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Developing a Marketing Communications Plan to Attract Target Customers

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Abstract

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The thesis focuses on developing a marketing communications plan that includes selecting marketing tools to attract target customers. The case company is a startup in recurring that seeks to attract more customers as it experiences challenges in marketing due to its limited size and resources.

The study utilized Applied action research and qualitative research methods. The data for the study was collected from interviews, meetings, participate observations, and analysis of internal documents. The study started with exploring literature and best practice in order to identify effective tools for addressing the thesis objective. The conceptual framework was built around the topics of marketing and developing a marketing communications plan (its elements, how it works), approaches to attracting customers (funnel vs. flywheel), and particular tools and actions to attract customers. Following the literature review, the current state analysis of the present marketing practices of the case company was conducted that focused on applying the SOSTAC model and included conducting the situation analysis, analyzing the existing marketing objectives, strategy and tactics, and analyzing the existing approaches to attracting customers via the current marketing actions and controls.

The outcome of the thesis is the marketing communications plan that was built based on co-creation with the stakeholders via internal meetings and interviews, and subsequently validated with the management of the company. The marketing communications plan addresses the problems found in the company’s current marketing practices. Based on the proposed marketing communications plan, the case company should be able to attract more customers in order to grow and build its position in the market.

Keywords SOSTAC, social media, marketing communications plan
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1 Introduction

Healthcare services in Finland make a large part of the economy. There are many new companies opened in this sector to serve the needs of the economy and sociality. However, in spite of a significant demand, identifying the target market is still critical to the success of a new firm in order to reach the target audience. The other important ingredient for success is adopting effective marketing tactics that would help to attract and retain customers, and build attractive value propositions for them.

Thus, marketing communication is a vital aspect of any business' existence. Businesses of all kinds, from massive corporations to tiny retailers, rely on marketing communication to sell their goods and services. Marketing communication helps convey the information about products and services from producers to customers by establishing and sustaining connections with clients, prospects and other important stakeholders. Communication is key to marketing since it unites all parties. By taking the time to plan the marketing communications, it may pay the way for efficient solutions to fulfil the needs of the clients.

This thesis takes up the challenge to create a marketing communications plan for a new company in the health care sector that has recently started its operations in Finland. This challenge has proven a difficult one, and the thesis attempts to solve this challenge by building on available best practice and co-creation with the relevant stakeholders.

1.1 Business Context

Finncare Global Human Resources Oy is a Staffing and Recruitment firm that specializes in bringing Nurses and Caregivers from other countries to Finland. Finncare effectively links competent healthcare workers with exciting jobs in Finland's public, private and social welfare facilities. It provides the healthcare professionals a support system and career assistance at every step of the road, from the moment they sign up with them, through their pre-migration training, to the time they land and finally settle in Finland as nursing support and new residents. (Finncare, 2022.)

The company is managed by a multi-skilled team of Finnish and Filipino experts with extensive expertise in International Recruitment, Healthcare, Training, Immigration and International Relocation. The company is committed to finding new solutions to the nursing shortage in Finland and, eventually, throughout Europe.
The business views its clients as crucial partners and aspires to a successful partnership where both parties may grow. International nurses and caregivers are the company's target audience. A caregiver is a person who has agreed to take on the role of caring for someone who is unable to adequately care for themselves due to illness, infirmity, a handicap or a mental health issue. And less than 10 people work for the company at the moment.

1.2 Business Challenge, Objective and Outcome

As a young firm, the company wants to build trust with clients. Even before that, it needs to attract target customers. Currently it creates the most pressing business challenges for the company. At the same time, being young, the company does not yet have marketing team and therefore it lacks very basic marketing documents, such as a marketing strategy or marketing communications plan. Yet, these documents are indispensable for any company to create effective marketing and attract target customers.

Accordingly, the objective of this thesis is to develop a Marketing communications plan that will include selecting effective marketing tools to attract target customers.

The intended Outcome is therefore a marketing communications plan that will include selecting effective marketing tools to attract target customers.

1.3 Thesis Outline

The scope of the thesis is to develop a marketing communication plans for the newly establish Finncare Global Human Resources Oy that will include selecting effective marketing tools.

This thesis contains seven (7) sections. The first section introduces the case company and its business challenges, the objective and the expected outcome. The second section describes the research design, data collection and data analysis methods. The third section focuses on finding relevant existing knowledge and developing a conceptual framework, while the fourth section reports on the results of the analysis of the current marketing practices and relevant needs in the case company. The fifth section reports
on the development of the initial proposal. The sixth section presents the results of the initial proposal's validation and development of the final proposal. The last section contains the conclusions from the thesis.
2 Method and Material

This section describes the research approach selected for this study. Next, a research design and a step-by-step description of the study are provided, followed by a more detailed explanation of the data collection and data analysis methods.

2.1 Research Approach

According to Saunders (2019), research is a systematic collection and interpretation of data with a clear purpose, to find things out. There are different categories of research. The research families can be divided into basic or applied; qualitative or quantitative or mixed. The applied research is the research of direct and immediate relevance to practitioners that addresses issues they see as important and is presented in the ways they can understand and act upon. While the basic research is research undertaken predominantly in universities as a result an academic agenda, for which the key consumer is the academic community. (Saunders, 2019.)

Quantitative and qualitative methods are the two fundamental types of data collecting used in research. “Qualitative research method analyses numerical data and use mathematical and statistical tools” (e.g. descriptive or inferential methods) to analyse data. As a result, knowing the relationships between variables is necessary for evaluating data using quantitative methodologies. It is applied to comprehend ideas, events, or concepts. In-depth knowledge about poorly understood subjects may be gathered through this kind of study. Quantitative research method is widely used as a shorthand for any technique for obtaining or analysing data that results in or uses numerical data, such as a survey or graphing. Yet, any technique of data collection (like an interview) or method of data analysis (like classifying data) that generates or uses non-numerical data. And the mixed method research is a method that use both quantitative and qualitative data collection techniques and analysis procedures either concurrent or sequential. (Saunders, 2019.)

This study belongs to the realm of applied research family and a field study. It uses qualitative research methods and focuses on developing a marketing communications plan using Applied action research as its research strategy. Since the case company is a recent start-up, it has just started its data collection and documentation and has very
few members of the staff. Nevertheless, stakeholders and all available documentation have contributed to this study.

2.2 Research Design

This study follows the qualitative research approach. As shown in Figure 1, the research design contains five phases.

As shown in Figure 1 below, the first phase is setting the objective. The second phase focuses on exploring the existing knowledge and best practice that discussed how the marketing communications plan works, what are the elements and tools that can be included into the marketing communications plan and what approaches can be used to attract customers.

In the third phase, the current state analysis focuses on the existing company’s methods, tools, approaches that they are currently used to attract customers. The next phase is concerned with building the initial proposal for the company that is based on co-creation with the key stakeholders. The validation of the initial proposal involves approval and additional development ideas from the company and the creation of the final proposal as the last phase of the study.
2.3 Data Collection and Analysis

Three data collecting rounds were used to gather the data for this study, which drew from a number of data sources.
Table 1. Details of Data collections 1-3 used in this study.

<table>
<thead>
<tr>
<th>Participants / role</th>
<th>Data type</th>
<th>Topic, description</th>
<th>Date, length</th>
<th>Documented as</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Key Stakeholders (2)</td>
<td>Face-to-face Interview</td>
<td>1. Introduction about the company 2. Current state of marketing practices</td>
<td>January – March 2023 several meetings</td>
<td>Recordings &amp; Field notes</td>
</tr>
<tr>
<td>2 Key Stakeholders (2)</td>
<td>Face-to-face Interview</td>
<td>3. Dev. areas 1. Method of collecting feedbacks</td>
<td>February 2023 (1.5hrs.)</td>
<td>Recordings &amp; Field notes</td>
</tr>
<tr>
<td>3 Customers (3)</td>
<td>Face-to-face interviews</td>
<td>Current marketing communications practices; strengths &amp; weaknesses based on their experience Feedbacks from customers</td>
<td>February 2023 30 min each</td>
<td>Recordings &amp; Field notes</td>
</tr>
<tr>
<td>4 Feedback from customers??</td>
<td>Customer feedbacks</td>
<td></td>
<td></td>
<td>Written responses</td>
</tr>
</tbody>
</table>

Data 2, for Proposal building

<table>
<thead>
<tr>
<th>Key stakeholders (same as Data 1)</th>
<th>Discussions, interviews</th>
<th>Co-creation</th>
<th>March 2023 (1.5hrs.)</th>
<th>Recordings &amp; Field notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 Customers (3)</td>
<td>Face-to-face interviews</td>
<td>Inputs from customers</td>
<td>April 2023 30 min each</td>
<td>Recordings &amp; Field notes</td>
</tr>
</tbody>
</table>

Data 3, from Validation

| Key stakeholders (same as Data 1) | Group interview/ Final presentation | Validation, evaluation, final improvements | May 2023 (30 min. each) | Recordings & Field notes |

As seen from Table 1, the current state analysis phase involved the collection and analysis of Data 1. Personal interviews with internal stakeholders and customers served as the primary source of information for this analysis, which sought to determine the strengths and weaknesses of the current marketing practices based on the input from each stakeholder group's experiences.

In the next round, Data 2 was gathered by interviewing the key stakeholders to get input for building the proposal.

In the third round, Data 3 was gathered from the validation and evaluation sessions held with the top management of the case company. This final phase provided the final assessment and approval for the proposal before going into practice.

In this study, the interviews made the primary method of data collection. The interviews were conducted as semi-structured, face-to-face interviews, held on the company premises, with questions created in advance. The interviews were recorded and the field notes taken.
3 Existing Knowledge and Best Practice on Building the Marketing Communications Plans

This section discusses the best practices and literature on building marketing communications plans. First, discusses the marketing communications plan (what it is, elements and how it works). Second, approaches to attracting customers (funnel vs. flywheel). Third, discusses the tools and actions to attract customers and it ends with the conceptual framework for building the communications plan.

3.1 Marketing Communications Plan (what it is, elements, how it works)

Marketing is one of the business functions. In recent years, significant changes have been made in the marketing theories and practices, especially due to digitalization. Marketing activities are planned with a diversity of different framework, perspectives and techniques. “The transition to the digital age has made it necessary to make significant changes in many aspects, from the design stage of the products to the sales stage and even after-sale services. Consumers of the digital age can act consciously and have 360° information about products as well as sales opportunities. Electronic commerce has been adopted by many businesses as an effective way of marketing the goods and services.” (Sümer and Khan, 2019.)

Marketing communications in the modern age revolve around the term of digital marketing. Online video, display ads, search engine marketing, paid social media ads, and social media postings are just a few of the many different ways that digital marketing may be done. The "conventional marketing" methods like billboards, magazines, and direct mail are frequently contrasted with digital marketing. Surprisingly, traditional marketing frequently includes television. To put it simply, electronic device-based marketing is any form of advertising that may be utilized by marketing professionals to spread advertising messages and assess the effectiveness along the consumer journey. (Mailchimp, 2022.)

A marketing communication plan is a written account of the marketing and advertising tactics used to educate target audiences about a good or service. The audience target, communication objectives, distribution methods, and message strategy are all covered in detail. In addition, the plan details the media mix and financial allocation. Having a clear and basic strategy is essential to avoiding wasting time and money on marketing
initiatives that won’t reach the target demographic. A strong communication strategy can help to keep tabs on the progress and analyze it. (Indeed, 2022.)

Multichannel marketing is the most popular recent approach to marketing. According to Chaffey (Smart Insights, 2020), the Multichannel Growth Wheel is a visual key planning tool showing activities that are needed as part of the process of producing an integrated digital marketing or multichannel marketing plan. The Growth Wheel was created back in 2012 and is used as part of the SOSTAC approach to planning.

The SOSTAC marketing model and the RACE Growth System are the two marketing communication strategies that have gained the most ground in the recent marketing practices. This study will look into them in more detail, starting from the SOSTAC framework.

The SOSTAC framework is a well-known instrument for digital marketing. According to Chaffey and Smith (2017), SOSTAC is a planning methodology that is employed by experts to create various plans, including marketing communications plans, corporate plans, digital marketing plans and others. According to Chaffey, this was originally created by PR Smith way back 1990s and created the SOSTAC wheel in 2017 and summarize common activities for creating a digital marketing communications plan in 2017.

The key questions in each stage of SOSTAC as shown below (Chaffey and Smith, 2017.)

Table 2. Key questions in each stage of SOSTAC.

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1.</td>
<td>Situation Analysis</td>
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<tr>
<td>2.</td>
<td>Objectives</td>
</tr>
<tr>
<td>3.</td>
<td>Strategy</td>
</tr>
<tr>
<td>4.</td>
<td>Tactics</td>
</tr>
<tr>
<td>5.</td>
<td>Actions</td>
</tr>
<tr>
<td>6.</td>
<td>Control</td>
</tr>
</tbody>
</table>

For an objective to be considered, it must be feasible. They ought to be difficult yet still doable. The two questions, "How can I achieve this goal?" and "How realistic is the goal, depending on limits, such as financial factors?" are useful when creating achievable goals. (MindTools, 2022.) Figure 2 shows SOSTAC Marketing Planning Model.
As shown in Figure 2, SOSTAC has six steps and stands for Situation Analysis, Objectives, Strategy, Tactics and Action and Control.

Step 1, *Situation Analysis* is the first step in the model. The situation analysis explains the state of the market and its consumers at this time. Additionally, it demonstrates how the industry is changing and how consumers are responding to it. Customers are included together with growth projections for the future. In terms of "who," "why" and "how," it says a lot. (Chaffey and Smith, 2017.) Situation analysis is crucial since it evaluates performance and aids in making critical decisions for the marketing and communication plans. With this step, it should be considering the following factors: (Chaffey and Ellis-Chadwick, 2019.)
A. **Customers.** “Digital marketing propositions and communications should be based around the customer – the characteristics, technology usage, behaviors, needs and wants.” (Chaffey and Ellis-Chadwick, 2019.)

B. **Marketplace analysis.** “Including intermediaries, influencers and potential partners. This involves identifying and reviewing the main online influences on purchase behavior. It involves the reviewing of opportunities and threats from digital media and technology, including new business and revenue models.” (Chaffey and Ellis-Chadwick, 2019.)

C. **Competitors.** “It is essential to understand how organizations compete in a particular marketplace; benchmarking customer propositions and communications activities against direct and indirect competitors and out-of-sector businesses can identify opportunities for new approaches and digital marketing activities that need to be improved.” (Chaffey and Ellis-Chadwick, 2019.)

D. **Wider macro-environment.** “These are the broader strategic influences including social, legal, environmental, political and technological influences.” (Chaffey and Ellis-Chadwick, 2019.)

E. **Internal review.** “Another major part of the situation involves an inward-looking, internal review of the effectiveness of existing digital marketing approaches.” (Chaffey and Ellis-Chadwick, 2019.)

Making the right decisions is essential for a business's digital marketing plan to succeed. Businesses must thoroughly understand the current condition or where are right now, in order to make the best decisions possible. SWOT analysis is typically the instrument to employ while analyzing present circumstances. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. The tool provides a valid and trustworthy assessment of where a business is at this precise moment. And this was developed by Albert Humphrey in the 1960s. (MindTools, 2022.)

“A SWOT analysis is a method under situation analysis that examines a company’s strengths, weaknesses, opportunities and threats, both from a current and future perspective. Ultimately, the goal of a company is to continue building on strengths while reducing weaknesses. A SWOT analysis helps a company prepare for several different scenarios.” (Indeed, 2022.) Table 3 explained the SWOT stages.
Table 3. SWOT Stages (MindTools, 2022)

| • Strengths | Advantages of the organization. |
| • Weaknesses | Things that need to be improved. |
| • Opportunities | Good opportunities and interesting trends. |
| • Threats | External threats of the business. |

While considering opportunities, it is helpful to consider a company's strengths and consider whether they present any opportunities. Additionally, when weaknesses are corrected, opportunities might occasionally arise. Opportunities can arise from a variety of sources, including adjustments in markets, technology, social trends, population profiles, lifestyles, and local events. (MindTools, 2022.) Importantly, businesses should take into account both internal factors as well as the perspectives of the consumers and other market participants when analyzing the strengths and weaknesses. Together with that, the competition should be taken into account. For instance, if competitors are producing high-quality goods, a company's ability to do so is not a strength. (MindTools, 2022.)

Step 2, setting of Objectives. The objectives specify the driving force for the creation of the marketing communication plan. The typical focuses of objectives are sales, marketing, company expansion, KPIs and maintaining the business. Objectives are ‘where we want to go’. (Chaffey and Smith, 2017.) Because the objectives must be both measurable and practical, it is advised to employ two guidelines. The 5 Ss and SMART goals are two reference documents. (Swan, 2022.) Figure 3 show the 5Ss below.

Figure 3. The 5 Ss (Chaffey, 2022.)
As shown in Figure 3, the 5Ss stands for Sell, Speak, Serve, Save and Sizzle. This was developed by PR Smith around 2000. The first objective is “Sell that refers to the grow sales. Achieved through wider distribution to customers that can’t readily service offline or perhaps through a wider product range than in-store or lower prices compared to other channels.” (Chaffey and Smith, 2017.)

“Speak is the second objective in 5 Ss concept. It means getting closer to the customer. This is creating a two-way dialogue through web and email forms and polls; conducting online market research through formal surveys; and informally monitoring chat rooms to learn about them. Also speak through reaching them via key influencers through e-PR.” (Chaffey and Smith, 2017.)

“Serve is the third in 5 Ss concept. It means adding value for the customers. Achieved through giving customers extra benefits online or inform product development through online dialogue and feedback.” (Chaffey and Smith, 2017.)

“Save is the fourth objective in the 5 Ss concept. Refers to minimizing or saving the costs. This is achieved through online email communications, sales and service transactions to reduce staff, print and postage costs.” (Chaffey and Smith, 2017.)

“Sizzle is the fifth and last objective. This means extending the brand online. Achieved through providing a new proposition and new experience online while at the same time appearing familiar.” (Chaffey and Smith, 2017.)

Making goals quantifiable, or more specifically, SMART, is the next step in developing objectives for a marketing strategy. SMART stands for Specific, Measurable, Actionable, Relevant and Time-bound. Figure 4 shows the SMART marketing objectives. (Chaffey, 2022.)
SMART Marketing Objectives

**Specific**
Is the detail in the information sufficient to pinpoint problems or opportunities? Is the objective sufficiently detailed to measure real world problems and opportunities?

**Measurable**
Can a quantitative or qualitative attribute be applied to create a metric?

**Actionable**
Can the information be used to improve performance? If the objective doesn’t change behaviour in staff to help them improve performance, there is little point in it!

**Relevant**
Can the information be applied to the specific problem faced by the marketer?

**Time-bound**
Can the objective be set for different time periods as targets to review against?

Figure 4. SMART Marketing Objectives (Chaffey, 2022).

“When identifying specific marketing objectives to support the long-term goals, it is common practice to apply the widely used SMART mnemonic. It will know that SMART is used to assess the suitability of objectives set to drive different strategies or the improvement of the full range of business processes,” (Chaffey, 2022.)

“SMART is an effective tool that provides the clarity, focus and motivation that need to achieve the goals. It can also improve the ability to reach it by encouraging to define the objectives and set a completion date. SMART goals are also easy to use by anyone, anywhere, without the need for specialist tools or training.” (MindTools, 2022.)

Step 3, “Strategy, is put into place after the objectives have been set. This is the methodical, step-by-step approach to completing the tasks that also provides guidance for completing certain objectives. Building a marketing communication strategy with the intention of increasing client volume can be one example of a marketing planning objective. Strategy is the big picture on ‘how we get there’, how the objectives will be achieved. The key components highlighted the TOPPP SITE. Target markets: target markets need to defined clearly. Objectives: it is worth double checking the strategy delivers the big objectives: mission and vision. Positioning: precisely how to be positioned in the minds of target customers. Process: introducing a new approach, a new
Step 4, “Strategy directs Tactics. It explains the e-tools that will be utilized and how the time will be divided up. To discuss and decide which tactical tools are best for different phases of the strategy, the tactical matrix might be employed. The methods for acquiring, converting and keeping clients are discovered. Tactics are the details of the strategy. This is tended to be short term and flexible and must developed only after the strategy is agreed and set. Some tactical tools are better than others at achieving specific tasks (boosting awareness, preference, intention to purchase, purchases, repeat purchases). The Tactical Matrix analyzes each tactical tools across nine criteria: reach, speed, time, message volume, targeting, personalization, cost, control and credibility. It is designed to provoke a more informed discussion when choosing which tools work best for certain tasks. It highlights individual tactical tools where there are strongest but can be used throughout the decision journey.” (Chaffey and Smith, 2017.)

Step 5, Action. Execution can be the weakest link in the whole plan. How can be guarantee that the plan will be executed perfectly? Processes, systems and even checklists that are well specified can be useful. Resources are needed for internal marketing (communication, motivation and training), which must be included in the plan. Action or implementation requires an appreciation of what can go wrong – from cyber libel to viruses, mail bombs, hijackers and much more-contingency planning is required. And if one tactical tool does not work, something has to be changed and Risk management involves: brainstorming a list of all the significant things that could go wrong, assessing the impact and likelihood, creating contingency plans for the highest impact and most probable risks, continuous review, revising and refining during campaign execution and post-implementation review to learn from the successes and failures for the next project. (Chaffey and Smith, 2017.)

Step 6, “Control determines whether a plan established to accomplish the goals was successful or unsuccessful. There are analytics tools that track information such as
visitors, time spent there, purchases, conversion rates and more. Controlling the process is crucial so that the appropriate steps can be performed. Essentially, all the objectives listed in the objectives section now need to be measured and monitored—some of them quarterly, others monthly and others daily. This puts in control. There are other controls that need to be in place: usability testing; concept testing; A/B testing. Time has to be made for a regular review of what’s working and what’s not – performance diagnosis. Good marketers have control over destinies. It does leave it to chance and hope for the best. It reduces risk by finding what works and what does not. “(Chaffey and Smith, 2017.)

According to Chaffey, the SOSTAC approach is recommended because it offers a basic, easy-to-remember structure that covers all the steps required to develop and carry out any kind of business or marketing plan. The SOSTAC framework is based on what is happening in a company's marketplace – customer centered and considers the significance of possible partners, influencers and competitors. It has clear objectives to achieve a vision for the future, ensures that the goals are focused and given a clear strategic direction. It provides an overview of the marketing strategies to be utilized to achieve the strategy.

The RACE marketing planning model is the second most popular alternative strategy.

According to Chaffey (SmartInsights, 2022), “he originally developed it way back 2010. The RACE marketing planning model's goal is to give businesses a straightforward framework for creating an omnichannel communications or digital marketing strategy that addresses the issues of reaching and enticing online audiences in order to encourage conversion to online or offline purchases.” Figure 5 shows the RACE Marketing Planning Model.
The structure of the RACE model is based on the conventional marketing funnel, and the goals are aligned with each stage (Chaffey, 2022.) 

**RACE** is made up of four phases or online marketing activities and it aims to assist brands in engaging customers throughout the customer lifecycle.

**Step 1.** “Reach: In order to increase traffic by encouraging visits to various digital presences like the main site, microsites or social media pages, reach aims to increase awareness and exposure of the brand, products and services on other websites and in offline media. It entails using several sponsored, owned and earned media touchpoints to maximize reach over time and create multiple engagements.” (Chaffey and Smith, 2017.)

**Step 2.** “Act: Act is the process of encouraging users to a website or social media presence to proceed to the next stage in the trip once they first arrive. Searching for a
product, reading a blog article or learning more about a company or its offerings are some examples of what it may entail. In order to prevent back button clicks, it’s important to engage the viewer with pertinent, intriguing information and obvious navigational options.” (Chaffey and Smith, 2017.)

**Step 3.** *Convert:* Since RACE is a multichannel or omnichannel marketing strategy, this step merely aims to convert to a sale using online and/or offline channels. It entails persuading the audience to take the crucial next step that converts them into paying customers, regardless of whether the payment is made through offline channels or through online e-commerce transactions. “(Chaffey and Smith, 2017.)

**Step 4.** *Engage:* Aimed at long-term client engagement and communication, creating a relationship with new customers over time to foster recurring business through website messaging, social media presence, email and direct encounters to increase customer lifetime value. Repeated behaviors like repeat purchases and sharing content on social media can be used to measure it.” (Chaffey and Smith, 2017.)

Even though RACE is frequently referred to as a framework for digital marketing, it was actually developed to highlight the importance of digital marketing interactions and create integrated digital plans. Its main goal has always been to manage both online and offline marketing communications in order to boost sales through both traditional and digital channels. It is feasible to develop marketing strategies that particularly target each stage of the decision-making process by using the RACE framework to understand the customer journey.

Summing up, when it comes to developing an effective and efficient plan for marketing communications, the SOSTAC framework is the popular tool because this is very useful since it makes sure that all factors, from the current state of the company to how success will be determined, are taken into account. By using a thorough approach, it can make sure that the plan is complete and that all of its components function together to achieve the same goals. While the RACE has always been focused on managing online and offline marketing communications to increase sales through both digital and traditional channels, even though it is frequently cited as a digital marketing framework and was in fact established to emphasize the importance of digital marketing interactions and create integrated digital plans.
Knowing the elements of the SOSTAC and RACE framework is essential. This will result in the appropriate strategies for attracting customers, which are described in more detail below.

3.2 Approaches to attracting customers (funnel vs. flywheel)

“A customer is an individual or company that buys goods or services from a company. Customers are crucial since they are the ones who will generate revenues for the company. Most businesses would cease to operate without consumers. To maximize income, businesses compete with one another to attract customers as many as possible. Offering unique and exclusive experiences, promoting, cutting pricing, or creating new items are some of the ways they strive to draw people.” (Moovago, 2023.) Due to market competition, attracting customers is getting increasingly difficult. Business develops a marketing plan as a response to the competition to persuade customers to buy a specific good or service from a particular business. Knowing who the target consumers are, what brand awareness is and how to contact them is one of the most crucial things to keep in mind while trying to attract customers.

Finding the target market is the most crucial stage in creating marketing strategies that reach the right people at the right time. A prospective client is used to refer to the potential consumer. It describes a potential or interested consumer who has not yet made a purchase or become a client of the business, but belongs to the target customer group. A potential consumer becomes a customer if they make a purchase. Making a concerted effort to pinpoint the target market becomes part of the brand strategy and a marketing plan, and thus a strong base upon which the brand could develop over time. (Côme, 2022.)

“Brand awareness represents how familiar the target consumers are with the brand and how well they recognize it. Brands with high brand awareness are generally referred to as trending, buzzworthy or simply popular. Establishing brand awareness is valuable when marketing and promoting the company and products, especially in the early stages of a business. Brand awareness might seem like a vague concept and in truth, it is. For those marketers and business owners out there, who like to gauge success with neat and tidy numbers, brand awareness will likely ruffle your feathers.” (Decker, 2022.)

“Brand trust is crucial in a world where consumers frequently conduct extensive research and consult with others before making a purchase. Consumers who get emotionally
attached to the brand are more inclined to make repeated purchases with little to no planning, which fills the gap between trust and loyalty. Brand awareness creates that brand trust. Business practitioners believe that customers are more likely to trust if it gives the brand a real face. Brand awareness campaigns provide the company a personality and a platform for sincerity, feedback and storytelling. These are all techniques that enable to develop mutual trust as people. The link between a person and a brand is similar.” (Decker, 2022.)

Although word of mouth has always been the cornerstone of effective marketing, consider the environment now. Prospects are conducting more independent research than ever before, trust is at an all-time low, and distribution on social media is more difficult. Since word of mouth is so important, losing the momentum that comes from gaining a new client is a serious hindrance to growth. Furthermore, the two approaches that can be used to grow the business are Flywheels and Funnels, which help to visualize and comprehend the customer journey are Strategy part of marketing communications plan and below will be more thoroughly addressed.

One of the best strategies to ensure the success of the business for many years is to first attract clients and then cultivate long-lasting relationships. Customer service is crucial for achieving this. In a study by IDC, which surveyed 24,000 consumers in 12 countries, 18% of respondents indicated they would keep buying their items from a business if they had a good experience with their customer service, even if the products were not the most affordable alternative. (Tomas, 2022.)

*Inbound marketing* has frequently been compared to a *funnel*. The funnel has played an important part in the marketing industry for a very long time—122 years, to be exact. It was initially created by an agency executive named Elias St. Elmo in the late 1890s, and it has given marketers a way to comprehend the consumer journey more thoroughly. A new idea has come about as a result of the growth of B2B, SaaS, and inbound technique over the past ten years. The purchase process had to be viewed entirely differently for the first time in a very long time, forcing marketing professionals to think beyond the marketing funnel. (Leach, 2020.)

The funnel model is predicated on the notion that prospects proceed from the awareness stage to the contemplation stage and on to the decision stage, when it make the purchase, before exiting the buying process. And now in the digital age, this linear plan
does not take into account the enormous changes in how consumers discover brands and shop for items. (Leach, 2020.) And as elaborated the steps in paragraph below.

The three steps of the conventional inbound marketing approach include: learners (marketing), shoppers (sales), and buyers (customers). The learners are at the top of the funnel since they will eventually account for the great majority of site visitors. In fact, over 85% of website traffic, according to SproutBox (2023), comes from top-of-the-funnel sources. The first curiosity phase is when people are learning about potential possibilities, a specific service or product, and the range of available options. Numerous businesses concentrate their marketing efforts there as well since it is there that you may attract potential customers and persuade them to go further down the sales funnel. People who are in the midst of the funnel are sometimes referred to as shoppers. This is because after doing their due diligence and studying, these people are now curious about the goods and services your online store has to offer. Having straightforward price images that are simple to understand and can be easily accessible on the front page of site is an excellent mid-funnel inbound marketing tactic. After all, how frequently have shown interest in a product just to quickly abandon it because it was difficult to figure out how and where to purchase it. (Kingsley, 2019.)

The inbound marketing funnel, however, starts to fail firms at this point. The main purpose of the sales funnel is to direct individuals to the bottom of the funnel, where they tumble out the other end and wave goodbye. It might be asking how the flywheel has destroyed this tactic and whether the flywheel is indeed superior to its predecessor if it’s either utilized the funnel approach for years. This was accomplished by developing an inbound marketing strategy that harnesses this momentum to advance the company’s growth much past the point at which the marketing campaign’s last transaction is made. Figure 6 shows the difference between the funnel and the flywheel.
Today, many believe that the marketing funnel has become obsolete and that a flywheel has ascended to the throne of inbound marketing. Without accepting it, the company will be doomed to the past, which may seem harsh and difficult to do. It must first be aware of what the conventional approach is and how the new strategy differs in order to comprehend what the flywheel technique entails and if it is a superior choice for the company or not. With this information, it can decide whether approach is best for the company and whether or not the flywheel is a superior option for overall success and brand expansion. (Kingsley, 2019.)

The Flywheel is a model for business growth that HubSpot has modified to explain the momentum a firm achieves when it aligns the entire organization to create extraordinary customer experience. The flywheel, which James Watt first developed, is just an energy-storing wheel. The amount of energy is a function of the wheel’s size, friction, and speed of rotation. In order to better understand this, it means that as force is applied to the flywheel, its speed rises. Using inbound marketing, a customer referral program, or paid advertising campaigns, for example, force is a strategy or a program that is applied in an organization. Contrarily, friction is anything that reduces the flywheel's speed; hence it is desirable to remove as many distractions as possible. When clients receive subpar service, for instance, friction occurs. They then decide not to share their opinion with their friends or other interested parties, but rather to speak out against the subpar service. The flywheel's speed is immediately reduced by this. When an organization's internal procedures fail to function correctly or team communications are unclear, this can also cause friction. By strengthening the procedures and techniques that they employ, friction...
is lessened in these situations. The more speed is enhanced and friction is reduced, the more supporters the company gains. (Hubspot, 2023.)

When the flywheel technique was developed, it concentrates on the energy of content customers to encourage recommendations and repeat business. It must eliminate any obstacles in its way and concentrate on the components of its present marketing plan that work best if it’s wanted to apply this technique. This must picture this technique as the wheels of a bike since it is correctly referred to as a wheel. The strongest components of the marketing plan exert the force, just like the legs would if it is wanted to accelerate the bike. The team is in charge of developing a straightforward and efficient marketing procedure that not only leaves clients satisfied but also motivates them to return and recommend the company to others. Create a wheel that continually grows the business and brings in satisfied consumers by doing this rather than a system that leaves open ends for clients to fall through. (Melnik, 2022.)

To put this into context, consider the following HubSpot statement regarding the benefits of flywheel vs funnel techniques: “Companies that choose to use the flywheel model over the typical funnel have a huge advantage because they aren’t the only ones helping their business grow — their customers are helping them grow as well.” (Hubspot, 2023.) This means that, instead of just guiding potential customers through a funnel and letting them go at the end, the flywheel technique harnesses the force it generates to keep the business turning and growing with each rotation.

Summing up, a funnel is a business growth model that depicts a customer’s journey from the awareness stage to the purchase stage. On the other side, a flywheel is a sales strategy that relies on the momentum of satisfied customers to increase recurring business and encourage referrals. They both aspire to turn prospects into customers, but the flywheel is more successful because it puts the client at the centre of its processes and aims to reduce friction by using a clear pricing strategy, fostering cooperation, and engaging completely with prospects. Due to different business needs, what may succeed for one business model may fail for another.
3.3 Tools and actions to attract customers

When it comes to concrete practices and actions for attracting customers, an extensive range of communication tools are used in the process of marketing communication. Every marketing communication tool is made to improve communication with the intended audience. To effectively interact with a target audience and some techniques are combined in different ways. (Kotler and Armstrong, 2012.) The Tactics part of the marketing communications plan includes the following tools: Traditional tools, Social Media tools and Analytics related tools, which are further discussed below.

A. Traditional tools

“A buyer persona is a research-based profile that depicts a target customer. Buyer personas describe who your ideal customers are, what their days are like, the challenges they face and how they make decisions. Buyer personas are also known as customer personas, marketing personas, or profiles, but regardless of the name, their goal remains the same. In order to better attract and serve their consumers, organizations may better understand and relate to their buyer personas. With the use of buyer personas, this make sure that all of the customer acquisition and retention efforts are suited to the requirements of the intended clientele. Although it might seem obvious, it isn’t as easy as it seems. People tend to choose products and services from companies they are familiar with and confident in. The greatest method to establish trust is to demonstrate sincere empathy for the other person, in this example, the clients.” (Wright, 2017.)

“A little but crucial change in how to promote as a company is necessary to earn trust. Only after demonstrating to the potential clients that understand their problems or needs will they be interested in learning more about what you have to offer. Using personas as a constant reference point for company helps keep focused on the requirements of clients. “(Wright, 2017.) Table 4 shows the personas guide directions.
Table 4. Personas Guide Directions (summarized from: Wright, 2017).

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<th>Personas Guide Directions</th>
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<tr>
<td>1</td>
<td>“Product development can use buyer personas when building product roadmaps: Personas will assist them in determining and prioritizing adjustments to your product in accordance with what your clients are most in need of.” (Wright, 2017.)</td>
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<td>2</td>
<td>“Buyer personas can also help your sales team build rapport with potential customers: The sales staff will be considerably more productive if they comprehend the prospect's situation and are ready to allay any worries.” (Wright, 2017.)</td>
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<td>3</td>
<td>“Marketing can use buyer personas to build effective strategies: Personas are important for developing content marketing strategy, for example. They serve as a point of reference when writing text and aid in concentrating keyword research efforts. They can also assist in identifying and ranking the importance of promotional initiatives.” (Wright, 2017.)</td>
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<td>4</td>
<td>“Customer support teams can use personas to better serve the customers: The support staff will be able to demonstrate greater empathy if they have received training on the issues your customers are attempting to solve with your product and the aggravation it creates when things don't work out. When dealing with an irate consumer, a little sympathy may go a long way.” (Wright, 2017.)</td>
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Therefore, developing a buyer persona may help to acquire consumer insights and cross-departmental alignment right away. This will make sure that everyone has the same understanding of your ideal client, including marketing, sales, product development, and customer service. Figure 7 shows the buyer’s journey map.

![Figure 7. Buyer’s Journey Map (Hubspot, 2020.)](image-url)
As shown in Figure 7, the buyer’s journey has three key elements in it, such as awareness, consideration and decision. The path that customers take to learn about assess and acquire a new good or service.

“The buyer's journey is described by the buyer's trip. In other words, customers don't just decide to buy one day out of the blue. They go through a process to learn about, think about and assess a new product or service before deciding to buy it. Sales representatives can more effectively empathize with customers and place their products or services along the buyer's journey by having a thorough understanding of the buyer's journey, the challenges and pain points customers encounter along the way and the influencing factors that shape their thinking.” (Sellers, 2022.) To summarize each of every stage of buyer's journey.

Table 5. Buyer's Journey Stages (summarized from: Sellers, 2022.)

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<th>Buyer's Journey Stages</th>
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<tr>
<td><strong>1</strong> <strong>Awareness stage:</strong> The buyer realizes that they have a problem. The buyer wants to relieve a problem or pain that they are now feeling. They can be seeking for informative sources to help them define, contextualize and better comprehend their issue. The problem or opportunity that buyers desire to explore is being identified. Additionally, they are determining whether or not the objective or problem deserves top attention. (Sellers, 2022.)</td>
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<td><strong>2</strong> <strong>Consideration stage:</strong> The buyer outlines their issue and weighs available choices to address it. The customer will have specifically identified and named their problem and they are devoted to investigate and comprehend all of the option’s accessible approaches and/or techniques to solve the established problem or opportunity. Buyers have committed to resolving the issue and have a clear understanding of the objective or problem. They are now assessing the many strategies or techniques accessible to accomplish the objective or overcome their difficulty. (Sellers, 2022.)</td>
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<td><strong>3</strong> <strong>Decision stage:</strong> The buyer assesses and selects the appropriate provider to deliver the solution. The buyer has chosen their solution approach, strategy or methodology. Their current objective is to gather a list of potential vendors, create a short list and then make a choice on which vendor to choose. Buyers are now comparing vendors after choosing a category of solutions. To choose the option that best suits their needs, they could have created a list of advantages and disadvantages for several services. (Sellers, 2022.)</td>
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According to Sellers (2022), in order to develop or improve a sales process, it is important to understand how customers make purchases. In order to close more transactions and gain more business, be better able to understand prospects, deal with objections and
deliver the appropriate information at the appropriate moment. (Sellers, 2022.) Understanding the buyer's journey is essential to how a company engages with its customers. A company might squander a lot of money on advertising without ever interacting with the customers if it doesn't have a clear understanding of the buyer's journey. It will be easier to create marketing materials to engage target consumers if you have a strong understanding of the buyer's journey and how it pertains to the consumers attempting to attract. Figure 8 shows the Social Media Marketing Radar.

![Social Media Marketing Radar](image)

Figure 8. Social Media Marketing Radar (Chaffey, SmartInsights.com, 2015).

**Social media marketing** is the activity of creating content for social media platforms to promote your products and/or services, build community among your target market, and drive more traffic to your website. Due to the daily introduction of new features and platforms, social media marketing is always evolving. (Baker, 2022.)

An important category of digital marketing which involves encouraging customer communications on a company's own site, or social presences such as Facebook or
Twitter or in specialist publisher sites, blogs and forums. However, through the helps of many different types of social presence, it is simplified and helpful. Participate in consumer discussions and establish your own to fully reap the benefits of social media. (Chaffey and Ellis - Chadwick, 2019.)

Table 6. Social Media Marketing Radar (Chaffey and Ellis - Chadwick, 2019.)

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The social media marketing radar was developed to assist in thinking through and discussing with coworkers or agencies which websites justify or deserve the most
attention in certain areas, rather than automatically turning to Facebook or LinkedIn as some sort of magical social media cure. The locations that show around the radar's center are often considered to be the most crucial to a firm, which helps the radar concentrate resources and attention there. (Bosomworth, 2015.)

The company's Facebook page's "about" section should be carefully filled out with a succinct yet descriptive language that provides all the details about the business and the page. A link to the company's website should be the first thing in the "about" section. It's a good idea to consider including milestones on the page. Milestones can include things like the year your business was started, the introduction of well-known products, or noteworthy occasions. (Zantal-Wiener, 2019.)

To help users learn more about a business, it is encouraged that businesses add links to the descriptions of the profile picture and cover photo. Also, increasing traffic from the Facebook page to the company website by including a call-to-action (CTA) button in the cover image. There are seven ready-made choices at the disposal. These are instantly directed to a landing page of the choice when it clicks on that CTA button. Companies may even monitor Facebook Insights to see how many people clicked on the call-to-action button. (Zantal-Wiener, 2019.)

The foundation of Instagram is engagement and interaction. Businesses should therefore encourage their Instagram followers to take part. This can be done in a number of ways. Holding original Instagram contests is one of them. Contests draw in users, increase the number of followers they have, and keep them coming back. Companies might, for instance, request that their followers share their content or use branded hashtags. (Zote, 2021.)

Furthermore, it is important that businesses maximize the chances to get discover. Businesses can advertise the account in a variety of ways. One way to do this is to tag people in the posts. The number of comments in the image receives can be increased by twofold by tagging participants. And through posting thoughtful and pertinent comments on prospects blog posts can increase the followers. (Zote, 2021.)
B. Social Media tools

Marketers evaluate a variety of online communication tools as part of their communications strategy or while organizing an online marketing campaign. Figure 9 shows the six categories of digital media channels or communications tools.

![Figure 9: Six categories of digital media channels or communications tools available to any business and paid, owned and earned media options. (Chaffey, SmartInsights.com, 2022.)](image)

As shown in Figure 9, cocreate tool categories make essence of each media channel. A systematic view helps in increasing marketing ROI while extending reach, boosting traffic, deepening engagement and producing leads and sales.

Table 7. Six categories of digital media channels or communications tools (Chaffey, SmartInsights.com, 2022.)

<table>
<thead>
<tr>
<th>Six categories of digital media channels or communications tools</th>
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<tr>
<td><strong>1 Search Engine Marketing.</strong> SEO comprises on-page optimization, which increases content relevance, and technical website upgrades to increase crawlability, which are tracked by Google Search Console, it can be regarded as owned media. An additional aspect of SEO is earned media, where exposure in search results can be increased by obtaining relevant &quot;backlinks&quot; from other websites, which effectively serve as a citation or vote.</td>
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<tr>
<td><strong>2 Social Media Marketing.</strong> Social media marketing, which involves fostering consumer contact on a company’s own website, via social networks like Facebook or Twitter, or on specialist publisher sites, blogs, and forums, is a sizable component of digital marketing.</td>
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</table>
3. **Display Advertising.** In that both entail paying for a brand's name to be consistently connected with a publisher or event over time, display advertising and sponsorship are similar.

4. **Digital PR.** Involves boosting flattering "offsite" references to your company, brands, and products made by other businesses and people, especially media outlets or influential people like celebrities.

5. **Digital Partnerships.** Establishing and managing long-term contracts to promote your online services via website messaging and content, as well as on external websites. When a sale happens, the advertiser merely pays a commission-based agreement in affiliate marketing.

6. **Digital Messaging.** Alternatives to digital messaging include co-marketing tactics that use other companies' newsletters, including adverts in third-party e-newsletters (paid media), or most typically using an internal list for client activation and retention (owned media).

Digital channels usually perform better when they are coupled with other channels, thus when suitable, offline media and channels should be merged with digital channels. The most crucial components of integration are first, the use of traditional media to promote the importance of online presences during the Reach and Interact stages and second, at the Convert and Engage phases where customers may choose to interact with customer service agents.

**C. Analytics related tools**

The last stage of the SOSTAC® planning model is control. It answers to the question of did we get there. This section of the plan is all about specifying what you will monitor, how often and who does it. The effectiveness of the plan must be reviewed frequently, and changes may be made if necessary. The plan for control must specify who watches what and when, as well as how the competition is being watched, or competitive intelligence. Analyzing what the competition is doing, what works for them, what they have ceased doing, etc., is referred to as competitive intelligence. (Chaffey and Smith, 2017.)

The control section also includes mystery shopping, usability testing and evaluating the 5 Ss and key performance indicators (KPIs). The control component also includes critical contingency preparations. When something unexpected occurs, such as a competitor lowering rates, a network outage, or Plan A does not work, businesses need to consider what steps to take. (Chaffey, 2017.)
Based on the objectives and strategy, performance is evaluated against specific targets. The most typical metrics employed to govern or regulate a business include sales, leads, awareness, attitude, and ROI. Whenever KPIs are employed, keep in mind that measures are more effective when compared first to the entire industry and then backwards to identify any trends. (Chaffey and Smith, 2017.)

Online performance tracking can be done using a variety of technologies. Both free and expensive tools are offered. Google Analytics and Clicky are two examples of free web analytics programs. Google Analytics has capabilities that track which pages visitors view, how long they stay on a page, and what activities they do. Google Analytics also shows social media shares, ad clicks, where visitors are coming from, and the keywords they are using to find your website. The information is released the following day. (Walgrove, 2022.)

A cloud-based web analytics tool called Clicky is made to assist businesses in tracking, analyzing, and reporting on site visitors in real-time. Features include consumer segmentation, activity tracking, heatmaps, path analysis, data export, engagement analytics, and split testing. (Clicky, 2022.) Clicky is an online analytics tool that respects privacy. It gives the real-time information regarding the traffic to the website, just like Google Analytics does a free trial or free plan. There is a free 21-day trial period available for all plans. (Smartlook, 2023)

HubSpot is an inbound marketing and sales platform that aids companies looking to boost website traffic, boost lead conversion rates, and improve revenues. HubSpot provides a wide range of services and solutions that enable companies to grow their traffic, connect with leads, close those leads, and manage those leads. The support tools that HubSpot provides also include free infographic templates, email signature makers, and website reports. The cost per month ranges from 740 to 8800 euros. (Hubspot, 2023.)

Businesses are recommended to utilize Facebook Insights to monitor the performance of their Facebook pages. The tool provides useful data on impressions, remarks, shares, responses, link clicks, likes, overall fan count, best post kinds, and much more. On the other hand, Instagram Insights is utilized to monitor performance there. The tool aids firms in identifying areas for improvement and areas that are currently performing well. Important information on post-performance, Instagram trends, comments, hashtag
usage, audience engagement, and influencers may be found in Instagram insights. Businesses must understand when and how their Instagram followers are interacting with their material. (Barnhart, 2021.)

Summing up, using analytical tools is important as it helps to discover what drives visitors to the website, determine which keywords are working best, monitor the key performance indicators (KPIs), can update as needed depending on data and roughly forecast the future. Web analytics allows for a deeper understanding of site users and the application of those learnings to enhance user experience.

3.4 Conceptual Framework of This Thesis

The conceptual framework for this study summarizes the available knowledge and best discussed above into a systematic perspective to creating a marketing communications plan and summarizes the tools selected for each of the key steps. It is based on the two leading approaches, the SOSTAC approach and Multichannel Marketing Growth Wheel, with the infusions of some other tools and ideas from other approaches effective for attracting customers. The conceptual framework for this thesis is presented in Table 10 below.

<table>
<thead>
<tr>
<th>Key steps</th>
<th>Selected tools</th>
<th>References</th>
</tr>
</thead>
</table>
| 1 Situation analysis | • Customers, Marketplace analysis, Competitor analysis, Wider macro-environment, Internal view  
|                    | • Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis)                 | Chaffey and Smith (2017), MindTools (2022), Swan (2022) |
| 2 Objectives       | • The 5 Ss: Sell, Speak, Serve, Save and Sizzle.                                   | Chaffey and Smith (2017), Chaffey (2022), MindTools (2022), Swan (2022) |
|                    | • SMART Marketing Objectives: Specific, Measurable, Actionable, Relevant and Time-bound. |                                 |
| 3 Strategy         | • Funnel vs. Flywheel                                                            | Chaffey and Smith (2017), Kingsley (2019), Webdew (2023) |
|                    | • RACE model (Plan, Reach, Act, Convert, Engage)                                 |                                 |
| 4 Tactics          | • Traditional Tools:                                                             | Chaffey and Smith (2017), Wright (2017), |
Buyer persona -
Customer journey – Awareness stage, Consideration stage and Decision stage.

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<tbody>
<tr>
<td>5</td>
<td>Actions (to attract customers)</td>
<td></td>
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<tr>
<td>6</td>
<td>Control</td>
<td>• Analytics Tools: Google Analytics, Clicky, Hubspot and Facebook Insights.</td>
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Figure 10. Conceptual framework for building a Marketing communications plan.

As shown in Figure 10, the conceptual framework pulls together the selected elements of available knowledge and best practice, so that to guide the building of the marketing communications plan in the next sections.

The first element in building a marketing communications plan is the situation analysis in which it identified the challenges and opportunities of the company, both internal and external. The second element is the objectives. It aids in its development, gives it a sense of direction, and facilitates organization and goal-setting. The third element is the strategy. It discussed both the target market segments and strategies for achieving the goals. The fourth element is the tactics. It makes use of certain digital tools to accomplish a campaign's digital marketing objectives. The fifth element is actions. It suggests specific, concrete steps for the business to reach the target audience e.g. via using various social media platforms. The last element is control. It monitors and assesses the situation in order to ascertain whether the efforts made are in line with the objectives stated. Next, Section 4 presents the current state analysis of marketing in the case company.
4 Current State Analysis of Marketing Practices in the Case Company

This section examines the current state analysis of the company’s marketing communications practices: existing elements of the marketing communications plan, existing working method. Followed by analyzing the existing approaches and needs in attracting customers: how it is currently done and what the company hopes for in relation to the marketing tools and actions to attract customers.

4.1 Overview of the Current State Analysis

The current state analysis reviews the case company’s current marketing practices and its tools attract customers. The analysis is based on the results of the interviews with the stakeholders, feedbacks from customers, and analysis of internal documents.

First, in order to have a better grasp of the current state of the case company, data was collected from internal documents including the website, social media channels, the areas that needed development and as well as the strengths and weaknesses of existing practices.

Second, the stakeholder interviews were conducted that provided an overview and evaluation of current marketing practices and the scope how the existing practices attract customers.

Lastly, customer surveys that reveal the levels of satisfaction or dissatisfaction with the business were analyzed. Customer comments or opinions are a source for improvement and serve as a guide for current marketing practice that help to address the issues and concerns and also build a foundation of loyal clients.

Importantly, the analysis follows the structure developed in the conceptual framework of this thesis. The current state analysis focused on the first step in the conceptual framework, Step 1, Situation analysis, but then briefly touches on the other parts (identifying what is already available and what is missing).
The section ends with identifying the strengths, weaknesses, as well as the gaps and development needs for creating the marketing communications plan and in relation to the tools for attracting customers.

4.2 Situation Analysis

This sub-section focuses on the elements of Step 1, Situation analysis, including (a) the outline of the business model of the case company, which was necessary to touch in order to clarify what the case company aims at when doing its business, (b) its customers, (c) its marketplace analysis, (d) its competitor analysis, (e) its wider macroenvironment, and (f) internal view on the prospects, hopes and expectations for its business.

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<th>Key steps</th>
<th>Selected tools</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Situation analysis</td>
<td>• Customers, Marketplace analysis, Competitor analysis, Wider macro-environment, Internal view  &lt;br&gt; • Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis)</td>
<td>Chaffey and Smith (2017), MindTools (2022), Swan (2022)</td>
</tr>
</tbody>
</table>

Below, Step 1, Situation analysis, goes point by point according to the elements identified in the Conceptual framework.

A. Business Model

The primary objective of the company is to identify and address the issues that the Finnish public and private healthcare systems' staffs are currently dealing with. It centers on recruiting, hiring and onboarding new caregivers from overseas and Filipino nurses and plays a crucial part in assuring high-quality staffing for clients. By managing the most important resource for the company — its employees — it may offer organizational structure and the capacity to satisfy business demands.

The case company's business model includes managing the entire hiring process, which includes advertising open positions on job boards, finding candidates through social media, acting as the first point of contact for background checks to screen applicants,
holding preliminary interviews and working with the hiring manager who will make the final decision. The staffing company has skilled and knowledgeable recruiters. It also knows how to choose the right candidate from a large pool of candidates based on the employer’s requirements. As one informant expressed it:

“The staffing agency chooses a variety of applicants through social media and carefully examines in accordance with the job description and criteria established by the employer.” (Informant 1)

After being chosen by the company, applicant must pass a series of interviews and successfully complete a 7 to 12-month course in Finnish language proficiency at the level of A2.2–B1.1 before moving to Finland. Once the qualified nurses and caregivers are employed in Finland, they will then go through a paid apprenticeship to become licensed practical nurses. From the time that those who sign up with the company to the pre-migration training, to the time eventually settle in Finland as nursing support and new residents of the country, the company provides support system and career guidance to the healthcare professionals assisting the nurses and caregivers at every step of the way.

B. Customers

The case company has two customer target groups. Currently, the company’s primary clientele consists of less than five Finnish employers in the public and private healthcare sector who use its service to find highly qualified nurses and practical nurses’ employees. The employers provide services for families, individuals, people with disabilities, elderly people with dementia or in need of physical care, as well as people who are ill or elderly. It aids in resolving difficult social problems. As one informant described:

“The client may save a lot of money in this way on costs related to hiring new staff, paying for transportation, and managing employee records. Also, it keeps a unique record that is only used for this purpose, saving time and money on paperwork.” (Informant 1)

The second type of client is the caregivers or nurses. The company rigorously adheres to the worldwide standards for ethical hiring in order to ensure customer satisfaction. To encourage cross-border collaboration amongst various actors in order to make the country-of-origin training, it provides the employees with a broad and thorough training program and work social training cohesive as well as the efficacy and ethical
sustainability of international recruiting. The business manages and keeps track of the entire process from the very beginning. As the business takes pride in emphasizing its major client and having a solid and skilled competency in staffing social and health services, even the most unexpected problems have always been resolved. It is also certain for the case company that the greatest outcomes can only be obtained by putting forth unwavering effort on behalf of both the customer and the employee.

C. Marketplace analysis

Given the number of businesses acting on the same target market, getting the message across to the right people is not an easy task. However, by posting content to various social media platforms, the company has been able to attracts the target customers. The company is constantly searching for and determining what would work best to satisfy the clients’ needs.

“We have a lot to think about considering, we have only recently begun the business. We are currently determining the precise methods that will best draw "they" in because we don’t want to irritate folks or use up unnecessary resources.” (Informant 2)

For example, it was proven by practice that it become a tremendous success for the company to post a hiring job with a detailed description, including the income and benefits offered, and it easily captured the market because the company had addressed the particular needs of the target market on social media platforms. Aside from that, the company is also stressing "Finland the happiest country in the world" by highlighting the country's excellent nature, social and educational systems.

D. Competitor analysis

In order to discover and examine rival companies and their websites, the investigation was carried out utilizing search engines. Since these businesses are viewed as the case company’s key competitors, a comparison was made between the present case company’s website and two of its competitors with significant market shares and greater market recognition.
Silk Road Workforce Management (Competitor 1): “Committing to better workforce solutions. The demand for skilled workers in Finland, particularly in the healthcare industry, is on the rise due to the aging population. At Silk Road Workforce Management, we are dedicated to addressing this issue by recruiting highly qualified professionals from abroad. Our goal is to provide comprehensive preparation for each recruit to ensure a smooth transition and to maintain patient safety and client satisfaction.” (Silkroad, 2023.)

As seen in Figure 11, Filipino nurses and caretakers from the Philippines were the competitor’s illustration of the same target market as the case company. The name of the competitor was established, and it is today well-known among Filipinos. The website is quite informative and the company’s details such as mission and vision, and clients are all spelled out in straightforward terms.

Figure 11. Sample of Competitor 1 Home Page and About Us website illustrating the strategies and presentational techniques they have chosen.
Barona (Competitor 2): Barona offers different kinds of opportunities to work in Finland and other Nordic countries. Barona is the biggest and most well-known personnel service company in Finland with a strong footprint in other Nordic countries, committed to social responsibility. “We recruit Filipino RNs for long-term employment as a Practical Nurse/Nurse in care homes and hospitals within the private and public social and health care. In Finland, employees’ status is very safe as laws and labor agreements are always followed. It is possible to later apply for citizenship and stay in the country permanently.” (Barona, 2023.)

Figure 12. Sample of Competitor 2 Home Page and About Us website illustrating the strategies and presentational techniques they have chosen.

As seen from Figure 12, the competitor is well-known outside of the Nordic region as well, particularly in the Philippines. This organization has provided a wide range of services for more than 20 years. It narrates the history of the business, describing its origins and current location as well as how and where it got its start. The reader is given a straightforward introduction to the business and its benefits are demonstrated.
**Finncare (the case company):** “We provide competent and reliable professionals. Our employee's wellbeing is very important to us. A happy employee is a happy customer. Our goal is to ensure the availability of our employees for our customers. We help our customers succeed in their business.” (Finncare, 2023.)

Figure 13. Sample of the company’s own Home Page and About Us website illustrating the strategies and presentational techniques they have chosen.

According to the observation, the case company's target market and competitors' content are almost same. Due to its well-known brand and broad range of services, competitor 2 is more competitive than competitor 1, who just offers healthcare services as the case company. Therefore, having a wide range of services and a large geographic coverage gives a competitive advantage by giving these organizations the appearance that they can reach any location and offer any services required. Comparatively speaking, the case company's appearance is more instructive and engaging. On the website, there isn't a link to any social media pages, making it difficult to communicate with the case company via those channels.
E. Wider macroenvironment

According to Statista’s (2021), Europe is leading in the proportion of the elderly population in the world with 19%. The proportion of persons in the EU who are working age is decreasing due to demographic change, while the proportional number of retirees is increasing. In the ensuing decades, it is anticipated that an increasing percentage of the population would be elderly. Ageing of the population is a long-term trend that has been noticeable throughout Europe for many years. Life expectancy increases, historically low fertility rates, and in some circumstances, migration patterns such as those EU Member States with net inflows of retirees are driving this process. According to demographic forecasts, the number and proportion of elderly persons in the EU’s population will increase quickly over the next few decades. (Eurostat, 2023).

Nowadays, caregivers play an important and integral role in supporting elderly EU citizens often in the home and community, that provide care and assistance for the family members who are in need of support because of physical, cognitive or mental conditions. Elderly caregiving occurs in all settings where care is provided and frequently entails interacting with numerous providers, back and forth transitions from the hospital to the patient’s home or rehabilitation facility, a move to a senior residence or assisted living facility, a placement in a nursing home, and ultimately end-of-life care. Over time, these transitions and role changes, as well as the care recipient’s health and functional status, have an impact on the caregiver’s social, physical, and emotional health.

Strong economic and labor market pressures are major factors that influence and control migration. It has existed throughout the entirety of human history and is not new. The quality of people’s lives is improved by migration. As people learn about different cultures, habits, and languages, it helps to strengthen human brotherhood and the social lives of individuals. Immigrants help the host nation produce more and employ more people like nurses and caregivers, it opens up new job opportunities for locals, it supplies the skills necessary for economic expansion, it produce fresh ideas, it promotes international commerce, and it help maintain long-term fiscal balances. The best way to maximize migrants’ contributions to production and development, reduce the potential burden on the public purse and lessen the potential influence on crime rates is to integrate into the labor market. The main advantages of migration for host nations are the growth of the labor force, the diversification of cultures, the filling of skill shortages in the labor market, and the improvement of the local economy. (Walizada, 2022).
F. Internal view

According to the findings of the interviews, currently, the case company uses a variety of social media sites, with Facebook, LinkedIn, Tweeter, and Instagram being the four most popular ones for marketing and communicating about the business because it creates connections, shares information and helps people find what they’re looking for. The company has two target markets to take into account: the Finnish employer as well as the applicants, who are nurses and caregivers and since the company was founded in 2022, there are less than 5 Finnish employers and a pool of roughly 2,000 qualified candidates.

For the case company, even though it just recently startup it recognizes the critical importance of customer retention even while it continues to pursue new clients and this makes a strong focus for them since the company is a new player in the sector. The case company highly consider the satisfaction of the existing customers always come first and enables to promote the company’s future overall growth.

The company also aims to provide a positive workplace culture and good working environment that will inspire its staff to perform at the highest level. It maintains a positive atmosphere, as well as the relationships between coworkers and supervisors and between employers and employees. A pleasant work environment encourages employees to feel good about reporting to work each day and keeps them inspired to work hard. As one informant also expressed:

“Moreover, it will assist the client in achieving its objective of offering competitive compensation and a good working environment to its workers and it seeks to eliminate barrier between employers and employees.” (Informant 1)

In summary, this section examined the Situation analysis of the company by taking into account both internal and external elements that have an influence on its existence and performance. The company’s strengths, shortcomings, development prospects, and potential roadblocks are all identified, which aids in determining a competitive edge.
4.3 Analysis of Existing Marketing Practices (Objectives, Strategy and Tactics)

This section analyzes the existing marketing practices and how the company has done them currently. This sub-section focuses on analyzing the elements of Steps 2-4, including the Objective, Strategy, Tactics of the marketing practices used currently.

<table>
<thead>
<tr>
<th>Key steps</th>
<th>Selected tools</th>
<th>References</th>
</tr>
</thead>
</table>
| **2 Objectives** | • The 5 Ss: Sell, Speak, Serve, Save and Sizzle.  
• SMART Marketing Objectives: Specific, Measurable, Actionable, Relevant and Time-bound. | Chaffey and Smith (2017), Chaffey (2022), MindTools (2022), Swan (2022) |
| **3 Strategy** | • Funnel vs. Flywheel  
• RACE model (Plan, Reach, Act, Convert, Engage) | Chaffey and Smith (2017), Kingsley (2019), Webdew (2023) |
| **4 Tactics** | • Traditional Tools:  
Buyer persona -  
Customer journey – Awareness stage, Consideration stage and Decision stage.  

Below, Steps 2-4 are discussed point by point according to the elements of the analysis identified in the Conceptual framework.

**A. Objectives**

Based on the interviews with the management, the company’s *Objectives are* currently three: (1) to attract customers, (2) raise brand awareness, and (3) boost sales.

The management of the case company believes that the aforementioned objectives are crucial because it offer the proper motivation, attention, and direction. These support prioritizing resources and efforts, boost effectiveness and accountability, and allow for
the evaluation of progress and success. Since the case company begins its services on a global internet marketplace, by using communication marketing techniques like forums and live chat, it established a two-way conversation. And it ran a social media campaign to identify potential new consumers who would be most likely to use the case company’s services.

According to the case company, social media have a big impact on the flare of a digital marketing campaign, and taking into account positive customer service experiences have also an impact in the target market. In addition, the case company intends to develop communities while also offering new information, offers, and experiences online.

This emphasis is on converting potential consumers into present ones by introducing the brand to individuals who do not already know it. Additionally, when the case company works to draw in new clients, it may boost sales by bringing in additional clients, which boosts revenue and profits. The management also thinks that implementing the marketing campaign would make the brand awareness to potential consumers when they require the services provided, which will increase sales and brand loyalty. As another informant mentioned:

“Given that candidates are spread out, interacting with them in this way is both the simplest and best way to do it. The more people you can connect with, the more likely it is that word of the company will spread.” (Informant 2)

Figure 14. Online forum and orientation with the applicants by the case company.
As seen in Figure 13, the case company highlights the value of utilizing technologies and online communication to help individuals meet demands that cannot be satisfied offline. As people exchange knowledge and negotiate information through dialogue, online conversations help people build new knowledge. Additionally, asynchronous online technologies enable fruitful debates and teamwork in learning, reiterating the value of in-depth debate and teamwork. Flexibility, ease, and accessibility of the candidates are some advantages to take into account.

B. Strategy

Based on the current state analysis, it was determined that the case company's marketing plan should include social marketing. The case company used social media marketing to communicate with customers in a way that was natural and unobtrusive. Because it concentrates efforts on two or three social networks that are well-liked by clients and publish frequent updates several times each week, it is the most productive strategy for the business.

According to the management, the social marketing is the simplest way to use the internet marketing to promote the case company and its services all over the world. The management believe that finding new clients frequently turns to online channels, since it is the most effective strategy to reach the largest audience available.

With the help of the internet, the case company keeps customers up to date because they do believe that keeping the audience informed about the most recent trends and developments in the company. It aware of the introduction of new services that it offers with an excellent method of retaining the audience’s attention. It’s an excellent method for giving customers access to interesting and pertinent material that contains information that matters to them. In order to be more active and continually promote the company's services, the case company also participates in and works with an event while also using social media. As informant discussed:

“Networking is an excellent strategy to raise exposure and brand recognition. Engaging in community activities is one of the simplest methods to network. When it comes to you personally or the business you work for, this is a significant advantage.” (Informant 2)
As seen in Figure 14, getting engaged in the community is a one method to affect change in the neighborhood. There are several advantages to being involved in community activities, volunteering, and doing surveys, whether an individual or a business. Choose to make a difference in the community by contributing the time, talents and voice.

C. Tactics

The case company has two initial marketing tactics to think about, publishing on social media and hosting webinars, based on the current state analysis. LinkedIn, Twitter, Facebook and Instagram are all now used as marketing platforms by case company. The company's public Facebook page serves primarily as an educational resource for its current member clients and online followers. Content on a company's Facebook page may effectively draw clients. Due of Facebook's dominance as the largest social network, posting jobs in the platform can assist the case company to increase awareness of its employee value proposition and maximize its efforts to attract qualified candidates.
Additionally, company branding uses this extensively and social networks are the primary resource used by job searchers to find and apply for positions. The case company goes where the consumers are in order to attract applicants’ attention with enlightening and captivating content.

The value of the brand is increased and high-quality sales leads are produced by connecting with the audience during webinars. Furthermore, the management is of the opinion that the sales leads are of extremely high caliber because they are being directed to the proper target market. Ideally, one can get feedback as a result. It is able to pinpoint exactly what is happening and how it is affecting the target group through questions and answers. It identified the areas that needed improvement and concept pitching through webinars.

![Image of a job posting for licensed practical nurses](image)

Figure 16. Sample of the tactic promotion of case company.

As seen in Figure 15, the company’s sample job posting below, it includes all pertinent information, including the qualifications required, pay and benefits, the start date of the position, the location of the employee’s assignment, and the company’s contact information.
In summary, this section examined the current Objective, Strategy and Tactics of the case company and end up with a powerful combination. It is simpler to comprehend how activities affect the overall growth and initiatives of the firm when there are strong strategies in place. Strong strategies also assist in helping the organization grasp what it has to perform to contribute to aims and goals.

4.4 Analysis of Approaches to Attracting Customers (Actions & Controls)

This section analyzes the existing approaches to attracting customers or how the company done currently. This sub-section focuses on analyzing the elements of Steps 5-6, including the Actions and Controls used currently.

| Building a Marketing communications plan (based on the mixture of Multichannel Marketing Growth Wheel) |
|--------------------------------------------------|--------------------------------------------------|
| Key steps                                       | Selected tools                                   | References                                    |
| 5 Actions (to attract customers)                | • Social Media Tools:                            | Chaffey and Smith (2017), Chaffey and Ellis-Chadwick (2012), Tomas (2022), Baker (2022), Chaffey, SmartInsights.com, (2022) |
| 6 Control                                       | • Analytics Tools:                               | Chaffey and Smith (2017), Hubspot (2023), Smartlook (2023), Barnhart (2021), Walgrove (2022) |
|                                                 | Google Analytics, Clicky, Hubspot and Facebook Insights. |

Below, Steps 5-6 are discussed point by point according to the elements of the analysis identified in the Conceptual framework.

A. Actions to attract customers

- To attract customers, raise brand awareness, and boost sales, the case company website must be made *more appealing* by making it *more informative* for target clients.
• The management also desires to guarantee that the web-site content is appropriate for user queries and to raise the website’s visibility.

• In one interview, the management admitted that there are certain outdated elements on the corporate website that need to be updated, such as the success stories of candidates.

• Another idea is to start a blog where the business may publish different articles on a range of subjects, like working in Finland. These blogs are well-liked because of the excellent caliber of the content, which fosters relationships with stakeholders and employees by sharing a variety of online and offline experiences with the service.

• The company thinks it’s important that employees receive private emails about the business, events, invitations, and other material they can use to spread the word about the company’s products and services to their friends and families. This should happen frequently, in their opinion.
Currently, as part of marketing, the company maintains active social media accounts on Twitter, Facebook, LinkedIn and Instagram. The company often markets through its Facebook pages, which will help it attract applicants. The company usually post about life in Finland, about nursing profession an also about the values, mission and vision of the company. With only one post, the company's presence on Facebook, one of the most popular social media sites in the world, will be visible to potential clients. The audience of Facebook "likes" might be a terrific beginning place to acquire sales leads, thus this will take business leads into consideration as well. The company's public social media profiles were therefore used to provide information to the followers. The Facebook public site's content is highly helpful for attracting consumers as well as for publishing.
B. Controls

Based on current state analysis, customer comments and testimonials are currently taken into account and used by the case company as part of the control. All the details that customers submit based on the experiences with the case company, including whether were happy or unsatisfied with the service. The management believe that the client's feedback is essential to the case company because customers do not trust advertisements and professional advices as much in the age of social media. Even when customers are scarce, the greatest approach to get a long-term client is through recommendations from prior customers who have used the service.

As seen in Figure 18 the sample testimonial or the success stories.

![FinnCare's Success Stories](image)

Figure 18. Sample of the testimonial from the customer (employee) of the case company.

Summing up, according to the results of the current state analysis in part of Actions to attract customers & Controls, since the company was established, *the social media* is the solely and most prominent contributor to the existing marketing practices. As a way to interact with customers, social media used to promote a business or to find out what people are saying about it. This promotes customer attraction and loyalty through leading marketing platforms including LinkedIn, Facebook, Instagram and Tweeter.

4.5 Results of the Current State of Marketing Practices and Attracting Customers

This section summarizes the results of the current state analysis pointing to the main strengths and weaknesses identified in the process/issue under investigation.
4.5.1 Strengths and Weaknesses

First, the strengths and weaknesses related to the current marketing practices:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Engages the audience</td>
<td>- Lacks data collection</td>
</tr>
<tr>
<td>- Builds credibility</td>
<td>- Little marketing efforts is done currently</td>
</tr>
<tr>
<td>- Maintains strong personal connection with customers</td>
<td>- Current marketing activities are time consuming for staff</td>
</tr>
<tr>
<td>- Flexible and dynamic practices, can change fast</td>
<td>- Many experienced competitors</td>
</tr>
</tbody>
</table>

Second, the strengths and weaknesses related to the current social media marketing practices:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Proven to achieve customer satisfaction</td>
<td>- Exposure to competitors</td>
</tr>
<tr>
<td>- Proven to create brand awareness</td>
<td>- Difficulty in measuring ROI</td>
</tr>
<tr>
<td>- Proven to ensure reliable communication with customers via social networks</td>
<td>- Tight competition for customers</td>
</tr>
<tr>
<td>- Helps to gain market and audience insights</td>
<td>- Little control of due to being public</td>
</tr>
<tr>
<td>- Especially helpful via triggering social sharing and virality</td>
<td>- Maintaining social media is time consuming for staff</td>
</tr>
</tbody>
</table>

First, the use of social media by the company has a significant impact on marketing for newly established business since it provides a reliable opportunity for the case company to connect with the target audience. The experience of the company proves that, without investing a lot of money, it is possible to raise brand recognition and get access to customers, and learn about their preferences and habits. As the informant explained:
“Nowadays, there are billions of active social media users. For us, this is the easiest way to market worldwide or internationally since we know who are our target audience.” (Informant 1)

Second, social media offers a place for communicating with clients. Since the company regularly interacts with its customers, it maintains a direct line of communication through the posting of any pertinent information. It is also capable of quickly responding to queries and even complaints. As the informant discussed:

“This isn’t just a place to advertise. Also, this is where we can talk to and interact with our clients, respond to their questions and learn more about their life. The easiest way for us to contact them at any time and from any location is through this.” (Informant 1)

Third, social media proves to be an effective means for the company for raising brand awareness. The case company utilizes this ability to share, like and exchange content amongst users on social media, and thus make a wider public more aware. As the stakeholder mentioned:

“Because social media is the most effective instrument for raising brand awareness and community participation, it is also used for this purpose. The gap between customer loyalty and trust will probably be closed after customers interact with our brand.” (Stakeholder 1)

Summing up, using social media marketing for the case company is important now more than ever because social media is where both target customer groups are engaged. And even without a face-to-face contact, social media can do this effectively for the case company. The following drawbacks of social media use are described below.

First, the negative aspects of advertising on social media for the case company is that it is undeniably time-consuming:

“Since we do not have a marketer or person in charge for this, spending a lot of time updating the social media accounts with relevant information that will keep the audience interested and engaged is essential and research is another factor that takes time in the end.” (Stakeholder 1)

Second, receiving unfavorable and irritating internet evaluations is one of the drawbacks of social media marketing, and the case company’s services are open for anyone to post their thoughts, suggestions and criticisms.
“You might get a negative feedback or comments that can possibly spread and that may affect or damage the reputation of the company and also share the honest positive reviews.” (Stakeholder 1)

Third, as practically everything is revealed on social media, there is a risk to privacy that cannot be avoided, yet it is necessary to use social media marketing to achieve results.

“The only thing out of your control is making sure that the data is entirely protected from hackers, dishonest people, or dangerous people that are waiting around for your information and trying to ruin your business image.” (Stakeholder 1)

Summing up, knowing and considering the side effects of using social media marketing is important, as the marketing practices will not be complete the result if the drawbacks will not be face.

4.5.2 Development Areas

According to the results from the current state analysis, social media channels are the preferred marketing channels for the company for marketing. The experience of the case company shows that, by being visible on the appropriate social media platforms, business can raise awareness, advertise the services to a wide audience, better target customers, and contribute to the pertinent online discussions. By managing customer service on social media, business can make it simple and quick for customers to contact the company and find a satisfactory solution to any problems that may be experiencing. Making sure the social media customer care is set up and managed to function just as effectively as it does over the phone, in person or via email if the company want to attain the nirvana of a happy and loyal client base.

To handle the social media accounts for this section, the respondent ask to appoint a specific individual or group of people. They also stress the need to actively keeping an eye on the account and having the ability to provide organized, prompt service. As it is not sufficient to merely comment when one comes across a message or post, it is crucial that one can answer as promptly as possible. Caring for social media should include regular channel monitoring and discourage questions from going unanswered, which might turn customers against the business. In order to develop a connection with the audience and make the consumers feel more positively about the business, the respondents agreed that it is important to try to answer to all customer comments on
social media. Also, by keeping a constant, pleasant, and welcoming tone that aligns with the brand's tone of voice, it may keep expressing the personality to the audience in the proper way.

The next section turns to building the proposal for developing the marketing communications plans for the company.
5 Building Proposal for Developing the Marketing Communications Plans for the Company

The proposal development for the case company is the main topic of this section.

5.1 Overview of the Proposal Building Stage

The current state analysis findings and the conceptual framework described in the thesis' earlier parts serve as the foundation for the proposal. The outcomes of Section 3 discussed existing knowledge and best practices in order to identify viable concepts for improving marketing communications, such as the elements of marketing communications plans, approaches, tools, and actions to attract customers, especially using the SOSTAC model. Section 4 focused on conducting the current state analysis of the company’s marketing practices by applying the SOSTAC model and analyzing the situation analysis, objective, strategy, tactics, actions and controls of current marketing practices at the case company.

Next, the proposal is constructed. First, the stakeholders (management) were involved into examining the recommendations from literature and best practice and the CSA findings. Second, the SOSTAC model was applied to create a marketing communications plan, stressing the need for hiring a professional to manage social media marketing.

5.2 Findings from Data 2 (pulling together CSA, CF and Data 2 for the Proposal)

This part summarizes the inputs obtained for building the marketing communications plan from all sources: based on the company’s requirements, company’s best practices, existing knowledge and literature, and the current state analysis. These inputs served as the basis for developing the plan. Table 6 below shows the inputs for the proposal.
Table 8. Key stakeholder suggestions (findings of Data 2) for Proposal building in relation to findings from the CSA (Data 1) and the Conceptual framework.

<table>
<thead>
<tr>
<th></th>
<th>Key focus areas from CSA (Data 1)</th>
<th>Inputs from literature (CF)</th>
<th>Suggestions from management for the Proposal (Data 2)</th>
<th>Descriptions of their suggestions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Situation Analysis</td>
<td>• Customers, Marketplace Analysis, Competitor Analysis, Wider macroenvironment, Internal View • Strengths, Weaknesses, Opportunities and Threats</td>
<td>• Blogs, emails etc. to be consider as another platform to market. • Company website to be more attractive and competitive.</td>
<td>Management wishes to improve the current website to make it more appealing and draw in target clients and visitors to enhance traffic, raise brand awareness, and boost revenue. In order to establish a relationship with applicants and stakeholders by sharing various online and offline tales about their experiences with the service, management wants to add another platform (blogs, emails etc.) since they believe it to be extremely popular due to its high-quality level of publishing.</td>
</tr>
<tr>
<td>2</td>
<td>Objectives</td>
<td>• The 5 Ss: Sell, Speak, Serve, Save and Sizzle • SMART Objectives: Specific, Measurable, Actionable, Relevant, and Time bound</td>
<td>• Focused on increasing the numbers of the applicants. • Mainly increased the numbers of employer in the country.</td>
<td>The management wants to boost the number of applicants, and as having an online presence is crucial in the target market, the case company website needs to be simple to use, quick to discover, and linked to other social media accounts. Also, they consider to hire other skilled works like cleaners, drivers and cooks as well.</td>
</tr>
<tr>
<td>3</td>
<td>Strategy</td>
<td>• Funnel vs. Flywheel • RACE Model (Plan, Reach, Act, Convert, Engage)</td>
<td>• Improve on how to use the digital marketing strategy.</td>
<td>The management decided on digital marketing since it is more practical and efficient for achieving the goal of increasing the number of candidates. Partnerships, email marketing, search ads, and search engine optimization (SEO) must be included. “… In order to increase the readership and attract potential applications, perhaps we should take some action.”</td>
</tr>
<tr>
<td>4</td>
<td>Tactics</td>
<td>• Traditional Tools: Buyer persona, Customer Journey, Social Media Radar</td>
<td>• Develop the digital marketing tools.</td>
<td>The company consider the budget for marketing and they want a cost-effective tools that will be helpful to generate good customers. Specifically, it needs tactical tools that will help them.</td>
</tr>
<tr>
<td>5</td>
<td>Actions to attract customers</td>
<td>• Social Media Tools: Digital Media Channels Search Marketing, Social Media Marketing, Digital Advertising, Digital PR, Digital Partnerships and Digital Messaging</td>
<td>• To have a responsible person in monitoring the social media platforms.</td>
<td>There are lot of things to consider in developing a marketing communications plan, the important is make a choice of which is the most social media platforms the company would need more that preferred by the target audience. “Perhaps someone can assist us in promoting our business, our services, and keeping an eye on the social media platforms.”</td>
</tr>
<tr>
<td>6</td>
<td>Controls</td>
<td>• Analytics Tools: Google Analytics, Clicky, Hubspot and Facebook Insights.</td>
<td>• Improve SEO and select the best tool to</td>
<td>The management want the control metrics to determine or measure the plan whether it is progressing or failing. As this will be the basis if</td>
</tr>
</tbody>
</table>
As seen from Table 6, the management focused the inputs on developing the improvements to the company’s social media, in particular, in order to attract customers via these channels.

5.3 Initial Proposal

The proposal for the thesis comprises the elements of the marketing communications plan using the SOSTAC model, and the results from the current state analysis. The plan focuses on identifying the approaches to attract customers of the company, for the Filipino nurses and caregivers.

5.3.1 Element 1 of the Initial Proposal: Situation Analysis

*Company/ Business Model:*

Customer satisfaction is crucial for the case company. It's crucial for developing a strong brand and reputation, as well as for keeping the customers happy and returning. A one-time customer might become a devoted one through excellent customer service, increasing long-term profits.

The attitude, knowledge, conduct, and appearance of the staff play a critical role in customer satisfaction and the caliber of the services they provide. Customers buy services from case company. To successfully offer services, personnel training is essential.

Numerous chances arise as a result of new technology. The company should search for new ways to create more value to the customers than established companies, and advancing its services.
Customers:

Two customer segments are important to the case company: “employers” (Finnish) and “employees” (Filipino nurses/caregivers) are mutually dependent and exchange services. To successfully run a business, particularly one in the healthcare field, an employer must offer employees. This thesis and its proposal focus strictly on the Filipino nurses who are highly valued for their strong work ethics around the world.

High quality employees are an essential component of the case company’s business model. They are important to both the profitability of the business and the happiness of the end customers. The direction for the case company here is to maintain a secure and healthy workplace, pay workers fairly, and adhere to all applicable labor laws and rules.

The success of this business model is also directly correlated with the success of the workforce in Finland. The nurses serve as the company’s backbone, offering the knowledge and abilities required to maintain efficient services. Understanding the responsibilities and functions inside the firm is crucial for employees, and doing their best to contribute to the success of the service is critical for the business as well.

Competitors:

Competition may be a useful instrument for expanding and enhancing the company. The website made it quite evident by comparing product aspects like the services provided. Style and design are more appealing and user-friendly. Regarding the product marketing contrast, the rival has sponsored advertisements. Email, blogs, social media, and sponsored advertisements are all available as marketing techniques. Simply follow the case company to see what is happening in the feeds to get an overview of the competitor’s social media activity. If the competition was mostly focused on Facebook, perhaps the case company could devote more work to other social media platforms.

The rivals have a newsletter as well, so the case company may try to sign up and make a purchase to keep track of what they are doing and watch how people react. Additionally, it is possible to think about paying attention to rival brands. It is possible to either copy or differentiate the case company brand by being aware of the rivals’ brand identities. Spending time on the company brand, which includes the logo, might perhaps
offer the polish and professionalism needed for the business to stand out, is something that it may want to think about doing.

**Macroeconomy & wider context:**

With the assistance of recruiting companies and agencies, the demand for nurses is spanning internationally. Nurse staffing services and health recruiting firms have the responsibility of locating suitable employees abroad and offering them paid assistance with the application procedure. These developed into successful business which is now spread around the world. There are certain ethical concerns raised by the migration of nurses and other qualified healthcare workers from the global south, when governments are already having difficulty providing for the healthcare demands of their populations. But due to high demand and ongoing hiring, there is a lot of movement of nurse migrants.

Approximately 13,000 nurses are anticipated to retire in the 2020s, therefore Finland will need to hire 30,000 more nurses over the course of the following ten years to care for an aging population. Finland's municipalities, more than half of them, have already voiced concerns about a lack of nurses and other healthcare professionals, particularly for the elderly. The scarcity of nurses is already a reality right now, thus in the future it will be considerably more severe.

The goal of the Finnish government is to have 75% of international nursing students remain in Finland following graduation. As a government effort with intentions to be implemented across the country, they cannot afford to lose them. Significantly, the majority of patients preferred the immigrant nurses because they show great respect for elderly people, and if a caregiver has the appropriate attitude, it doesn't matter if their language skills are flawless. (Yle News, 2021).

5.3.2 Element 2 of the Initial Proposal: Objectives, Strategy and Tactics

Based on the interviews with the management, the company’s Objectives are currently three: (1) to attract customers, (2) raise brand awareness, and (3) boost sales.

According to the current Objectives of the case company, the efforts should center on strengthening marketing communications that help to increase the number of Filipino nurses and caregivers as he company’s customers. With this objective stated, a prospect
generation plan will be created for the client organization with this goal in mind in order to boost the amount and quality of leads. Higher quality leads are those that are not just random connections but rather are part of a certain target market. These leads will ultimately develop into marketing qualified leads and then sales qualified leads.

The marketing Strategy for reaching these objectives should include leveraging social media, starting a blog, and regularly hosting webinars.

Through social media, which offers several tempting ways to contact with Filipino nurses, the case firm may publish pictures or videos describing its products or services, or engage in dialogue through comments or messages in order to draw consumers. Clients may discover more about the company through social media. Engaging with customers promotes customer service and brand loyalty.

Through launching a blog that offers material on a product page or website, the company can assist a prospect in making a purchasing decision or learning more about the service offered by the case firm. Blogs can be updated daily or once a week, and perfect blog postings add value and establish authority. The audience and potential consumer base are expanded when blog content is shared on social media. Additionally, the case company’s high brand awareness and brand recognition should constantly be at the top of customers’ minds when they consider the category of goods and services it offers in order to draw in new customers. Most likely, it will identify the brand logo or tagline (“We help Filipino nurses take their first steps…”), making it simpler to communicate successfully through social material, especially in photos or short form video. The first step to fostering loyalty is raising brand awareness. After all, until consumers know and identify the brand, they cannot adore it.

Moreover, a part of strategy should be to provide attention to the current clients. The case company have to take the initiative to get in touch with them frequently, even if it’s only to check in and inquire about their personal and professional lives. Additionally, make an effort to enhance the services they have already rendered. Case company should also not be embarrassed to ask people they know if they have any recommendations for those who would benefit from the services.
The marketing Tactics for implementing this Strategy and reaching these 3 objectives should be *get to know your audience or customers, create a consistent brand image, and use social media wisely*.

As for *knowing own audience or customers*, understand Filipino nurses can be helped with creating the customer persona, according to the case company’s current state analysis. The persona has been developed to reflect the present clientele, which includes both women and men from all over the world including the nurses that already here in Finland, regardless of age, it provides the services to any of these typical Filipino nurses. Also, this persona speaks English, a common language between Filipinos and Finns. Importantly, this is a caring persona, since Filipinos are well-known for having a caring attitude and being diligent workers makes them excellent for recruiting. As for her/his education, despite the fact that Finnish experts have already recognized the excellent caliber of the 4-year nursing degree earned by Filipino nurses in their own country, the majority of Finnish municipalities still insist that applicants hold a Finnish nursing school credential in order to be hired. Additionally, being fluent in Finnish is becoming necessary to practice the profession in Finland.

As for *creating a consistent brand image*, for the case company, having a memorable brand is crucial; it should stick in the minds of potential customers, the Filipino nurses. It will make sure that the target market is aware of who they are and what they stand for by creating a distinct and identifiable brand identity. Utilizing a consistent aesthetic across all channels is one of the greatest methods to build a strong brand image. To do this, all materials—including the website and business cards (if possible) — must have the same fonts, colors, and logo. The development of a brand book to define the brand style and visual identity is a terrific idea since consistency will help create a unified appearance that the target audience will quickly recognize.

Finally, as for *utilizing social media*, social media platforms with good optimization may become an effective tool for the case company. It is hardly overstatement on the part of the case company to say that practically everyone is now on social media, especially the Filipino nurses and caregivers. A benefit of social media's popularity is that it makes it very simple and inexpensive to spread the word to new audiences. Content can be easily shared via social media platforms, making it possible for one individual to share it with friends and family and almost instantly reach a new audience. On the other side, it also
suggests that there is severe rivalry. In order for the message to be recognized by the audience—both current and potential—it must stand out from the throng.

For example, Facebook is the best platform for the case company since, according to the current state analysis, it works well for message broadcasting and has the majority of the typical Filipino nurses from across the world. However, other social media sites like LinkedIn, Twitter, and Instagram can also be used for the brand awareness campaign. With the help of this social media site, prospective applicants can also learn important details about the residency permit application procedure, like how long it takes to complete, how long the permit is valid for, and what potential restrictions might be imposed. Furthermore, it has a lot of value.

5.3.3 Element 3 of the Initial Proposal: Actions & Controls

These instruments (tools / actions) should be taken into use in order for the Filipino nurses to notice the case company, and at the same time, the case company must reach out to potential clients.

Table 9. Tactic Tools (Actions)

<table>
<thead>
<tr>
<th>Tactics Tools (Actions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Social Media – means of interactions among people in which they create, share and exchange information and ideas in virtual communities and networks.</td>
</tr>
<tr>
<td>2 Testimonials – a statement from a past customer that describes how a product or service helped them.</td>
</tr>
<tr>
<td>3 Newsletters – a printed or electronic report containing news concerning activities of a business or an organization that is sent to its member, customers or other subscribers.</td>
</tr>
<tr>
<td>4 Blogs/short story – a platform where a writer or a group of writers share the views on an individual subject.</td>
</tr>
<tr>
<td>5 Community events - It provides a chance to bring in leads and revenue while providing a special, one-on-one connection with potential customers.</td>
</tr>
<tr>
<td>6 Referrals – one of the best ways to attract customers.</td>
</tr>
<tr>
<td>7 Website - an effective sales and marketing tool that can help a business make profit in a variety of ways</td>
</tr>
</tbody>
</table>
**Social Media** - The case company can contact the Filipino nurses in a big way with this. Millions of prospective clients may be accessed by one firm with just a single click of a button. By doing this, the company may market its goods and services and utilize potential consumers as its target market. In addition, the case company may interact with the clients by promptly and effectively handling their queries, and they can even utilize this to strike up talks with future clients. By uploading and sharing pictures, videos, and other instance company activities. It will also show customers and the families how the business operates and please the firm's current clients.

**Testimonials** – The company's social media channels should all have a section with customer reviews because this is an effective strategy to increase consumer confidence in the brand. This resembles a referral from a friend for a good or service. Think for video testimonials as well because these let customers see and hear a response, which increases the credibility, engagement, and authenticity of the case company.

**Newsletter** – Having a newsletter is essential because it reaches the Filipino nurses who are the ideal target market for the business and have already demonstrated an interest in it by subscribing to the company's email list or purchasing a good or service. The case company may address subjects that it is aware will be of interest to these readers because it is already aware of their preferences or areas of interest.

**Blogs/Short story** – Customer success stories should also be taken into account as it can boost sales by demonstrating to present and future clients how the items or services have aided in the accomplishment of other people's company objectives. It might be challenging, though, to create a customer story that is both powerful and convincing. The goal should be to make the success narrative credible for both potential consumers and current clients while developing it.

**Community events** – Event marketing is still a major trend in the current marketing scene, despite it shifting more and more toward digital. By providing the human touch that digital media may often lack, this will provide the case company a crucial opportunity to develop connections and trust with a possible consumer. Customers also have the chance to interact directly with businesses and gain a sense of each one's own brand identity.

**Referrals** – it essential to every company since it generates high-quality leads at a reasonable price and starts a positive feedback loop where consumers recommend to
others, which in turn brings in more customers. In this case, customer or even employees' recommendations may become viral in a positive way. If it had a great experience, the more likely to recommend the business to others in same industry based on a customer reference. As an incentive in every successful referral, the company provided the bonus for the employees and agents. With that offer, the more referrals the more incentives that will receive.

*Website* - is an effective sales and marketing tool that can help a business make profit in a variety of ways. It is a terrific method to bring the company in front of potential clients. It can reach a wider audience with an enhanced website than it can with conventional marketing strategies. It may target certain clients with material that is customized in addition to reaching a global audience. It is crucial for developing credibility and trust with potential clients as well as for keeping up with the quickly evolving digital trends. It's crucial to check that the site is search engine optimized and that the material is interesting and educational.

As for the *Controls*, although the company case has a *social media account*, no specific one is used to monitor and manage social media marketing. The company has begun to take the importance of social media more seriously, and this necessity would necessitate further research.

- utilizing *the analytics tools* (internally, for visualization of the facts about user interactions with the firm website). A variety of various data analysis tools may also be included, in addition to visitors and pages seen. In order to support pages with lower activity rates, tools are available to track social media postings and discussions as well as to develop individualized visitor profiles. Basically, web analytics is the act of analyzing all of the data that is gathered and processed from websites. Web analytics can be used to identify what specifically went wrong with a marketing campaign, why it didn't perform as well as it should have, potential issues with the online services that a company website offers, and even to increase revenue through advertisements.

- *buy assistance from the IT service provider* in selecting, setting up, and instructing the stakeholders in using the web-analytics tools so that it can respond quickly and continue with improvements. This is because the stakeholders themselves lack professional knowledge of web-analytics tools.
Summing up, most of the proposed improvements fall under the umbrella of online marketing / digital marketing. In order to engage with both present and potential consumers, they include digital channels such as websites, social media, emails, search engines etc. In contrast to conventional approaches, digital marketing enables marketers to reach a larger audience and specifically target customers who may be in the market for goods and services. Furthermore, it costs less than conventional marketing. Connecting with the audience in the proper location and at the proper time has always been the secret to effective marketing. To ensure that their marketing efforts are more likely to be seen by customers and can, in turn, lead to considerable commercial rewards, they are utilizing efficient digital marketing tactics.

In the next section, the proposal validation’s findings are provided.
6 Validation of the Proposal

This section reports on the results of the validation stage and points to further developments to the initial Proposal. At the end of this section, the Final proposal and recommendations are presented.

6.1 Overview of the Validation Stage

This stage's objective was to assess the Section 5 suggestions in order to address the deficiencies shown by the study of the existing situation. The key weaknesses associated with situation analysis, analysis of existing marketing practices and analysis of approaches to attracting customers.

Two phases made up the proposal validation process. First, a preliminary proposal outlining ideas for enhancing the current company was sent to management. Second, a final proposal was made based on the comments and suggestions made during management conversations regarding the plan and recommendations.

6.2 Developments to the Proposal

This subsection discusses the enhancements to the initial proposal that were discovered during the validation step (Data 3). This information was acquired from the management and focused on finding the improvement areas suggested by the experts. It came in the form of opinions, validation remarks and modifications to the initial proposal.

6.2.1 Developments to Element 1 of the Initial Proposal: Situation Analysis

As seen in Table 7, the first suggestion was to constantly keep the target market in mind. The needs of the intended audience should be the main consideration in website design. This entails offering readily available, interesting content that the target market's ideal consumer will find helpful. It also implies that the website's ultimate goal is to turn those visitors into paying clients. The target market may alter as the company grows, hires new personnel, or makes investments in new tools; thus, it must adjust the website's content as necessary.

Sharing blogs on social media is the second. One strategy to reduce the stress is to blog. It is one of the most widely used methods for maintaining a social media presence, while
occasionally it may be very challenging to keep up with the most recent trends and the volume of information required to achieve the objectives of a social media strategy. Blogging allows people to communicate the unique knowledge, skill, and opinion in a way that appeals to audiences. As a result, it can help to foster relationships with clients or followers, raise brand awareness, and enhance website traffic. It was advised to maintain the website's material updated in light of the suggestions and criticisms, as this fosters client trust in the business. Customers probably rely on the website to find relevant information about any market the business operates in.

Table 10. Developments to Element 1 of the Initial Proposal

<table>
<thead>
<tr>
<th>Element 1 of the Initial proposal</th>
<th>Parts commented in Validation</th>
<th>Description of the comment/feedback by experts (in detail)</th>
<th>Development to the Initial proposal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Situation Analysis</td>
<td>a. Keep the target market in mind.</td>
<td>a. “Constantly keep the target market in mind. The needs of the intended audience should be main consideration in website design.”</td>
<td>The redesign upgrade website is more educational and appealing to the target markets, according to development for this part.</td>
</tr>
<tr>
<td></td>
<td>b. Share blogs in social media.</td>
<td>b. It can help to foster relationships with clients or even followers, raise brand awareness and enhance website traffic.</td>
<td></td>
</tr>
</tbody>
</table>

6.2.2 Developments to Elements 2 of the Initial Proposal: Analysis of Existing Marketing Practices (Objectives, Strategy and Tactics)

As seen in the Table 8, the changes made to the initial proposal's Element 2 in this case. In contrast to having to rely on foot traffic or local visits, having a website gives the chance to target clients anywhere in the globe. By providing customers with a simple one-stop platform to learn more about company and make a purchase from it, such a channel may help to generate visibility and sales, which also increase the income.

The website be optimized for search engines in order for the to benefit from search. Creating a welcoming user experience, having an easy-to-use navigation system, and focusing on relevant keywords for the company are just a few of the elements that go into SEO on a website.
The company's online presence will not only provide it the best chance to increase sales and expand, but it will also allow it to build a solid online reputation, which will boost the company's efforts in digital and search marketing. Due to the importance of a website, it's also important that it stands out from the competition and portrays the business in a friendly way that engages users and offers a seamless experience. As a result, while targeting and converting leads from anywhere, it will encourage customers to purchase from the company whenever they want to.

Table 11. Developments to Element 2 of the Initial Proposal

<table>
<thead>
<tr>
<th>Element 2 of the Initial proposal</th>
<th>Parts commented in Validation</th>
<th>Description of the comment/feedback by experts (in detail)</th>
<th>Development to the Initial proposal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Objectives</td>
<td>2. Continuously increasing number of applicants.</td>
<td>The expert mentioned that they also supporting now the other industries such as hotel and hospitality industry, construction industry and others.</td>
<td>Improved the website layout and included the other hiring jobs to increase retention of services to website visitor.</td>
</tr>
<tr>
<td>3. Strategy</td>
<td>3. Improve on how to use the digital marketing and the SEO with user intended related keywords.</td>
<td>Fewer than a few keywords per content page are advised by experts. Choose the appropriate keywords for the particular services, the words or phrases that people frequently use to search online, but also pay attention to long-tail keywords that will help the business reach more clients.</td>
<td>For the company's future development.</td>
</tr>
<tr>
<td>4. Tactics</td>
<td>4. Develop the digital marketing tools.</td>
<td>Experts counseled brands to use it to promote their goods and services and reach their target market. Additionally, it increases the company's web presence.</td>
<td>For the company's future development.</td>
</tr>
</tbody>
</table>
6.2.3 Developments to Elements 3 of the Initial Proposal: Analysis of Approaches to Attracting Customers (Actions & Controls)

Analytics investments are worthwhile since it will have a significant long-term positive impact on the company and represents the action of collecting, interpreting and applying useful data to the plans and processes. Using analytical tools reveals not just how users arrive at a website, but also what they do once there, as well as the steps they take and the kinds of material that draw users in. Another essential component is allowing the audience to engage with one another. The fact is that analytics provide it with vital data, but in the end, it still depends on it to know what the people like and don't like. And instead of "listening to gut feeling," which frequently proves to be ineffective, it will be able to base your decisions on accurate information.

Table 12. Developments to Element 3 of the Initial Proposal

<table>
<thead>
<tr>
<th>Element 3 of the Initial proposal</th>
<th>Parts commented in Validation</th>
<th>Description of the comment/feedback by experts (in detail)</th>
<th>Development to the Initial proposal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actions</td>
<td>5. Assign person in charge in monitoring the social media platforms.</td>
<td>The expert suggested to assign who will be the particular person in charge in monitoring the social media platforms of the company.</td>
<td>Planning to designate expert person that can handle and manage.</td>
</tr>
<tr>
<td>Controls</td>
<td>6.Introduce the analytics tools such as Google Analytics, Facebook Insights, etc.</td>
<td>According to expert, with the use of this information, it can identify exactly which areas are providing a high return on investment, which areas still require work and the best course of action.</td>
<td>For the company's future development.</td>
</tr>
</tbody>
</table>

6.3 Final Proposal

The Final proposal, which is created by combining the Initial proposal from Section 5 with the suggestions for improvement from Section 6, is confirmed in this subsection. Validation experts evaluated that the thesis did a great job of describing the current state of the marketing efforts of the company. The marketing strategy appears hazy because of a lack of resources. SOSTAC model usage was deemed to be extremely appropriate
for this case's study as an approach to building the marketing communications plan for the case company (first time ever).

The case company is now more aware of how to draw clients and why the SOSTAC model is crucial for a good conclusion. Filipino nurses have a greater grasp of potential consumers, and even if they do not immediately become customers, the case company is still able to pinpoint precisely the target customers who have showed interest and take steps to convert that interest into customers.

Overall, the content of the thesis has been praised for being insightful, rich and informative. It has been acknowledged that a lot of limits, participants, and effects went into compiling all these observations.

It was suggested to emphasize an actionable strategy more. The managements appreciated the proposal's overall comprehensive, diversified, and rational nature. Therefore, the case organization will thus have a better chance of finding more potential clients if the Final proposal is developed further.

If adequate resources are discovered, there have been several recommendations made for how content marketing may be used. Other recommendations include setting up a workshop to gather various viewpoints on formalizing a method for appropriate content planning.

Next, Section 7 presents the executive summary of this study and evaluation of the thesis.
7 Conclusion

The summary of this study is in this section. The study’s major methods and findings are described in the executive summary. The following suggested actions for implementation follow. The evaluation of the thesis and the quality of the research are covered last.

7.1 Executive Summary

The objective of this thesis was to develop a marketing communications plan for the case company that will include selecting effective marketing tools to attract target customers. One of the issues as a young firm and new player in business industry, the company wants to build trust with clients. The outcome is therefore a marketing communications plan that will include selecting effective marketing tools to attract target customers.

The study followed the Applied action research approach. The data was collected in three rounds. The first round, Data 1, was gathered for the current state analysis by exploring internal documents and conducting interviews and meetings. Data 2 was collected from internal co-creation meetings and interviews and applied in the Proposal building. Data 3 was gathered from the management for validation of Initial proposal.

The study explored the existing knowledge and best practice on building the marketing communications plan. It created an overview of what is marketing communications plans, elements and how it works, approaches to attracting customers and tools, and actions to attract customers. The conceptual framework, which gives a methodical method to develop a marketing communications plan and selection of the tools for each of the major processes, was developed by taking ideas and pertinent suggestions from these materials and integrating them. And current state analysis focused on the company’s existing marketing communications practices, existing approaches to attracting customers and existing tools and actions to attract customers.

A proposal for the marketing communications plan was developed based on the inputs from the existing knowledge and best practice and current state analysis. It specifically followed the SOSTAC approach and addressed the issues with the company’s marketing as it was at the time. Using this approach, the proposed plan lists for 3 Elements are done as part of marketing communications. The situation analysis was performed where the analysis focused on customers, marketplace competitor, wider macroenvironment
and internal view. After determining the current situation, a digital marketing plan was established with a variety of components to accomplish the goal. Given the proper tools, marketing communication to potential clients can be done on a budget. A responsible staff member will assign to carry out the task, and control metrics with KPI measurements and analyses were also constructed. The staff is constantly busy because the company only has a small number of employees. Indirectly or directly, the tight budget has also had an impact in this area.

Based on the initial plan proposal that was approved for further improvement, ideas were gathered and presented in a professional and helpful manner that enabled. The case company modified the suggested marketing communication plan, which is based on the SOSTAC model, to help it prosper and establish a presence in the market.

7.2 Thesis Evaluation

The objective of this thesis was to develop a marketing communications plan that will include selecting effective marketing tools to attract target customers. The case company can improve its market presence and competitive positioning by raising potential consumers' awareness, so the study was important for that reason. Evaluating the case company's primary objective is how the evaluation is carried out. The study's intended results were put into practice through the use of a marketing communications plan that featured the chosen efficient marketing methods to draw in the target audience.

By adhering to the research design that was developed at the start of the study and making necessary corrections, a structured research process and accurate data collection were made possible. The thesis researcher made sure that the right parties were involved at all stages of the study. The assessment of existing knowledge and best practices helped to identify solutions to the most important problems as well as sources for further research and recommendations. The company should be able to address the concerns identified with the designed marketing communications plan. Overall, the findings are in line with the objective of the thesis and the newly created marketing communications plan will be crucial to future consumer growth and company profitability.
7.3 Closing Words

The case company's goal is to establish itself as a major player in the market it has selected while steadily improving its level of expertise. To assist in addressing and resolving issues that the Finnish Healthcare system and its faculties are currently facing is one of its objectives. Therefore, maintaining a digital presence through a website may successfully aid in reaching out to customers, as well as in developing trust and receiving favorable feedback that can serve to demonstrate its trustworthiness, both of which will aid in boosting the number of customers. Having a website implies, at a progressive level, keeping the business's identification current in the internet age and being open to competition at all levels.

Almost every company has a website, and the majority of digital marketing initiatives encourage strategic options for it or seek to increase its visibility. It is important to draw visitors to the website and keep them there, since this creates a favorable first impression that encourages the growth of business connections with customers. Therefore, in order to maximize the benefits of a website connection to the client, it is crucial to keep it updated, interesting, and distinctive. Utilizing marketing communications strategies will unquestionably assist the business in generating more value, increased profitability, more competitiveness, increased efficiency, and greater possibilities for the organizations applying it.
References


