32.)

The fourth S is "save". Save means saving costs. This term entails money as well as time and effort, among others. To reduce costs, companies should research which channels are most suitable and effective for customers and use those that fit the company's budget. (Chaffey & Smith 2017, 39.)

Finally, the fifth objective is "Sizzle". This objective is considered one of the most crucial points in a digital marketing strategy(Chaffey & Smith 2017, 41-42). It alludes to building up a strong internet brand to bring pleasant feelings around the brand. As a consequence, customer satisfaction and the value of the company increases.

The 5s mentioned above should be considered to implement a successful digital marketing plan and carry out optimal marketing strategies. Additionally, it is important always to set goals using quantifiable objectives that are realistic with the company's situation. Therefore, objectives should be SMART. This acronym refers to specific, measurable, attainable, realistic, and time-bound. (Haughey 2014.)

- Specific. This term means that the goal should not gather generalized assertions and must be defined clearly without any chance of an ambiguous interpretation. (Haughey 2014).

- Measurable. Objectives are measurables. Thus, the outcome of the process of reaching the objective should bring the possibility to measure if it was successfully achieved or not. (Haughey 2014.)

- Attainable. This word means that the people working to reach the objective have the skills, capability, technology, and financial situation to make it happen (Haughey 2014).

- Realistic. The objectives of the marketing must be realistic. Of course, there are always risks, but after analyzing the situation of the business, the goals will have the highest possibility to be achieved (Haughey 2014).

- Time-bound. Projects cannot last forever; everything has an expiration date. Goals are not an exception. Therefore, there is a need to define the timeframe for the objective (Haughey 2014).

2.2.3 Strategy: How do we get there?

The aim of the digital marketing plan is now defined. The next step of the process is to develop the strategy. According to Armstrong and Kotler (2013, 77), a marketing strategy is a marketing plan designed to create a prosperous and profitable long-term relationship with customers. Chaffey and Smith add (2017, 582) a digital marketing strategy refers to all the activities that an organization carries out online in order to achieve the goals.

In addition to all previously mentioned, the critical factors of an effective marketing strategy should be based on the STP model. STP stands for segmentation, targeting, and positioning, and it is an approach used frequently in marketing. It is used to distinguish possible customers by segmenting the market, targeting the customer through the most appropriate communication channel, and positioning the company's product or services over other competitors. STP model is used so often when it comes to planning the marketing communication strategy. STP approach puts the spotlight on the customer, helping companies to send important messages to them. (Hanlon 2021.)

Figure 6 STP model (Hanlon 2021)

The first step is market segmentation. This process involves cutting down a focused market into small segments. This segmentation is based on the similar characteristics that a particular group has. For example, consumer markets can be split using geographical, psychographic, demographical, and behavioral characteristics. (Armstrong & Kotler 2013, 78.)

After the segmentation, it is time to reach possible potential customers through suitable communication channels. The targeting is a process for an organization to review the opportunities that different markets could bring and select the one or one's segments to get into. The ideal segment should be suitable over time. In addition, the segment selected should be the best to create valuable customer relationships. (Armstrong & Kotler 2013, 78.)

Finally, the last step of the STP model is positioning. Positioning is a process through which the firms determine where a product or a service is positioned in a specific target market. The position of a product or service in the target market concerns other customers' options. (Armstrong & Kotler 2013, 80).

Finally, strategies can be classified as inbound or outbound depending on how the possible customer perceives them. Companies usually combine both.

Inbound marketing strategy

Inbound marketing focuses on attracting, educating, and powering consumers via content that helps them better understand the product or services and guides them until purchasing. Compared with the traditional advertisement, this strategy is considered less intrusive since it is better biased with users' needs. (Fishkin & Høgenhaven 2013, 2.)

The media used in inbound marketing are owned, paid, and earned, and it combines strategies such as SEO, content marketing, email marketing, among others. (Fishkin & Høgenhaven 2013, 2.)

Outbound marketing strategy

Outbound marketing strategies are those that use advertising. In traditional marketing, these strategies refer to push actions. For example, the advertising is shown to the audience while they are surfing on a website. Also can be considered as intrusive marketing as it is not in the mind of the audience. For example, if a person is watching a video and suddenly pop-ups an advertise of some product, this is considered outbound marketing. (Hawlk 2018.)

The principals of outbound marketing strategies are interstitials, remarketing, retargeting, spots in videos, or spam email, among others. (Hawlk 2018.)

2.2.4 Tactics: How exactly do we get there?

The fourth phase of the SOSTAC® marketing planning model concerns tactics. According to Chaffey and Smith (2017, 44), tactics are the detail of the strategy. Therefore, tactic refers to how the strategy of the digital marketing plan will be implemented. This can be established by defining the tools and techniques that will be carried out during the process.

Tactics are often illustrated in a Gantt chart, gathering the tools that will be used, when the operation will take place, and how long. Tactical tools can be opt-in email, online events, digital communication channels, or websites, among others. (Chaffey & Smith 2017, 593.) Of course, the best tactical tool to be implemented will vary depending on the strategy. However, the first thing that the marketing team must do is to fully understand each tool and technique, identifying the pros and cons, and then choose. (Chaffey & Smith 2013, 43.)

Furthermore, It is imperative to classify the different strategies of a company. The strategy can be defined using the model illustrated in figure 7, referring to paid, earned, and owned media. (Chaffey & Smith 2017, 34.)
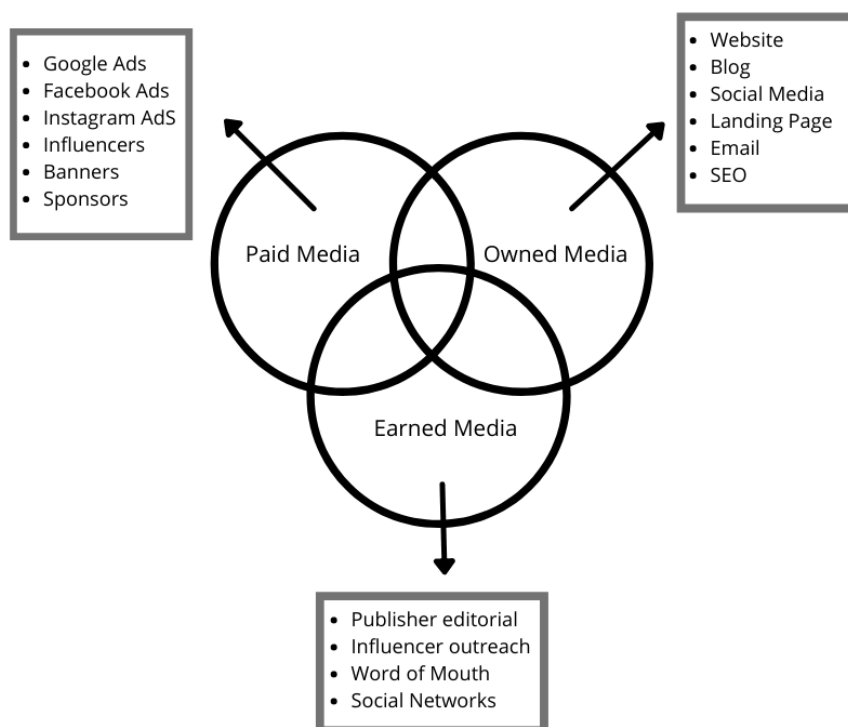
Figure 7 Example of paid, earned, and owned media (Chaffey & Smith 2017)

Thus, paid media refers to advertising done through different channels. For example, Google Ads, Facebook ads, Instagram Ads etc. (Chaffey & Smith 2017, 34.) On the other hand, earned media alludes to the networking of the company. For example, the mentions that the company receives or the company's content that their followers share. (Chaffey & Smith 2017, 34.) Finally, owned media refers to the company's digital assets. For example, SEO strategies, social media (organic), content strategy, copywriting, among others, can be included in owned media. (Chaffey & Smith 2017, 34.)

In conclusion, the marketing strategy must be customized and combined according to the company's needs. Therefore, companies must understand which ones are more appropriate to reach the goals previously identified. (Chaffey & Smith 2017, 34.)

2.2.5 Actions: Who does, what, and when?

The fifth step of SOSTAC® is action. As mentioned previously, if tactics are the detail of the strategies, actions are the detail of the tactics. Processes, guidelines, to-do-list, checklists, or internal marketing, among other activities, are gathered in the actions section. Also, the actions include the planning and the implementation. (Chaffey & Smith 2017, 47.)

It is crucial to have a team capable enough of carrying on all the tasks and digital tactics recognized in the strategy part. Therefore, a very efficient tool used in the action plan is the 5W's methodology. According to Chaffey (2013), this method consists in answering five questions:

- Who?: Who is going to do it?
- What?: What is going to do?
- Where?: Where is it going to be done?
- When?: When is it going to be done?
- How?: How is it going to be done?

All these questions aim to define an action plan of an organization that meets the objectives of the marketing strategy (Chaffey, 2013).

2.2.6 Control: How do we monitor performance?

The last stage of SOSTAC® is control. This stage aims to measure and analyze the strategic plan against the goals. Thus, once the plan is implemented, it is time to check if it is

effective and, in case that something does not work as expected, make the necessary changes to reach the objectives. The plan should *include key performance indicators (KPI) to be measured, who measures what, how often, and to whom*. (Chaffey & Smith 2017, 602.)

The KPIs are usually chosen based on the type of campaign that the company launches, and it will essentially depend on the company's goals. However, an effective connection between an objective and the key performance indicator is vital to have a real outcome, bringing the opportunity to identify wrong decisions promptly. (Chaffey & Smith 2017, 602.)

There is a wide variety of tools to track the performance of the marketing plan. A trendy one is Google Analytics. The main function of this tool is to measure the impact of the company's website and the behavior of its users. The purpose is to understand the performance of the project and how to optimize it. Google Analytics can track all the interactions made on the pages with a high level of detail. A company can analyze through Google Analytics the behavior of its users, the interactions and engagement in the page, the acquisition channel, the stock performance, among other things. (Google Analytics 2021.)

2.3 Marketing Communication Channels

The close relationship between marketing and communication is undeniable. Companies should communicate accurately in order to create a thriving relationship with consumers. According to Rowley (2004), marketing communication is all about setting up a strong presence, building a valuable relationship, and creating a win-to-win situation for both parties.

A communication mix should be included in the tactic section of the marketing plan. Communication mix refers to the tools that are used to inform or convince. The different mechanisms of the communication tool must be managed from a comprehensive perspective, avoiding to use them as independent elements. (Chaffey & Smith 2017,82-83.) The table below shows the ten communication tools of the communication mix.

Table 1 Ten communication tools of the communication mix (Chaffey & Smith 2017)

	Promotional mix	Online executions
1	Advertising	Interactive display ads, Pay Per Click search advertising
2	Selling	Virtual sales staff and chat and affiliate marketing
3	Sales promotion	Incentives, rewards, online loyalty schemes
4	PR	E-news releases, e-newsletters, social networks, links and virals
5	Sponsorship	Sponsoring an online event, site or service
6	Direct mail	Opt-in email, e-alerts, e-newsletters and *web response*
7	Exhibitions	Virtual exhibitions and white paper distribution
8	Merchandizing	Web site design, promotional ad serving on retail sites, personalized recommendations
9	Packaging	Photographs of real packaging displayed online
10	Word of mouth	Social media plus viral, affiliate marketing, e-mail a friend, reviews

2.3.1 Website

The website is usually the main channel to deliver the company's message. Nevertheless, when it comes to developing a website, a few factors should be kept in mind. One of the most important is SEO. This acronym stands for Social Engages Optimization. Dodson (2017, 7) define SEO as

> *the process of refining your website using both on-page and off-page practices so that it will be indexed and ranked successfully by search engines.*

In other words, SEO looks to be positioned among the first results in the Google engine, the primary traffic source on the Internet. The process usually starts with an analysis of keywords and the analysis of the content On-Page and Off-Page. (Dodson 2017, 13.)

SEO On-Page refers to the techniques and actions that have to be with the intern optimization of the website (Dodson 2017, 16). On the other hand, SEO Off-Page alludes to the extern optimization of the company's website (Dodson 2017, 36). An example of SEO Off-Page could be if people talk and link the company's website to some outstanding blogs in the industry.

2.3.2 Social Media

The presence of companies on social media has increased tremendously. As a result, companies are practically obligated to be present and active on networking platforms to outstand from competitors.

Dodson (2017, 153) define social media marketing as

> *a form of internet marketing utilizing social networking sites as marketing tools, thereby gaining traffic, brand exposure, and interaction with customers through social media.*

Knowing this, this is the moment to choose which social media platform will be used to deliver the messages. A priori could be thought the channels must be chosen according to the company theme or copying the competitor's strategy, but this is a mistake. In addition to this, marketers should consider the objectives to be achieved to identify which platform suits the company's needs better. (Dodson 2017, 155-157.)

Thus, the first thing marketers should do before choosing any social media platform is to analyze the time used to manage and build a powerful channel. By this, the marketer will have a realistic vision of the profiles that can be handled effectively. (Dodson 2017, 157-159.)

Another factor that marketers should have in mind is where the target segment is located to know which social media channel is more appropriate to reach them (Dodson 2017, 157-159).

Finally, the budget plays an essential role in selecting how many social media platforms will be included in the plan—for example, hiring a person who updates and creates social media content has some costs that must be foreseen. (Dodson 2017, 157-159.)

3   Research and result analysis.

This study is carried out using mainly a qualitative method. This method provides to this study the best possibility to compile data based on the interviewees' experience and from a different perspective. In addition, however, quantitative data is also used in order to provide some statistical information.

As also mentioned in the introduction chapter, this research is supported by two different data—primary and secondary data.

The primary data was collected in September 2021 through interviews. In total, two interviews were conducted, one to the Business Director and the other to ProGrupper's CEO. The first one provides a commercial perspective to this study, and the second one provides an overall business view. During the analysis, the Busines Director and the CEO are referred to as Interviewee 1 and Interviewee 2, respectively. Furthermore, I have carried out marketing activities during the internship in the commissioner company and got a clear idea of how the company performed during the launching stage. Those observations are considered while developing the actual digital marketing plan.

The interviews were conducted via email. Structured interviews were sent, and the interviewees sent back the form filled. The questions were build-up in order to get the experience of the interviewees. In addition, the interviewees were contacted via telephone for further discussion and to clarify the answers. Notes were taken from those conversations

Regarding the secondary data, e-materials have been used, such as e-books, articles, journeys, and online sources. Also, data from Google Analytics has been collected to complement the information and provide a more comprehensive view to the reader.

Finally, after collecting all the information from interviewees and e-materials, the data is analyzed using the first steps of the SOSTAC® tool- situation analysis, objectives, and strategy.

3.1   Situation Analysis

This chapter gathers the actual business situation of ProGrupper Oy and its performance in the primary communications channels: the website and social media. Also, the SWOT analysis tool is used to analyze the external and internal business environment. In addition, to have a clear vision of the external factor, a competitor analysis is included in this section.

As mentioned previously, ProGrupper Oy was founded by a nurse with long experience. ProGrupper Oy has developed an application for the healthcare sector. The name of the

mobile application is "ProGrupper Hoiva." The idea arose when ProGrupper's founder studied a Master of Administration Sciences and did gigs in the nursing field. At that time, to do gigs was becoming a trend in the healthcare industry, and she realized that it was a challenge for healthcare companies to run gigs or find qualified employees to cover those gigs. Therefore, she thought there was a need for a mobile application where employees could create gigs and employers could apply to them quickly (interviewee 2). In addition, ProGrupper Hoiva aims to make the care jobs more attractive through a bonus system where the employee can be rewarded with gifts. Moreover, the idea is to bring trendiness and modernity to the recruitment of care workers. (interviewee 2).

The application was launched in 2020, but due to the COVID-19 pandemic, all the commercial operations were stopped. Moreover, during the launching process, ProGrupper has faced other difficulties. For example, ProGrupper had some issues communicating the scale of purchasing the application; for more prominent companies, they realized that they should be communicating to C-level decision-makers instead of operational level and selling a tool for the whole staff to use. For smaller companies, on the other hand, ProGrupper did not communicate the effortlessness and agility of the application well enough (interviewee 1). Also, a lack of networking has been another issue that has not made possible to increase ProGrupper's awareness or expand its visibility (interviewees 1&2).

 However, at the beginning of 2021, ProGrupper Oy returned to the business and restarted its operational activities. Currently, the company has gained few clients and, in the application, can be found more than 200 profiles ready to take gigs and work (interviewee 2).

3.1.1   Performance of ProGrupper's main communication channels.

One of the main communication channels of ProGrupper is the website (interviewee 1&2). The traffic on the website started to be measured in April 2021. The tool in use to measure the performance of the website is Google Analytics. Since the website's performance began to be measured, Progrupper has acquired a total of 562 new users, and the average engagement time is 1 minute 12 seconds. Figure 8 illustrates the website's performance from 9th of April to 30th of September, and as it demonstrates, the traffic in the website has had ups and downs. The ups are connected to some activities done by the sales representative or with the post on social media.
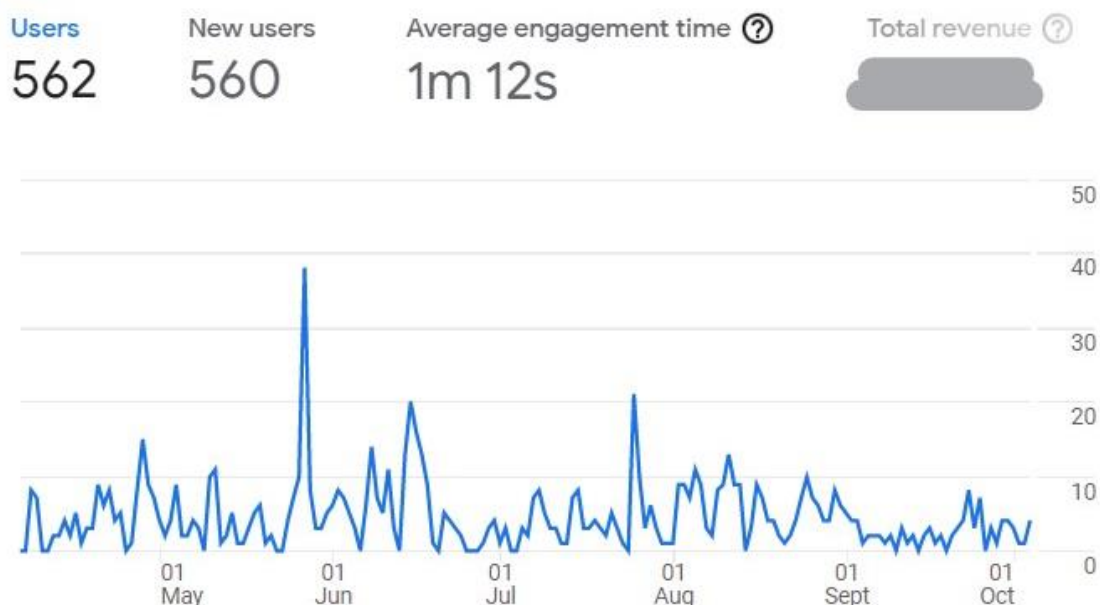
Figure 8 ProGrupper's website performance (Google Analytics 2021)

The other communication channel is social media. ProGrupper uses two platforms to inter-act with customers and deliver quality messages, Instagram and Facebook (interviewee 1&2).

ProGrupper's Instagram account has 154 followers and has posted 62 pictures until the 30th of September. From April 2021, ProGrupper has been active on this social media and has published at least two pictures weekly. However, this is not enough in the launching stage, and ProGrupper should post from 4 to 5 days a week.

The pictures in the account seem to be connected to ProGrupper's business idea. In addi-tion, the Instagram feed appears to be well planned since the images follow a standard. This is a significant part of the Instagram strategy because it is the first impression perceived by the user when landing on the company's page. In other words, the colors and font of the text provide a unique and outstanding view of the company's brand.

Figure 9 ProGrupper´s Instagram Feed

The other platform that ProGrupper uses as a communication channel is Facebook. 268 persons follow ProGrupper's Facebook page. This number is small, but according to Facebook's key performance indicator, it has increased over the last six months. ProGrupper has been relatively active, posting an average of three times a week. The same as in Instagram, this is not enough in the launching stage.

3.1.2 SWOT analysis

The SWOT analysis tool is used to identify the actual situation from external and internal perspectives. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. In this thesis, the SWOT analysis tool is applied to the marketing of ProGrupper Hoiva application. The objective is to acquire a clear view of ProGrupper's actual situation.

STRENGTHS	WEAKNESSES
• Innovative app and easy to use • Satisfy the needs of the healthcare industry • Bonus system	• Brand in a building process. • Few followers on social media • Poor positioning in Google search engine • Lack of resources
OPPORTUNITIES	THREATS
• Possibility to work with students • Mouth-to-mouth marketing.	• Covid-19 pandemic • Law regulations in the healthcare industry • Lack of workers in the healthcare industry.

Figure 10 ProGrupper SWOT analysis

Strengths

The principal strength of the ProGrupper Hoiva application is its innovative system, but it is also easy to use. Care workers react positively to the idea that gigs can be found in one place and receive bonuses based on game elements. (interviewee 2). On the other hand, the target organizations see ProGrupper Hoiva mobile application as necessary. In addition, they have expressed that the mobile application solves problems that have shown up when it comes to running gigs. (interviewee 2).

Weaknesses

The main weakness of ProGrupper is that it is a new brand and it is in a building process. For example, ProGrupper Hoiva application is in the launching stage. Due to the Covid-19 pandemic, all the marketing activities were stopped. The commercial operations restarted at the beginning of 2021. However, the information about ProGrupper is relatively tiny compared with other competitors. Also, a lack of networking has been pointed out as one of the main challenges that ProGrupper has faced, preventing brand visibility growth (interviewee 1).

In addition, ProGrupper website does not have keywords attached to its pages, and as a consequence, it cannot be found in Google search engines (interviewee 1).

Finally, it is complicated to know the problems that a marketing plan can address as a pioneer. In addition, it can be challenging to make a comprehensive plan when the finances of

a startup company determine a lot of what can ultimately be done in practice (interviewee 2).

Opportunities

ProGrupper aims to increase the visibility of the brand itself. The digital communications channels are essential, but other channels cannot be discarded, such as mouth-to-mouth. A good example is health care students. If they apply to a gig through the ProGrupper Hoiva mobile application and have a great experience, they can share it with classroom mates. Therefore, working with student institutions could be a promising opportunity. (interviewee 2).

Threats

One of the main threats that ProGrupper is facing is the Covid-19 pandemic. When the company was set up and the mobile application was ready to be launched, the pandemic surprised the world. All the plans regarding events, promotions, or demo presentations were canceled. (interviewee 1) The uncertain future is making the healthcare industry unconvinced about using new tools. In addition, the sector is skeptical about paying for anything related to recruitment (interviewee 2).

Also, different factors in the health care sector must be changed by law. As soon as the regulation is not reviewed, specific problems will be an obstacle while improving the industry. Moreover, the lack of care workers is a reality nowadays. Healthcare employees are changing the profession, which is a worrying threat for ProGrupper due to the fact that if there are no workers, gigs are not done.

In addition, that internal and external perspectives have been considered when developing ProGrupper's slogan. The slogan is "ProGruppper välittää, välitä sinäkin". This can be translated as "ProGrupper cares, you should care too." But it can also be interpreted as ProGrupper forwards, you should forward too, and this can be referring to ProGupper forwards the gigs, so be part of this and forward them, you too.

3.1.3 Competitors

ProGrupper's principal competitors are MediMatcher and Sijaiset.fi. This sub-section ana-lyzes the marketing performances of ProGrupper competitors, focusing on social media and the website.

MediMatcher

MediMatcher is a recruitment company that has been in the healthcare industry for over 20 years. Healthcare professionals founded the company, and the company's mission is to optimize the recruitment process in the industry by making it fast and cheaper. (Medimatcher 2021.)

Regarding the communication channels used by Medimatcher, can be highlighted Insta-gram and Facebook. Medimatcher has 675 followers on Instagram. The Instagram feed shows that the company uses a layout for a post where healthcare workers play a prominent role. In addition, Medimatcher posts two times a week and, the company has a total of 130 posts. (Medimatcher Instagram 2021.)

On the other hand, Medimatcher's Facebook page has 262 likes, and 271 persons follow it. Regarding posts, the company publishes identical posts as Instagram. However, since the page is not that popular, the audience interaction is lower. (Medimatcher Facebook 2021.)

In addition to all of this, Medimatcher has a website where all the company's information can be found. The layout of the website is very friendly, and the color of the brand predom-inates. Also, Medimatcher uses the same animations on the website as on social media, making the company's brand stand out powerfully. Moreover, Medimatcher has a blog. The company updates the blog an average of 3 times a month. (Medimatcher 2021.)

Sijaiset.fi

The other Progrupper's competitor is Sijaiset.fi. Sijaiset.fi is a recruitment company that fo-cuses on the healthcare sector. This company is present on different platforms on social media. The first one is Facebook, where Sijaiset.fi has 1.129 followers and 1101 persons like the page. Thus, the interaction with the audience is high, and the post's engagement is impressive as well. (Sijaiset.fi Facebook 2021.)

Also, Sijaiset.fi has an Instagram account. However, the performance on this platform is not that impressive as on Facebook since the company has only 284 followers. Nevertheless,

the company's brand colors are primarily in all the posts, and Sijaiset.fi has created a frame when posts are about job positions, bringing an image of unity. The company uses hashtags such as #hoitotyö #hoitaja #hoitajat #sairaanhoitaja #sairaanhoitajat #lähihoitaja #lähihoitajat. (Sijaiset.fi Instagram 2021.)

In addition, Sijaiset.fi has a website with all information regarding the company. The layout of the pages is friendly on mobile and desktop devices. Also, the company develops a blog, but the activity on it is deficient. Last year, the company updated the blog five times. (Sijaiset.fi 2021.)

In conclusion, as previously mentioned, ProGrupper does not have any direct competitors. Furthermore, the application is innovative and unique, and the companies analyzed previously use a standard procedure in the recruitment process.

3.2   Objectives

This section introduces the objectives of ProGrupper's digital marketing plan. In addition, this section aims is to answer the question: Where does ProGrupper want to be?. Therefore, the tools used to respond to it are the SMART objectives to make the objectives specific, measurable, achievable, realistic, and timely. The 5Ss stand for sell, serve, speak, save, and sizzle.

According to the business director of ProGrupper, the main objective of this plan is to build brand awareness and, consequently, cost efficiency and boost sales. In other words, the goal of this plan is to increase the company's visibility considerably in six months (interviewee 1).

Regarding the 5 Ss tool, ProGrupper's objectives are classified using this tool.

Firstly, "sell" refers to sales growth, which is one of the goals to be achieved according to the business director. This paper does not gather exact numbers, but this can be measured by comparing previous sales results.

Secondly, "serve" refers to customer satisfaction. The aim of this is to provide excellent customer service to ProGrupper users. Therefore, possible questions will be effectively responded through ProGrupper's main communication channels. This factor can be measured through users reviews.

On the other hand, "speak" alludes to engagement and the participation of the audience. The best way to promote a product or a service is by making people talk about it.

ProGrupper aims to create conversation over its communication channels. For example, posting on Facebook groups and interacting with the target segment. This can be measured by likes and comments on social media pages.

The fourth S alludes to "save," and it refers to decreasing costs. The channels used to deliver quality messages and attract new users can have considerable costs. As the business director of ProGrupper mentioned, the lack of plan and consistency can cost money and eventually customers(interviewee1). This element can be measured by comparing the amount of money intended previously on marketing.

Finally, the fifth S is "sizzle." This means building a solid presence around ProGrupper's brand. If ProGrupper is a trustworthy brand, the number of users on the mobile application will boost up. This factor can be measured by comparing the number of users on the mobile application from a previous period.

3.3   Strategy

This section introduces ProGrupper's typical buyer persona from an employee and employer perspective and the strategy to be followed in order to reach the objective described in the previous section. Moreover, it is essential to develop a well-substantiated strategy. Otherwise, a lack of strategy can cost the audience, money, or even customers (interviewee 1).

From one side, ProGrupper's target groups are companies that provide care services and offer gigs to employees. However, ProGrupper has identified its leading target group in the private sector. For example, home care units which provide care services to elderly, disabled, and mental health patients (interviewees 1&2).

According to the social and health sector classifications, about 30,000 companies are operating in the sector in Finland (Suomen Asiakastieto Oy 2021). Therefore, the share of industries identified as ProGrupper's target group is over 4,800 companies. (interviewee 1)

Table 2 Industry List (Suomen Asiakastieto 2021)

Industry	Firms, pc
Elderly service housing	422
Other facilities and service housing	44
Youth and children's institutions and professional family care	432
Other social work services without accommodation	1771
Home services for the elderly and disabled	1401
Rehab instutions and nursing homes	47
Service housing for the disabled	25
Institutions and housing services for the mentally disabled	96
Housing services for the mentally ill	108
Nursing homes for the elderly	76
Institutions for substance abuse problems	32
Home services for the non-elderly and disabled	258
Other open services for the elderly and disabled	132
Housing services for drug addicts	17
Facilities for the disabled (excl. institutional services for the mentally disabled)	2
Mother/child home and shelter home	13
Grand Total	**4876**

On the other side, the second ProGrupper's target segment is healthcare employees look-ing for a gig or working in companies described firstly as ProGrupper's target group. Unfor-tunately, this kind of job is one of the less attractive in the sector. The reason is that the opportunities to grow up as a professional are low. In addition, the job is very monotonous, and the salary is low. However, ProGrupper responds to this problem by rewarding employ-ees with bonuses when they apply to the gigs through the mobile application, making the job more attractive. Those bonuses can be money, gift cards, among other things (inter-viewee 2).

The positioning of ProGrupper is focused on the innovation and the easy usage of its prod-uct. In the mind of ProGrupper users, the application is easy to use and effective. In addition, time is a factor that makes ProGrupper stand out from competitors (interviewee 2). Employ-ers can see available gigs through the Progrupper Hoiva mobile application, while employ-ees can follow the applicants of the gigs in real-time (interviewee 1).

In this plan, the strategy is developed by using inbound marketing. To be more specific, the strategic focus in content marketing. ProGrupper needs to devote time to the content pro-duced. This cannot be done randomly. Therefore, the content must be based on the needs

of both buyer persona: employees and employers. Keeping in mind the buyer persona, coming up with the perfect message will be easier.

In this strategy, content marketing focuses mainly on social media. Therefore, a content calendar will be created, where all the content will be classified. Thus, the person in charge has a detailed view of the content as well as a schedule to follow. The main activity will be held on Facebook and Instagram since those are the channels ProGrupper uses. However, there is a need to understand that the content must be adapted for each platform. For example, on Instagram, ProGrupper catches up the audience's attention through pictures, while on Facebook, Progrupper can use more text and pictures or videos.

On the other hand, the other main communication channel of ProGrupper is the website. The website has been optimized lately. However, an issue has popped up if the user uses a mobile device to access the website. The text size changes suddenly, and it is not easy to read the website's content (figure 10). Hence, this must be updated and optimized. Moreover, it is needed to work in search engine optimization (SEO) to rank the website better. Therefore, keyword research needs to be done since the web pages do not have any keywords attached.

Figure 11 ProGrupper's website view from a mobile device (ProGrupper 2021)

In conclusion, this strategy is cost-efficient. The media used is owned media; however, other media can be considered as well in order to speed up and get better results. In addition, ProGrupper might need to outsource a person to work on the SEO, but the rest of the strategy does not need significant monetary investment.

4   Recommendations

4.1   Tactics

This section includes the details of the strategy. Therefore, the tactics cover all the tools to reach the goals defined in section 3.2. Three tactics are developed regarding ProGrupper's website, social media channels, and search engine optimization.

Tactic A. ProGrupper's Website

As mentioned previously, the content of ProGrupper's website has been optimized during the past months. The website has been developed through Webnode, and it has been noticed that the website is not friendly when the user uses a mobile device to access it. According to Google Analytics (2021), 56.4% of ProGrupper audience has access to the website using a mobile device. Therefore, it is vital to optimize the website and make the user journey excellent, no matter which device it is using.
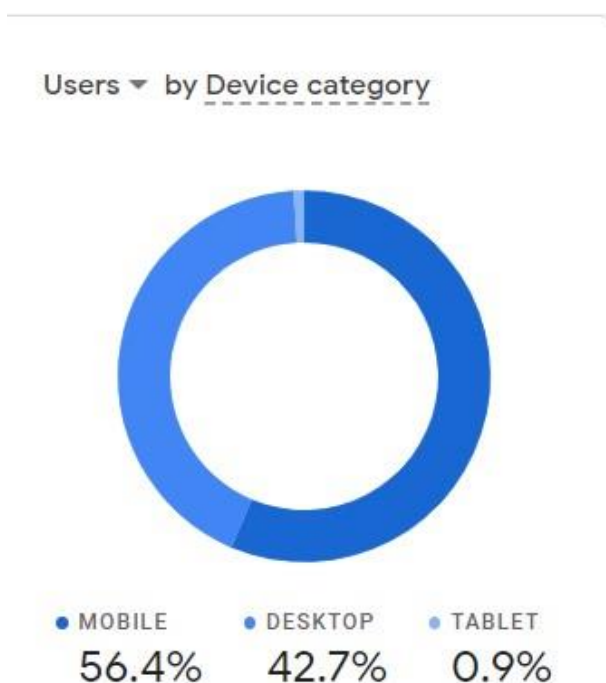
Figure 12 Devices used by users to access ProGrupper's website

Tactic B. ProGrupper's Social Media.

Social media is a vital point of the strategy to raise awareness and strengthen ProGrupper's brand image. The goal is to create frequent and targeted posts that will appeal to both new and existing customers. In addition, ProGrupper aims to deliver precious content for its audience. To achieve this, ProGrupper needs to focus on the post content. The posts will be classified by:

- Product: ProGrupper Hoiva App

ProGrupper aims to be positioned in the audience's mind as an innovative tool but, at the same time, an easy usage tool, providing an excellent and pleasant experience to the user. For instance, posting on social media video instructions of how the application works or a picture of the application interface can be beneficial. Hence, this will give the audience an idea of the journey experience when using the application. Also, this is an excellent opportunity to show that ProGrupper Hoiva aims to help the healthcare industry. It will not be a problem to be added since the mobile application working is easy to understand. The platforms to be used are Instagram and Facebook. Posts on Instagram will include hashtags about the innovative and easy way to find gigs or run gigs.

- Gigs:

In the beginning, the gigs available on the mobile application can be posted on social media. Therefore, this is a perfect opportunity to promote the gig as well as the mobile application. However, ProGrupper aims to gather all the gigs of the care industry on its application, and at some point could be time-consuming to post a significant amount of gigs.
Also, the platforms to be used are Instagram and Facebook. Posts on Facebook can include a more comprehensive description of the gig. On the other hand, on Instagram, the post can include a hashtag about job opportunities.

- Articles:

Almost every day, news regarding healthcare issues is found in digital newspapers or on the Internet. ProGrupper can take advantage of this by linking the information and explaining how ProGrupper Hoiva Application is helping to solve those issues or supporting the industry. The platform to post this content is Facebook because the solution to the problem can be explained briefly as well as the articles can be linked easily.

However, in case that ProGrupper decides to post this content on Instagram, should be aware that the links do not work in the same way that it does on Facebook. Instead, the link should be attached to the bio and refer to it in the feed section.

- Bonuses:

Bonuses are a great asset that ProGrupper can use to catch more users and job applicants. So, for example, ProGrupper can launch the following promotion:

> *Do you want to get a gift card with X amount of euros? Easy! Do five gigs applying through ProGrupper Hoiva Application, and get it!*

These posts can be published on Facebook and Instagram. Once again, it is imperative to adapt the content to each platform. For instance, on Instagram, it is recommended to create a catching picture with the question. Accordingly, the users will check the feed looking for instructions.

- References and testimonials:

Also, it is recommended to share references from customers. It is vital to share the customer's references from both perspectives, companies, and users looking for a gig. Consequently, these posts will bring value and brand awareness to the company. In addition, it is suggested to set up the review section on Facebook. Then, the users can give from one to five stars.

In addition to all of this, ProGrupper should post on social media regularly. Average of 5 posts weekly in the beginning. The posts must be planned carefully and follow a schedule. Facebook and Instagram algorithms are constantly updating but, the key to success is to keep it up. Moreover, ProGrupper aims to have a close relationship with its audience. Therefore, interaction tools will be used on both social media platforms. For example, stories on Instagram, including a Questions & Answers box, and a live video answering the questions generated by the users, can increase engagement.

Finally, it is recommended to use the same colors (turquoise, white, and grey) when posting on social media. This provides an image of unity. In addition, it is essential to post on the time that fans are online: from Monday to Friday between 10.30 a.m and 12.00 a.m.

Tactic C. Search Optimization Engines

Regarding Search Optimization Engines and as previously was explained, ProGrupper does not have direct competitors. However, some indirect competitors are positioned better in Google. Therefore, ProGrupper needs to develop this tactic carefully to rank the website

better in the Google search engine. Thus, the first step is to carry out keyword research. The keyword does not mean just a word. It can be a sentence. This research can be done using the Google Keyword Planner tool. This tool points out the most popular keyword searches. Moreover, the content of ProGrupper website should be SEO friendly. So, SEO on-page and off-page must be considered.

4.2   Actions

According to Chaffey & Smith (2017), actions are the detail of the tactics. Therefore, this section includes all the tasks to be done by ProGrupper's team to carry out all the tactics and reach the company goals.

The first and easiest action to accomplish is to make ProGrupper website mobile device friendly. ProGrupper uses the Webnode platform to build the website. However, Webnode does not allow changing the view of the page on a mobile screen mode. Thus, it is recommended to transfer ProGrupper's web domain to WordPress. This is because WordPress brings a lot more possibilities when it comes to developing a website. However, in case that ProGrupper wants to continue using Webnode, it is suggested to re-building the website's layout using a mobile device as it brings an accurate view of the website on mobile. This task can be done at any time, but it is recommended to do so as soon as possible. For example, the second week of January optimized the employee's page, the third week of January optimized the employer's page, and so on.

Regarding social media tactics, before creating any post, three questions must be answered: Who is it for?, What does the audience want?, and What does ProGrupper want?. By answering those questions, ProGrupper understands the point of the content and can send an effective and valuable message. Also, the writer of the content should consider the perfect length of the posts. Hence, on Facebook, the ideal length is 40 words or less. Posts like this can earn over 80% of engagement. (Geyser 2021.)

On the other hand, Instagram is a visual platform. Hence, image captions should be kept very short. Therefore, the ideal length is less than 130 characters. (Geyser 2021.)

Furthermore, ProGrupper should post regularly; five times a week would be the best scenario. Also, a content calendar must be created where the marketer can have a detailed view of the social media posts. The figure below illustrates an example of a content calendar.

Figure 13 Example of a Content Calendar

Finally, and as mentioned previously in tactic C, ProGrupper must carry out SEO activities in order to rank its website better. Keyword research is the beginning of this process. The tool used to do so is Google Keyword Planner. Moreover, as mentioned previously, the keywords are not isolated words but short sentences. Those short sentences allude to the sentence that the user introduces in the search engine when looking for something. In addition, these sentences have evolved considerably over time as the users have learned to use the search engines efficiently. Hence, when the process of keyword research begins, ProGrupper's team must understand the user's need and analyze how they look for a product as ProGrupper Hoiva's mobile application.

Furthermore, the SEO on-page and off-page must be taken into consideration. In terms of SEO on-page, ProGrupper webpage would be better positioned if its content is outstanding and valuable for the search person. Although the search engine algorithm is a secret and varies so much, some good practices help rank the website better. Good ones are if ProGrupper's content includes the keyword many times over other pages, if the keyword appears at the beginning of the content, or even if the content is organized with headings and sub-headings and the keyword is included on them.

On the other hand, SEO off-page is another fact that ProGrupper needs to watch out. Google ranks better pages if its content is linked or aforementioned online. Therefore, having quality and valuable content is essential, but ProGrupper's content also needs references that support its quality.

ProGrupper does not have any employees. Thus, the business director and CEO must carry all these tasks. However, this can be a bit challenging regarding time availability. In addition, it is suggested to outsource a SEO expert to go through all the processes at the beginning. This is because the SEO action must be done from scratch and can be a bit complicated. Then, after this SEO kick-off, the business director can maintain it.

Furthermore, it is suggested to create a Gantt chart where the actions of the tactics are gathered, having a schedule of the tasks to be done weekly. In addition, the Gantt chart brings an overall view of all the actions, helping to identify the possibility of "bottle-neck" problems, where more resources should be used to avoid delays. An example of ProGrupper's Gantt chart is illustrated in the figure below:
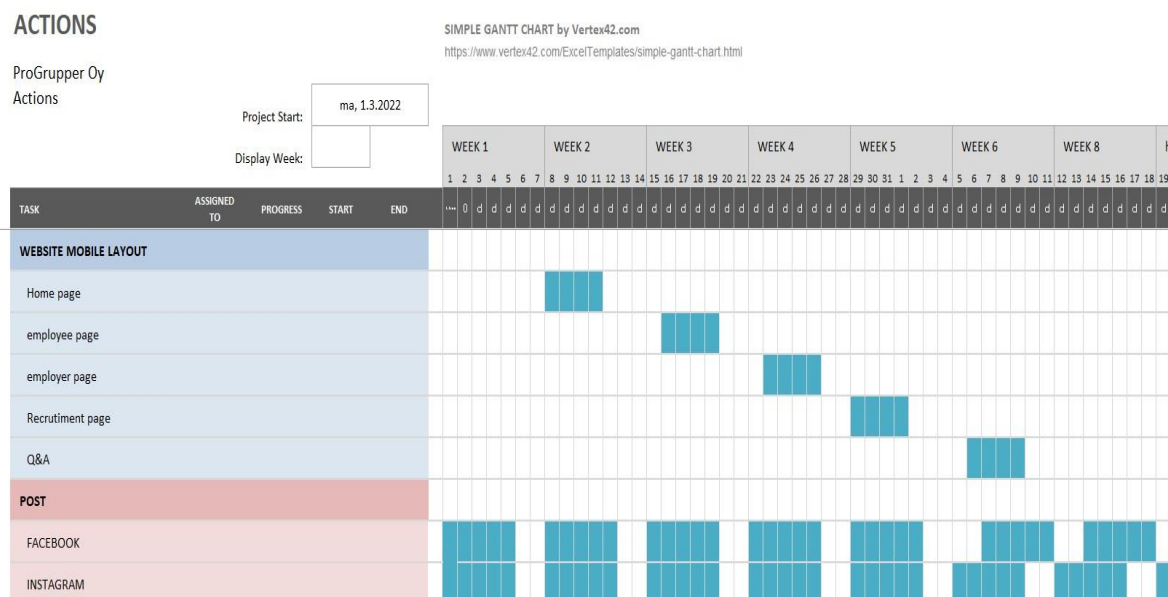

Figure 14 ProGrupper´s Gantt Chart

4.3 Control

The last phase of this plan is regarding control. It is crucial to monitor the performance of this digital marketing plan. In section 3.2, the objectives were defined in a way that they could be measured. Therefore, in the control phase, ProGrupper will check out if the strategy is efficient and if the goals will be reached. During this step, changes can be made if it is noticed that something is not efficient as planned. Again, there are different KPIs for measuring performance.

Firstly, ProgGrupper is using Google Analytics to monitor its website execution. Google Analytics is a complete tool that provides valuable data. As it was explained in sub-section 3.1.1, ProGrupper set up Google Analytics in Abril 2021. As a result, the company gathered website data until today. Therefore, it is recommended to continue doing so and compare the data from the previous period.

Social media can be measured individually. For example, ProGrupper's Facebook page can be monitored through Facebook Business Suite. Using this tool, ProGrupper can also follow the audience's preferences. For example, if they react better to videos rather than pictures. On the other hand, in Instagram, ProGrupper can use Instagram Insights to measure its performance. In addition to all this, ProGrupper needs to follow the engagement on its posts. This means likes, comments, and shares. Also, it is vital to observe that the number of followers on both platforms is increasing steadily.

Finally, as an observation, to position a website better on Google search engines takes time and. Therefore, ProGrupper's team must be aware that it is a slow process. However, if the company keeps up with the good practices, it will be possible to scale positions without investing a considerable amount. However, there is always the possibility to invest some money on it to boost the website.

5   Summary

This document aimed to create a digital marketing plan for a mobile application developed by ProGrupper Oy. At the beginning of this process, the main research question was formulated to acquire a comprehensive and profound knowledge of the thesis topic. In addition, two sub-questions were formulated in order to support the main question and answer it easily. After this, the methodology to be used in this research was chosen as well as the sources of data collection.

Regarding the theoretical framework, the main concepts are defined and explained. The sources used are e-books, articles, and online sites. Therefore, this part begins with a theory regarding digital marketing, and it moves to the description of a marketing plan. After that, the SOSTAC® tool, an outstanding tool used by professionals to develop digital marketing plans, was introduced, as is the principal tool used while developing the digital marketing plan for ProGurpper. Finally, the most important communication channels and essential techniques to consider were explained. For instance, search engine optimization (SEO). Thus, the theoretical and empirical frameworks are the foundation of the marketing plan created for "ProGrupper Hoiva."

The empirical framework of this thesis commences by describing the methodology of the primary data gathered. Therefore, the data analysis was carried out using the situation analysis, objectives, and strategy stages of the SOSTAC® model. Furthermore, the two sub-questions are responded throughout this chapter. On the other hand, the main question is responded to during the recommendation chapter, where are suggested the practices that better suit this plan to build a strong brand presence online. Again, the tactics, actions, and control stages of SOSTAC® are used to do so.

In addition, it is recommended to monitor the performance of this plan since digital marketing practices are constantly developing. In addition, the ProGrupper Hoiva mobile application is in the launching stage, and the business environment faces many changes that can considerably impact this marketing plan.

As a final observation, this thesis process has been a very educational experience. In the beginning, the topic was precise, but the content of the study was not at all, and this is because marketing is a vast subject. Therefore, much information was found and collected, and it was challenging to select and organize it. However, in the end, I feel that I have succeeded, and the information gathered in this document can be so helpful and valuable for the commissioner company.

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APPENDICES

Appendix 1. ProGrupper´s Business Director Interview

1. Please tell me briefly about your position at Progrupper

2. Could you explain to me a bit about ProGrupper's target segment?

3. Did you use any tool that helped you to identify your target segment?

4. How easy was to reach the target groups? What was the main challenge?

5. Did you do some research before placing your market segment?

6. Have you used Marketing tools when you started to serve to ProGrupper? (Marketing mix, Sostac…

7. What do you think is the primary goal of developing a marketing plan for ProGrupper?

8. What are the channels that ProGrupper uses for marketing the mobile app?

Appendix 2. Interview to ProGrupper´s CEO

1. Kerro lyhyesti asemastasi Progrupperissa.

2. Miten ProGrupperin yritysidea syyntyi?

2. Voisitko selittää mikä on ProGrupperin asiakaskohderyhmä?

3. Käytittekö jotain menetelmää tunnistaaksenne kohderyhmän tarpeet?

4. Kuinka helppoa oli tavoittaa kohderyhmät? Mikä oli suurin haaste?

5. Kuinka monta käyttäjää sovelluksella on tällä hetkellä ja minkälaista käyttäjämäärien kasvu on ollut?

6. Miten kohderyhmä reagoi ProGrupperin sovellukseen ymmärrettyään sen toiminnan?

7. Mikä on mielestäsi ensisijainen tavoite ProGrupperin markkinointisuunnitelman kehittä-misessä?

8. Miten ja missä olette markkinoineet ProGrupperin sovellusta?

9. Mikä toimitusjohtajana on mielestäsi suurin haaste laatimiselle aloittelevalle yritykselle?