E – MARKETING PLAN

Case: Security Shredding & Storage Company, United Kingdom

Lahti University of Applied Sciences
Degree Programme in International Business

OLYAZAEVA, BAINA: E – Marketing Plan
                            Case: Security Shredding & Storage Company
                            United Kingdom

Bachelor's Thesis in International Business   67 pages

Autumn 2015

ABSTRACT

The Internet has immensely changed the way information is shared, and has had a serious impact on marketing. Online marketing is becoming more powerful every day by providing value and good results for both businesses and people around the world. In the business world, the Internet is likely to be at the heart of a marketing strategy. It allows to decrease costs in traditional marketing, to create more effective ways to reach customers and to make businesses more competitive and responsive. Some companies started using the Internet to sell goods online, others to promote their businesses via websites, email, blogs, social media platforms such as LinkedIn, Facebook, Twitter, Instagram, etc.

Security Shredding & Storage Company is a fifteen-year old business-to-business company that operates in Southeast England. It currently uses only traditional marketing such as word of mouth, leaflet dropping and cold calling. However, the company is willing to take advantage of the Internet and to start promoting its business online. Thus, the aim of the thesis is to create an e-marketing plan for a business-to-business company focusing on the online promotion strategy.

For the purpose of this research, a deductive approach was applied along with the utilization of qualitative research method. In addition, both primary and secondary data was collected to serve the final goal of the thesis. Primary data was collected through both unstructured and semi-structured interviews with the director of the case company, email interviews with six current clients as well as the author's observations during her part-time job. Secondary data was acquired from publications such as books, journals, articles and electronic sources.

In the theoretical part of the study, the SOSTAC (situation analysis, objectives, strategy, tactics, actions, control) planning process is reviewed and used as the framework for the thesis. Also, various digital communication tools are explained clearly. In the empirical part, the company's current situation, SWOT analysis and existing clients are analyzed. At last, the online marketing strategy is described. Hence, the online marketing strategy for a business-to-business company is presented as an outcome of the thesis.

Key words: shredding, storage, online marketing, online marketing techniques, SEO, social media marketing, email marketing, B2B

CONTENTS

LIST OF TABLES

LIST OF FIGURES

1   INTRODUCTION

1.1   Background

Every day, dramatic changes are occurring in the marketplace. The technology boom has created a digital age. The explosive growth in computer, communications, information, and other digital technologies has had a major impact on the ways companies bring value to their customers. It has also brought a new wave of communication, advertising, and relationship building tools. However, probably the most dramatic new digital technology is the Internet. It is a vast public web of computer networks that connects users all around the world to each other (Kotler & Armstrong 2010, 49). The Internet is changing the way business is conducted and its use is becoming extremely critical to the success of business organizations. It is a powerful tool that a business can use in order to attain a competitive advantage (Yannopoulos 2011, 1). It also has created a new set of rules in many ways with greater transparency, cost efficiency, more consumer power and choice, strategic alliancies as well as new partnerships (Gay et al 2007, 2).

Online marketing is "the process of building and maintaining customer relationships through online activities to facilitate the exchange of ideas, products and services that satisfy the goals of both parties" (Mohammed et al 2001). According to the Greg Satell's article in Forbes, the life for marketers used to be simpler. Even though marketing has never been easy, technology has made it a lot tougher. "What used to be a matter of identifying needs and communicating benefits now requires us to build immersive experiences that engage consumers. That means we have to seamlessly integrate a whole new range of skills and capabilities" (Satell 2013). Nowadays marketers need to make "creative and innovative use of information employing both technology and intuition to tease out trends and opportunities" (Gay et al 2007, 6).

The case organization, Security Shredding & Storage Company, is a fifteen-year old business-to-business company based in the city of Southampton, United Kingdom. It specializes in confidential waste recycling and archive storage of various documents. It operates mostly in the Hampshire area located in Southeast

England.

The author came up with the thesis topic when she was on her one year Erasmus exchange in Southampton and worked part time as an administration assistant at Security Shredding & Storage Company. The director of the company was keen on creating a website and engaging in social media to promote the business online. Thus, the author decided to do a relevant research and create a useful e-marketing plan that would benefit the case company. The aim of the study was to develop an e-marketing plan for the Security Shredding & Storage Company. The thesis concentrates on analyzing different business-to-business online promotion strategies such as search engine optimization, building a well written website as well as creating social media profiles. From the author's point of view, the company is doing quite well; however, it is always good to improve a company's traditional or internet marketing performance as mentioned in Marketing Management and Strategy book written by P. Doyle, which states that "marketing is the single most important determinant of success" (Doyle 2002).

1.2   Thesis Objectives and Research Questions

The main objective of the thesis is to create an e-marketing plan for Security Shredding & Storage Company based in Southampton, United Kingdom.

Therefore, the following research question is set: How to establish a successful online marketing strategy for a business-to-business company?

In order to achieve the goal of the thesis and answer the research question, sub-questions are identified below:

> ➢ What is the case company's current situation?
> ➢ Who are the case company's target clients?
> ➢ What are the case company's promotion objectives?
> ➢ What are the online marketing techniques available to B2B companies?
> ➢ What are the best ways to reach the target audience?

1.3   Theoretical Framework

The theoretical framework is the structure that can support a theory of a research study. It introduces and describes a theory, which then gives the reasons of the research problem existence (Swanson 2013).

The theoretical framework of this thesis is illustrated in the figure below:

Situation Analysis
SWOT

↓

Objectives
SMART

↓

Strategy

Segmentation	Targeting	Positioning

↓

Tactics
Online Promotion Tools

↓

Actions
Gantt Chart

↓

Control
Web Analytics
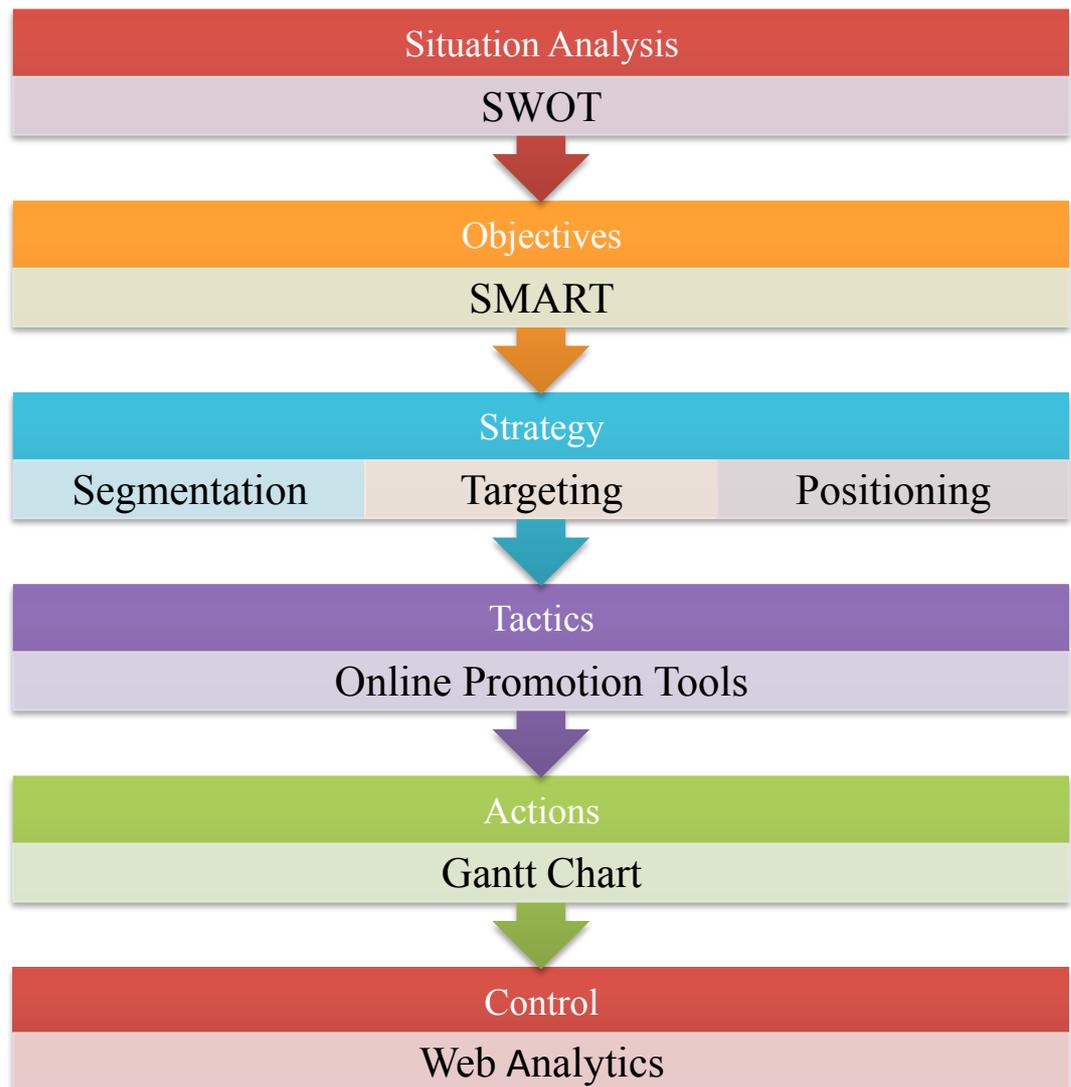
FIGURE 1. Theoretical Framework

In this thesis, the SOSTAC Planning system is applied. It is a marketing planning model created by PR Smith to help marketers develop marketing plans. It consists of six components: situation analysis, objectives, strategy, tactics, actions and control (Smith 2011).

1.4   Research Method and Data Collection

"Research is any organized inquiry that is carried out in order to provide information that can be used to solve problems". A good research is expected to be deliberate by containing a well-defined focus and conceivable targets. Also, it is thought to make a great impact on providing the knowledge that will be much more valuable tomorrow than it is today (Blumberg et al 2008, 48). The overview of research methodology used in this thesis is illustrated below,

Research Methods	Qualitative
Research Approach	Deductive
Data Collection	Primary sources: Interviews, observation Secondary sources: Books, journals, reports, academic articles
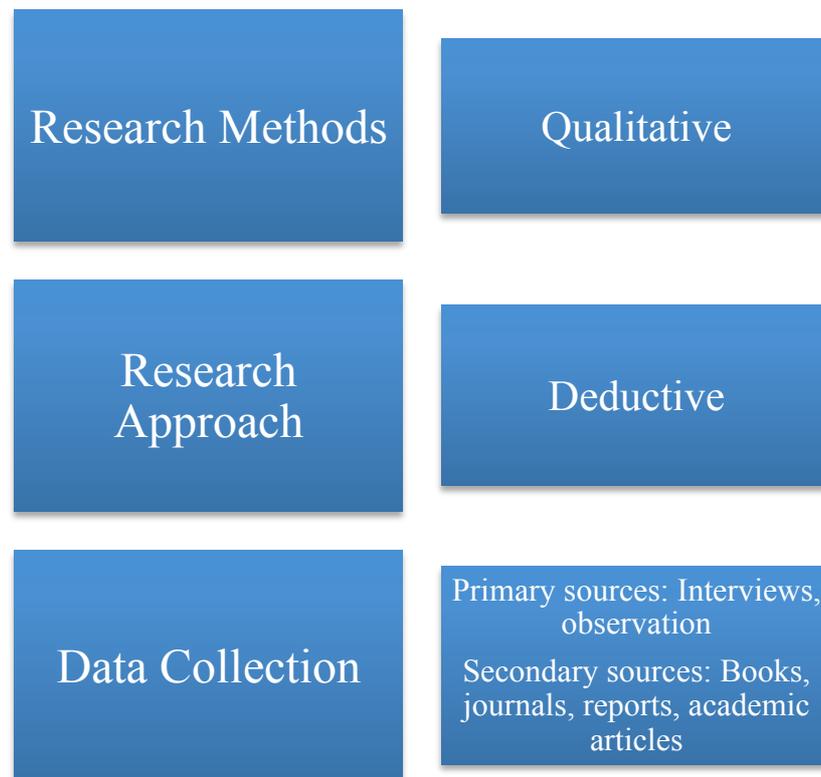
FIGURE 2. Research Methodology

Frankly speaking, a research is done in order to answer the research questions based on the relevant findings. First of all, a relevant research philosophy must be chosen. Whether the researcher wishes to start with general theoretical information to apply it to a certain case, or analyze a particular situation first and then move on to the theoretical deliberation. These methods of reasoning are called deduction and induction.

Once deductive approach is applied, the researcher gathers every piece of information known about a particular topic, which leads to making up a hypothesis. Having done that, the data is now gathered and observed. The last step of this approach is to find out whether or not the hypothesis appears to be true and valid. On the contrary, in case the researcher goes in an opposite direction, starting with observations and moving towards hypothesis and theory and which might possibly lead to absolutely new findings, is called inductive method (Bryman & Bell 2007).
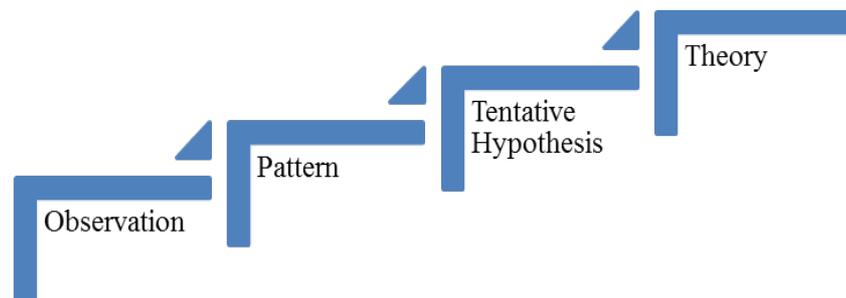
FIGURE 3. The Process of Induction (Drburney 2008)
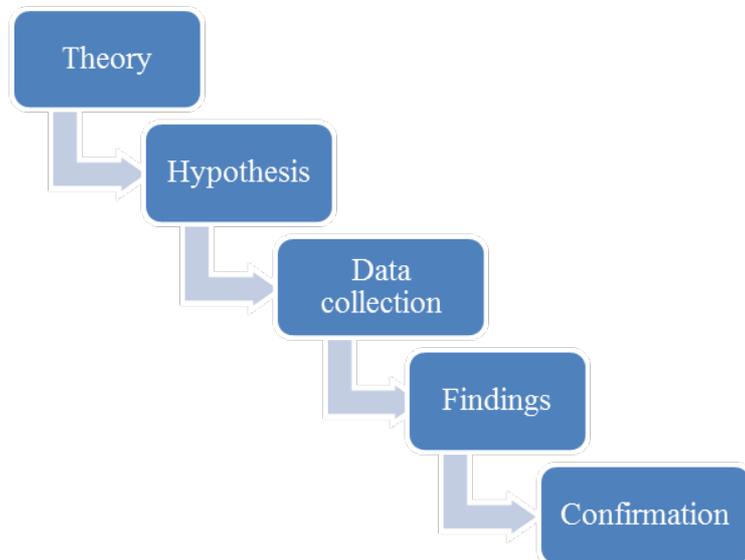
FIGURE 4. The Process of Deduction (Bryman & Bell 2007)

Having chosen a suitable approach in the study, it is time to decide which data collection method is most likely to be applied, whether it is qualitative or quantitative, taking into consideration the nature and the objectives of the study.

The selection of a particular data collection method can easily effect on the accuracy and reliability of the data (Hair Jr et al 2011, 185-204). The key to a successful research is to match the right approach to the right research context (Babin & Griffin 2010, 134).

Qualitative data is usually gathered through the use of observations and interviews, whereas quantitative data uses various numerical means such as scales, diagrams and statistics. Qualitative research uses a theoretical framework to resolve the research problem in unstructured textual way with subjective conclusions as well as tends to be more an open-ended research strategy. In contrast, quantitative research represents phenomena in various mathematical and statistical ways to analyze the data and, according to P. Bryman and E. Bell, is characterized as linear series of steps moving from theory to conclusions (Bryman & Bell 2007, 177).

TABLE 1. Comparing Qualitative and Quantitative Research (Babin & Griffin 2010, 136)

Qualitative Research	Quantitative Research
Discover Ideas	Test Hypotheses
Observe and Interpret	Measure and Test
Unstructured, Free-Form	Structured Response Categories Provided
Results are Subjective	Results are Objective
Exploratory Research Designs	Descriptive and Casual Research Designs

In addition, there are two major ways of gathering information that can be categorised as primary data and secondary data.
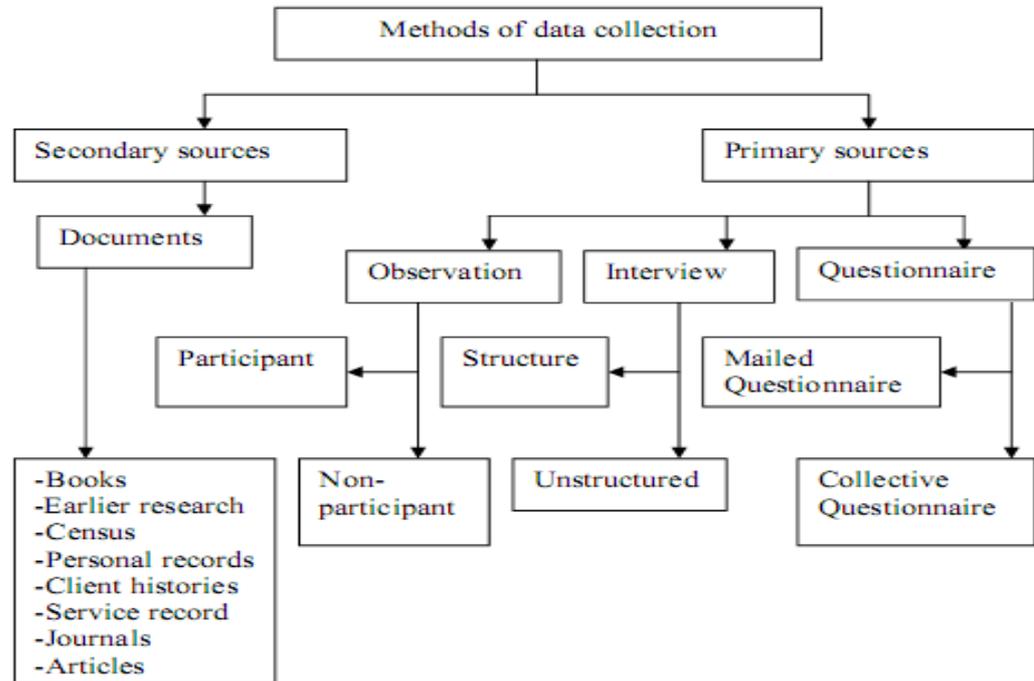
FIGURE 5. Methods of Data Collection (Kumar 2011, 148)

As shown in Figure 2, the thesis uses the qualitative method with a deductive approach. Qualitative research is carried out because of the use of non-numeric information, which is obtained from the interviews and observations. The deductive method is chosen as it approaches the problem from general information to more specific which then can be applied to a specific case company's situation.

As previously mentioned, collecting the data is an essential part in researching and understanding any topic. Therefore, the author uses books, journals and articles as secondary source. Meanwhile, primary data is collected from both personal observations and interviews with both clients and a representative of the company.

The author had an opportunity to observe the company and its current situation while working in part-time job in the case company in the year of 2014. Interviews are one of the most important data gathering techniques for qualitative researchers. Therefore, an unstructured face-to-face interview, which is thought to be more like an informal conversation, was conducted as the author's aim was to get as much information as possible about the company and its objectives (Examiner 2009). Along with that, a semi-structured interview was done over the

phone where the author prepared several questions that needed to be answered to continue carrying out the research project. The director of the company, Mr Michael Tang, was very helpful, supportive and happy to provide all the needed information during the entire project. In addition, interviews with six current clients were conducted via email in order to get a better understanding of the target group and to develop a practical online marketing campaign. More detailed information on the data collection process is described explicitly in Chapter 4: Empirical Research and Analysis.

1.5   Thesis Structure

The following figure illustrates the structure of the study, which includes eight chaptes:

- INTRODUCTION
- PLANNING FRAMEWORK - SOSTAC
- DIGITAL COMMUNICATION TOOLS
- CASE COMPANY ANALYSIS
- Security Shredding & Storage
- EMPIRICAL RESEARCH AND ANALYSIS
- E-MARKETING PLAN
- CONCLUSION AND FINDINGS
- SUMMARY

FIGURE 6. Thesis Structure

Chapter 1 presents the background of the thesis and research objectives followed by research questions and limitations. It also includes the theoretical framework and the research methodology applied.

Chapter 2 and 3 mention literature related to internet marketing, SOSTAC planning framework and B2B online marketing techniques.

Chapter 4 describes empirical research, which reflects how primary data is collected and analysed to serve the objective of the thesis.

Chapter 5 represents the background information of the case company, its objectives as well as its current situation on the market using the SWOT analysis.

Chapter 6 is dedicated to structuring an online marketing plan for the company.

Chapter 7 and 8 conclude the thesis by providing major findings, recommendations and sugggestions for future research as well as summarizes the thesis in its entirety with some main points.

1.6   Scope and Limitations

The thesis concentrates on creating an online marketing plan for the Shredding and Storage Company based in Southampton, United Kingdom. The objective is to study different techniques of online marketing, and to present a functional online marketing plan for the case company, where the studied techniques are effectively applied. The main topics covered in the thesis are SOSTAC marketing planning process, digital communication tools, research and analysis of current clients, an analysis of the case company and an online marketing strategy with detailed action plans and control methods.

The thesis does not take paid marketing services into consideration due to lack of financial sources. The marketing budget of the company is very limited. Also, the prices of the services the company offers are not presented in the project as they vary upon the requested service and personalized to each client with discounts.

2 DIGITAL MARKETING PLANNING FRAMEWORK – SOSTAC

In this chapter, the author concentrates on the theoretical part of the thesis according to the SOSTAC planning framework. Situation analysis, objectives, strategy, tactics, actions and control sub-chapters are all explained in details along with the figures for simpler understanding. This theoretical framework plays an essential role as a base providing knowledge for the following empirical part.

The Internet is spreading rapidly across borders and into an online world which is already inhabited by over a billion customers. It is a big part of the future for many businesses as it offers great benefits to both customers and businesses themselves. Nowadays, more and more customers are spending a big part of their lives in the online world. They are using different online tools to find products or services that best meet their needs and requirements. Thus, it is essential for marketers to analyze demand by customers for online services as well as respond to their needs in this new wired-up world (Chaffey & Smith 2008).

Digital marketing, e-marketing and online marketing are the same terms which refer to marketing online either via web sites, online ads, opt-in e-mail, interactive kiosks, interactive TV or mobiles (Chaffey & Smith 2008). E-marketing is at the heart of e-business which means getting closer to customers and understanding them better, adding value to products, widening distribution channels and boosting sales through running e-marketing campaigns using digital media channels (Chaffey & Smith 2008).

It goes without saying that a planning process provides a methodological procedure for reviewing organizational knowledge for developing future business strategy as well as understanding the strength of a firm. Without planning, a company is unable to have a clear vision on what goal to achieve and how to achieve it step-by-step.

An e-marketing plan is a strategic document developed through analysis and market research that aims at achieving marketing objectives via electronic medium. The idea is very similar to the classical marketing plan as they both aim to support a general business strategy.

In this study, the SOSTAC Planning System is used. It is the abbreviation of Situation Analysis, Objectives, Strategy, Tactics, Actions and Control (Smith 2011).

S Situation Analysis - Where are we now?

O Objectives - Where do we want to go?

S Strategy - How do we get there?

T Tactics - How exactly do we get there?

A Actions - What is our plan?

C Control - Did we get there?
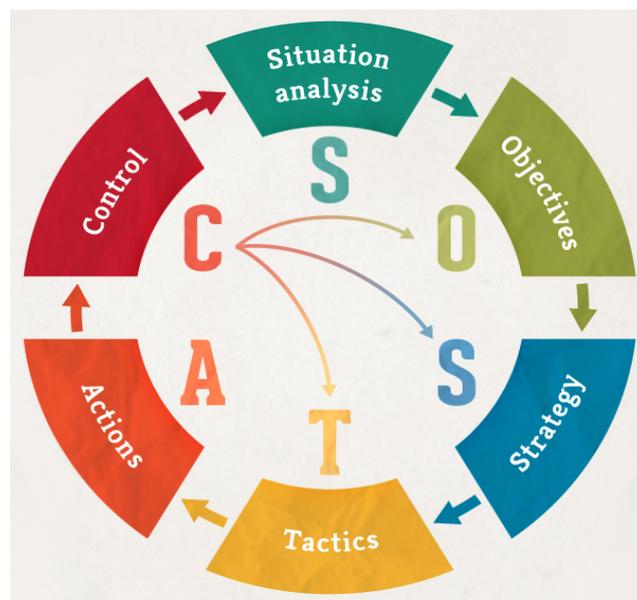
FIGURE 7. SOSTAC Planning System (Chaffey 2012)

SOSTAC is a simple versatile model designed by Smith which can be applied to various kinds of planning such as marketing plans, corporate plans as well as advertising plans (Chaffey & Smith 2008, 441).

2.1   Situation Analysis

Internal and external business environments should be reviewed before creating a realistic situation analysis of a firm. It is important to understand the company's current situation, the marketplace, competitors as well as relationships with suppliers and customers in order to plan a successful future performance of the company. Every firm should always be updated with the latest macro trends and micro factors affecting their business (Kotler & Keller 2011, 67). According to the figure below, Figure 8, there are four key areas of situation analysis assessment.
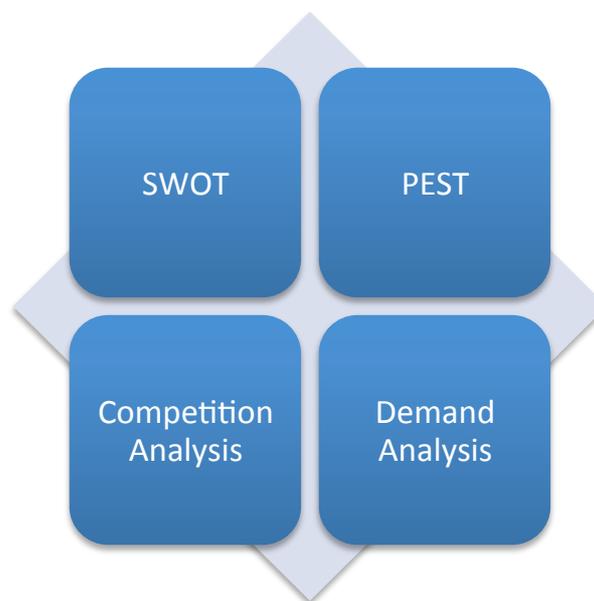
FIGURE 8. Situation Analysis Tools (Chaffey & Smith 2008)

SWOT

SWOT analysis is the acronym for Strengths, Weaknesses, Opportunities and Threats. This is a simple model used for devising marketing plans (Kotler et al 1996, 106). Strengths and weaknesses are internal factors of the company whereas opportunities and threats are external forces.

TABLE 2. SWOT analysis (based on Wood 2011, 29)

STRENGTHS	WEAKNESSES
Internal capabilities that can help firm	Internal factors that might prevent firm

achieve marketing plan objectives	from achieving objectives
OPPORTUNITIES External circumstances that can be exploited to achieve objectives	THREATS External circumstances that might prevent firm from achieving marketing plan objectives

PEST analysis takes a close look at the external business environment and is thought to be a suitable strategic tool for understanding market growth or decline, business position and direction of operation as well as enabling the company to take advantage of the opportunities and minimize threats (Kotler 1998). In this thesis, PEST analysis is not considered because the study is focused on online marketing.

Competitor Analysis

Competitor analysis is an assessment of the strengths and weaknesses of current and potential competitors (Chaffey 2012). When it comes to the competitor analysis, the Porter's Five Forces analysis is frequently used. This model was established by Michael E. Porter and firstly introduced in 1979 in "Harvard Business Review: How competitive forces shape strategy". It takes into consideration the situation amongst current competitors, introduces the bargaining power of suppliers and customers as well as discusses the threat of new entrants and substitutes.
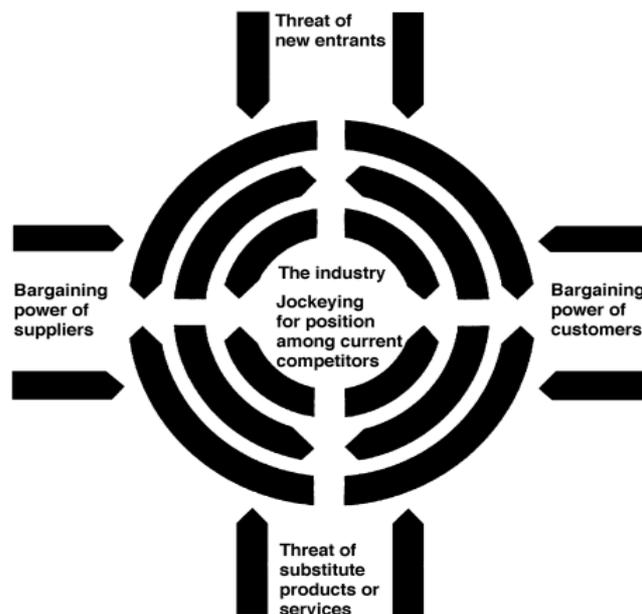
FIGURE 9. Porter's Five Forces (Porter 1979, 6)

Demand Analysis

Demand analysis is conducted in order to help companies to understand how much customer demand exists for a product or service currently and in the future. This analysis helps the managing board of a firm to determine whether or not the company can successfully enter a market and generate enough profits to advance its business operations (Osmond 2014).

2.2 Objectives

A company's objectives are short-term targets that finally lead to its long-term goals (Wood 2011, 81). It is clear that objectives are subjected to changes, depending on the market and internal factors. Moreover, organizations should be certain about reasons of getting into e-marketing and the areas to focus on as they improve their web-marketing.

There are five broad reasons/objectives of e-marketing:

- Grow sales (through wider distribution, promotion and sales)
- Add value (give customers extra benefits online)

- Get closer to customers (by tracking them, asking them questions, creating a dialogue, learning about them)
- Save costs (of service, promotions, sales transactions and administration, print and post) and increase profits on transactions
- Extend the brand online. Reinforce brand values in a totally new medium

(Chaffey & Smith 2008, 43)

Nonetheless, all optimal objectives should follow the SMART rule, which is the abbreviation of specific, measurable, acceptable, reasonable and time-related (Chaffey & Smith 2008, 454).

Specific
- What: What do I want to accomplish?
- Why: Specific reasons, purpose or benefits of accomplishing the goal.
- Who: Who is involved?
- Where: Identify a location.
- Which: Identify requirements and constraints.

Measurable
- How much?
- How many?
- How will I know when it is accomplished?

Attainable
- How can the goal be accomplished?

Relevant
- Does this seem worthwhile?
- Is this the right time?
- Does this match our other efforts or needs?
- Are you the right person?

Time-bound
- When?
- What can I do today?
- What can I do during a period from now?

FIGURE 10. SMART Criteria (adapted from Bogue 2005)

2.3   Strategy

Mass marketing is not a great option for the companies these days because the competition on the market is becoming more and more intense every day. However, with differentiated marketing, companies can divide up the market into smaller different segments, target certain segments and design a product or service package for each (Kotler & Armstrong 2004, 228).

The strategy element of an e-marketing plan defines how e-marketing objectives will be achieved. It includes selection of segmentation, target market, positioning and selection of communications techniques (Chaffey 2004, 333).
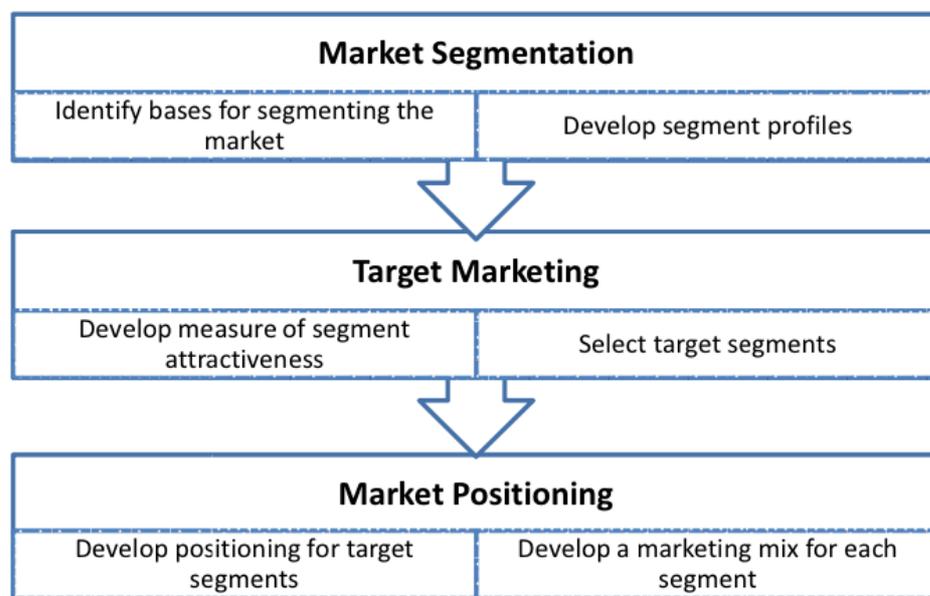
FIGURE 11. Segmentation/Targeting/Positioning Process (adapted from Amstrong & Kotler 2007, 165)

As the figure above states, three processes should be completed in order to find out which segment to target.

Market Segmentation

Market segmentation divides up the market into different groups of buyers who have different needs, characteristics, or behaviors (Amstrong & Kotler 2007, 78). The main purpose of market segmentation is "to enable the company to concentrate its efforts on pleasing one group of people with similar needs, rather

than trying to please everybody and probably ending up pleasing nobody" (Blythe 2012, 77). The major variables of market segmentation are geographic, demographic, psycographic and behavioural.

Target Marketing

After segmenting the market, it is time for choosing the segments the company should serve. Depending on available resources, firms may choose to focus on different targeting methods as shown in the figure below: undifferentiated, differentiated or concentrated marketing (Amstrong & Kotler 2007, 181).
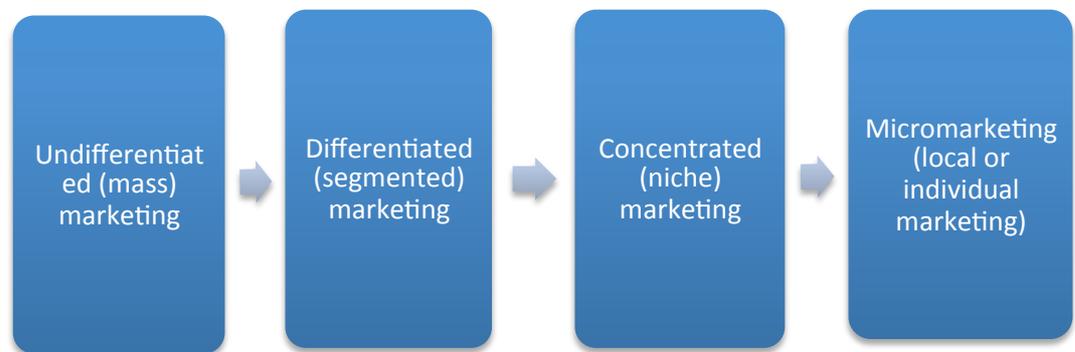
FIGURE 12. Targeting Marketing Strategies (modified from Amstrong & Kotler 2007, 178)

Market Positioning

Positioning is the process of differentiating the product or service based on what the customers appreciate. The more the differentiating qualities differ from those of competitors, the stronger they are as competitive advantages and as brand builders. Positioning as part of marketing strategy is performed after segmentation and targeting (Wood 2011, 76). Positioning can be illustrated in the consumer's perceptual map as shown in the figure below:
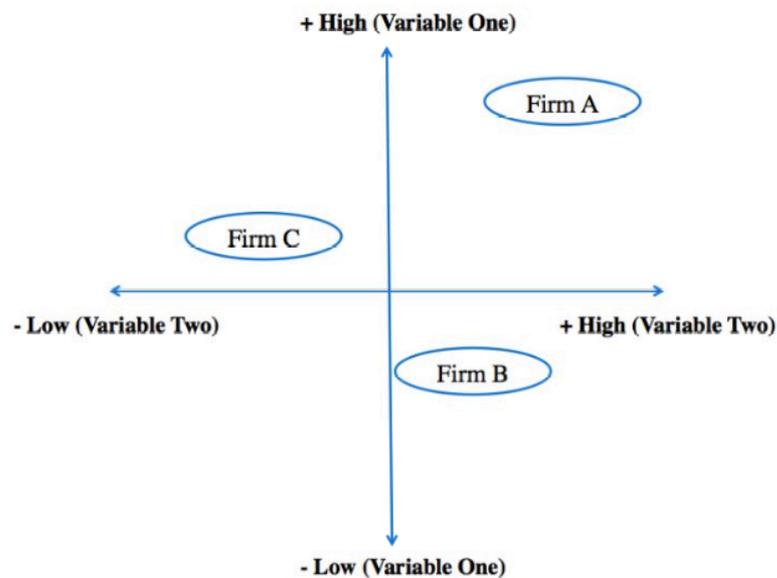
FIGURE 13. Perceptual Mapping (adapted from Marketing Teacher 2012)

By utilizing this map, companies can simply define how they would like to be seen by targeted segments in the market through specific variables but also see positions of their competitors (Kotler et al. 2009, 369).

2.4   Tactics

Once defining target groups are set, a group of variables will be put together into a marketing mix that will be used to satisfy each specific group (Perreault & McCarthy 2002, 46). E-marketing tactics focus on deciding the optimum marketing mix. The marketing mix is a well-established conceptual framework that helps marketers to structure their approach to a market.

According to the figure below, the marketing mix refers to 4Ps of product, price, place and promotion that was proposed by Jerome McCarthy in 1960 and is still used for formulating and implementing marketing strategy (Chaffey et al 2006, 215). There are additional 3Ps in e-marketing which also need to be taken into consideration: people, process and physical evidences.

Product	Service, features, benefits, instructions, installations, warranty, packaging, branding, quality level, product lines
Place	Objective, channel type, market exposure, service levels, kinds and locations of stores, kinds of middlemen, managing channels
Price	Objectives, flexibility, geographic terms, discounts, allowances
Promotion	Objectives, promotion blend, salespeople, advertising, sales promotion, publicity
People	Employer, customer service, management, culture, communication
Process	Relevant to service industries, how services are consumed
Physical Evidence	Smart, run-down, interface, comfort, facilities

FIGURE 14. Strategy Decision Areas Organized by the 4Ps (adapted from Perreault & McCarthy 2002, 49)

As for communication techniques, Chaffey and Smith (2008) recommended six main types of digital media channels such as search marketing, online PR, online partnership, interactive ads, opt-in e-mail and social media marketing. More detailed information on digital media channels for business-to-business companies can be found in the next chapter.

2.5   Actions

Tactics are the details of the strategy. Each tactic is a mini project containing a chain of actions. Each project has an action plan which entails a responsible person and a time frame separately for each task (Chaffey 2012, 469). One of the most effective tools for the action plan is Gantt chart, which was invented by Henry Gantt.

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9
Finalizing									
Floor Plan									
Flow Chart									
Storyboard									
Submission									
Digital Content Creation									
Research & Gathering Information									
Sketching									
Digitalizing Images									
Presentation									
Interface Design									
Finalize interface									
Coding & Programming									
Testing									
Presentation									
Final Execution									
Prototyping									
Final Integration									
Final Testing									
Exhibition									
Submission									
CD Submission									

FIGURE 15. Gantt Chart Example (Gantt chart 2014)

The chart represents the chain of activities with general timing on when those actions will take place and finish. In brief, this chart places focus on the dimension of time (Brennan 2011, 178).

2.6   Control

Control is about monitoring whether your objectives are being achieved and then modifying the tactics and actions to ensure they are. With frequent check-ups on the plan performance, all the problems and difficulties can be prevented or solved at a very early stage.

The control element of e-marketing can be achieved through traditional techniques such as marketing research to obtain customers' views and opinions and novel techniques such as analysis of web server log files which monitor whether or not objectives are achieved (Chaffey 2004, 362).

Web Analytics

Web analytics is the collection and analysis of data related to website visitors as can be seen on the figure below. It provides tactical insights such as the opportunity of seeing what are the most popular pages and how much time they spend on them.
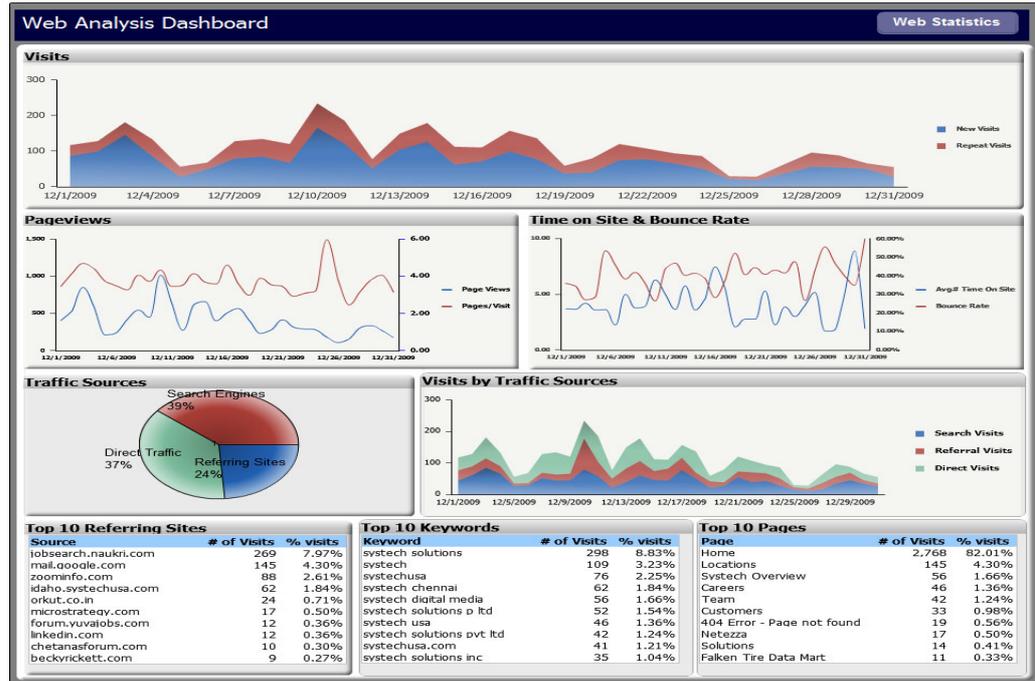
FIGURE 16. Web Analytics Sample

Web logs, or web stats, also track customers as they search on site so that the e-marketer can see how visitors' minds work – how they search and how they process information in the future.

3   DIGITAL COMMUNICATION TOOLS

This chapter introduces online communication techniques for e-commerce such as search marketing, online PR, online partnership, social media marketing, opt-in e-mail and interactive ads. Also, several good reasons to go online for a business-to-business company are pointed out.

As it was mentioned in the previous chapter, Chaffey and Smith (2008) recommended six main types of digital channels as shown in Figure 16. However, marketers also review the usage of offline communications quite often, such as direct mail, word of mouth, sponsorship or personal selling for the better website traffic and social network presences. The thesis is focused on online promotion tools for the case company thus offline digital channels will not be considered.
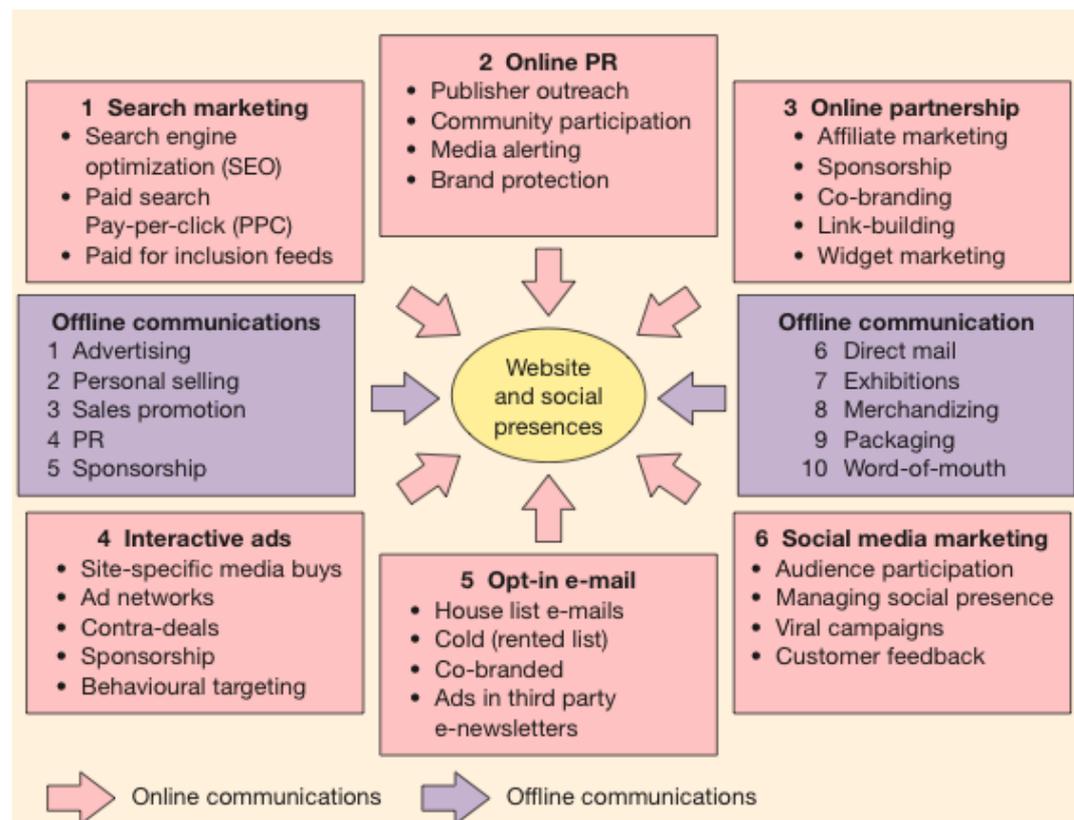

FIGURE 17. Online and Offline Communication Techniques for E-commerce (Chaffey 2011)

Why should business-to-business companies go online?

Digital marketing consists of various activities to attract and engage potential and existing customers online. First of all, the Internet is extremely powerful nowadays, billions of people spend a significant amount of time in the World Wide Web every day. It allows businesses and customers to get closer, increases sales and general awareness of current happenings in the business world. Second of all, many small or medium sized B2B companies have limited marketing budgets so it is likely that the costs will be decreased as digital marketing tools are added to the mix. Third of all, search engine marketing subtitutes cold calling – the possibility to reach out to potential customers. With digital marketing, it gets easier as business customers are becoming more proactive by seeking out companies' products/services and contact information from Google or any other web search engine. Moreover, migration from trade advertising to web advertising is cost effective too. For instance, placing a banner on an industry-specific website will target similar customers and save money on print ads. Direct mail operations is a must for most of B2B companies. Today, all the mails can be shifted to the Internet. Instead of sending all the flyers, newsletters and catalogues via post, they can now be sent online for free and are immediately received by customers. Last but not least, social media is most effective way for notifying customers of important news, events and other happenings. For example, instead of sending out calls and mails to all the clients, it can be simply tweeted on Twitter or posted on a Facebook page that creates instant communication (Miller 2012).

According to the "Marketing Mix, Key Challenges, and Predictions for the Road Ahead" survey conducted by Ipsos OTX and commissioned by Google, the Internet is the number one channel believed by marketers to be utilized by B2B target audiences for business purposes. In Google's study, eight of the top ten most effective media channels for reaching the B2B audience are digital. Email, SEO, Social Media, and online content tend to be the most effective whereas SEM and SEO are the most effective channels for gaining new leads. Meanwhile, Email marketing ranks as the best way to maintain customers (Kalonatchi 2013).

Search Engine Marketing

Search engine marketing (SEM) is a type of internet marketing that encourages click-through to a website from search sites, such as Google or Yahoo, in order to increase traffic for the site. To improve the website's performance and get noticed in the search engines, e-marketers have two key techniques, which are pay-per-click (PPC) or Search Engine Optimization (SEO) (Colborn 2012).

Search engine optimization (SEO) is an art of increasing traffic to a website by helping it rank higher in non-paid organic search results. It is possible to achieve higher search engine rankings in the search engine results pages as well as obtain a website capable of maintaining the revenue goals (Clay 2015). Page rank can be improved by both optimizing the keyword list and generating backlinks via articles, social media, blogposts, discussion boards and so on (Bluehost 2012).

Pay Per Click (PPC) refers to the ads appearing within and alongside organic listings on a search engine results page. It is a paid service and the cost for having ads appear on result pages is based on both cost-per-click (CPC) and keywords. The CPC is set by the cost of separate keywords that exist as part of a larger bidding system. Some keywords are more expensive than others thus PPC keyword research is essential for identifying certain target keywords (Clay 2015).

Online PR

Public relations traditionally focus on managing the communication between the organization and the public, in order to create and maintain a great public image of the company (Grunig & Hunt 1984). Online PR is maximizing favourable mentions of your company, brands, products or web sites on third-party websites that are likely to be visited by your target audience. As shown in the figure below, online PR takes care of all the company online activities such as SEO, brand engagement, brand protection and buzz building activities.

Search marketing activities (SEO)
- Inbound link-building
- Content creation
- Blogs
- Feeds (RSS)
- Press releases
- Influencing media owners

Buzz-building activities
- Propagating campaign 'big idea'
- Web editorial contacts
- Viral marketing
- Press and social media releases
- Influencing media owners and blogger relations

Brand engagement activities
- Surveys and polls
- Audience research
- Social media including user-generated content
- Own blogs and communities
- Influencing media owners blogger relations

Brand protection activities
- Social media monitoring and response:
- Influencing media owners and blogger relations
- Negative SEO
- PPC protection

Online PR

1. Attracting visitors through search
2. Engagement and Dialogue
3. Building Campaign Buzz
4. Defensive/ Crisis

FIGURE 18. Online PR Options (Chaffey & Smith 2008, 305)

Online Partnership

A collaboration of two or more organizations with the mutual interest of developing a mid-term or long-term marketing program designed to meet each of their respective business goals. There are three key types of online partnerships that need to be managed: link-building, affiliate marketing and online sponsorship.

Link – building is a key activity for search engine optimization. More quality links from relevant sites mean more quality visitors and more marketing outcomes for the company.

Affiliate marketing is a pay-per-performance, commission-based arrangement where the merchant only pays when they make the sale or get a lead. It is a process of earning a commission by promoting other company's products (Chaffey & Smith 2008).

According to Ryan and Whiteman (2000), online sponsorship is 'the linking of a brand with related content or context for the purpose of creating brand awareness

and strengthening brand appeal in a form that is clearly distinguishable from a banner, button or other standardized ad unit'.

Interactive Advertising

Interactive advertisements can help build site traffic as well as brand recognition. Rich media and large format ads are effective in targeting visitors through placements on specialized portals and dynamic or behavioural ad targeting (Chaffey & Smith 2008, 319).

Opt-in Email Marketing

E-mail is an effective push online communications method. It is essential that e-mail is opt-in otherwise it is illegal SPAM. The opt-in list is "the list of email addresses of people who have agreed to subscribe to your mailing list". E-marketers can freely send various marketing campaigns such as newsletters, promotions, and brochures, to the opt-in list (Dulac 2012). It is good way to attract new clients as well as retain existing ones.

Social Media Marketing

Social media marketing is a discipline that requires research, planning, strategy and tracking in order to ensure a solid return on investment, in terms of time and money. Social media marketing option varies depending on the industry and size of the company either for commerce, community building or internal affairs (Clay 2015).

Social media has become a platform that is easily reachable to anyone with internet access. The communication between the business and the customers help to improve brand awareness and build a better customer service. When interacting with followers, the chance of them visiting the website or tell others about the company is increasing. "The most successful companies on social media cultivate a sense of enthusiasm amongst their followers by asking questions or posting content that encourages followers to think or react. The enthusiasm based on positive social interactions is contagious and followers will share their experiences through word-of-mouth advertising" (Hicks 2014). Moreover, social

media serves a relatively inexpensive platform for organizations to implement marketing campaigns.

The most used social media platforms for B2B marketing in the United Kingdom are LinkedIn, Twitter and Facebook (Statista 2014). Youtube and Google+ are almost not used and updated but company profile exists.
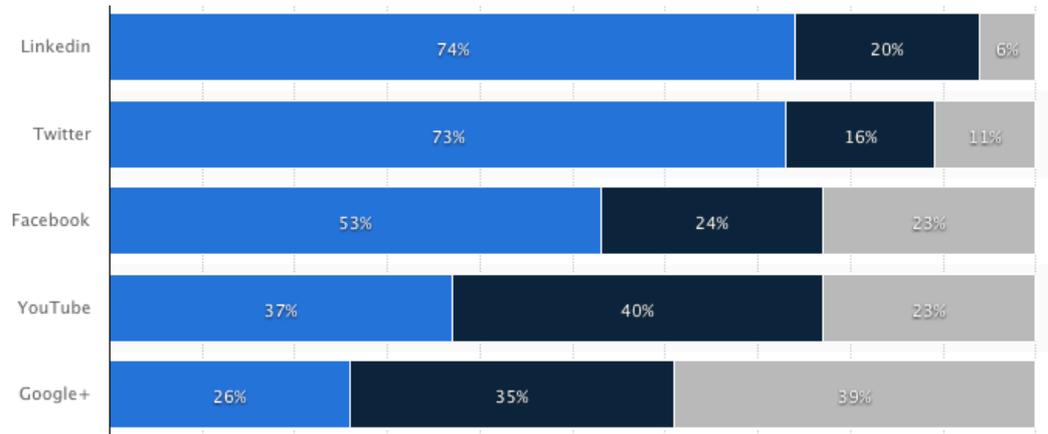

FIGURE 19. Most Used Social Media Platforms for B2B Companies (modified from Statista 2014)

4   CASE COMPANY ANALYSIS: SECURITY SHREDDING & STORAGE
      COMPANY

4.1   Company Overview

Security Shredding & Storage Company was incorporated in the year 2000 and is
currently trading in the fifteenth year. It assists a number of organizations in
Hampshire, United Kingdom with storing, protecting and managing their
information. The company started with paper shredding and quickly acquired a
storage business. Then it decided to evolve the shredding and develop recycling
(Tang 2014).

FIGURE 20. Hampshire County

The company aims to build strong trustworthy business relationships with its
clients. It can also be described in three key words: confidentiality, reliability and
efficiency.

Services

The business is divided into two parts: paper shredding and storage. Paper
shredding simply involves the collection of clients' confidential waste, which is
securely disposed of and recycled as far as possible.

The process typically includes – arriving to a client's site, collecting the confidential waste using the necessary pieces of equipment, which may involve a wheelie bin or a sack. Afterwards, all the items are placed inside a secure vehicle, transit van, which is on lock. Once the collection is complete, a signed duty of care note is issued to confirm that the company is now in control of the waste; this is in compliance with the data protection act. The form has three parts: first is a white piece of paper which is for the company's invoicing purposes, second is a pink copy used for numerical records kept for all collections, and third is a green copy for the clients and their own records. The confidential waste is then taken to the warehouse. On arrival at the warehouse, the secure doors are opened; the vehicle is reversed towards the weighing scales. Paper is emptied from the van and placed upon the scales where the weight is recorded onto the original white duty of care note. Once the weight is recorded, the paper is sorted for recycling purposes, which will typically involve extracting metal, plastic and any other material other than paper material, which means non-recyclable. The papers are placed into a large blue cage and once it is full, it is then ready for shredding as demonstrated in the figure below.

FIGURE 21. Paper Ready for Shredding

The paper shredding machine is fed with paper and it chews up the cross top method and spits it from the other end as shown below.

FIGURE 22. Shredded Paper

This paper is then bailed for recycling. A collection of about 12 cages full of shredded paper will then be sold for the recycling purposes. This paper is collected by another company and later sent to paper mills. All the invoices are generated in the office. Clients get charged depending on weights or a number of collections, which may be set by the contract. Moreover, there may be a discounted rate for regular schedule collections. "If we would collect once a week from a certain company, they may have, for example, 50% discount of the standard price". These invoices for both regular and irregular clients will be generated after destruction, which is typically a week. The last important document the company should provide to the clients is destruction certificate, confirming the waste destruction, giving the weight and also showing what materials were recycled (Tang 2014).

The most important thing for the company is confidentiality, reliability and efficiency. "We pride ourselves for being a one-man-person company. For example, if you speak to me, it will be myself who collects the waste, it will be me that handles the waste and it will be myself that personally guarantees the secure disposal of the documents" – said Michael Tang. This allows establishing the trustworthy relationships between the company and the client. Also, it limits the potential for fraud or interception by a third party. "Knowing that you deal

personally with the one person is a strong selling point and secures a confidential method".

The second and vital part of the business is document storage. Typically the client must place the file into the box, have their own records and give the box a reference number with letters and numbers.

FIGURE 23. Storage Warehouse

For instance, a solicitor may have files such as A1, A2, A3, A4, and they may have the box referenced as BC007. They then would say A1 goes into BC007. It is important the clients have their own records of the files and box reference numbers, as once they require a certain file, it is easy to find it. Once the client asks for a particular file, it has to be delivered safely by the company back to the client. Basically, there are three delivery requests: urgent (within 2-3 hours), same day delivery and next day delivery. On the delivery of the files, a delivery note is issued, which includes the reference number of the files or boxes, date, time and signature (Tang 2014).

4.2   Current Situation

The company is located in Southampton, UK and provides its services such as shredding and storage mainly in Hampshire County. Normally clients are small to medium-sized businesses, but individuals can also be served if requested.

Current marketing of the company is based on word-of-mouth, client recommendations, leaflet dropping and cold calling.

Word of mouth is when satisfied customers tell other people how much they liked a particular product or service. The company is recommended by its clients to other companies as well as mentioned by friends to other friends and so on.

Leaflet dropping into targeted areas is also used by recording when and where it was dropped, then call up the potential clients and make sure they received it.

Moreover, the company provides services free of charge to media companies in return for marketing. For example, a radio station would have their recommendations on their website or might mention it on live.

Target clients are small to medium-sized companies that mostly look for personalized services such as solicitors and accountants. Although all businesses that retain records and require confidential service are potential clients. The targeted location area is Hampshire as it is economically beneficial to the company. For example, travel expenses. However, offering services outside of Hampshire has been achieved at a premium rate making it sustainable for the company to travel and provide level of service. The target audience for the second part of the business, which is storage of documents, may differ. Potentially it could be multinational insolvency practitioners that are closing their businesses and are seeking local companies to store the papers. Alternatively, there may be a London based company looking to store outside of London due to cheaper rates and a less frequent need to see documents.

The objectives of e – marketing at Security Shredding & Storage Company are to obtain new clients as well as sustain relationships with already existing clients. And with the help of the Internet and its possibilities, the goal is to raise

awareness of the company mostly in the Hampshire county and to keep potential and existing clients up to date with current legislation policies and other changes. Other goals include: creating a platform for communication thus making it easier to contact and interract with clients, for instance through social media, increasing awareness of the great environmental impact by shredding and recycling services. And, finally, the goal is to make more sales and increase profit of the case company by achieving all of the above.

4.3   SWOT Analysis

SWOT analysis stands for strengths. weaknesses, opportunities and threats. It is a useful tool for assessing the current situation of the company considering the internal and external environment. The figure below illustates the SWOT analysis of the case company.

S
Reliabilitiy
Confidentiality
Personal service
Professionalism
Efficient level of response
Security

W
Lack of online marketing
Inability to operate across the UK
Machinery

O
Help the environment
Data protection
Further services

T
Cloud takeover
Economic downturn
Fire threat
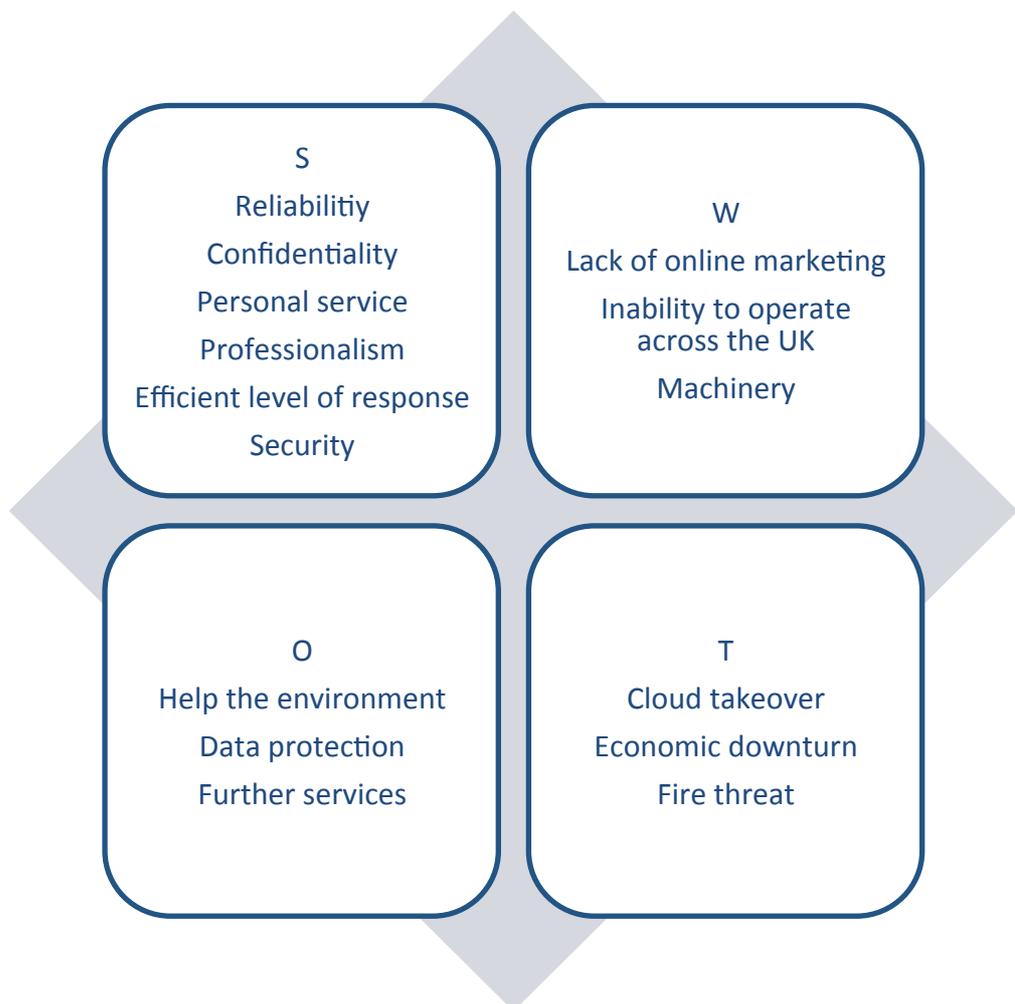
FIGURE 24. SWOT Analysis of the Case Company

Strengths

Reliability and confidentiality are the first two highly important aspects for the case company as a shredding and storage company. It is essential for the clients to feel secure and confident that the service is done properly and no documents get leaked or stolen. Unlike large competitor companies, the service is based solely on building relationships with the clients, so the trust level is unreachable.

"People deal with me directly therefore the service is tracable. In a large company there may be multiple employees and multiple levels of people that you deal with on certain aspects of the service therefore when you come to our company you deal with me personally. Hence, the trust and traceability of the service is easy to follow". It is thought to be a personal service with a friendly approach. "Professionalism and confidentiality are key to success. You must have a personal touch yet a professional presence. The biggest motive of the company: If you say you are going to do it, you do it" (Tang 2015).

As it is a personal service, in case of urgent inquiry of returning some documents, the response level is ensured at a high and efficient level. Large companies may have to pass through a chain of commands before action is taken which may take a while.

Last but not least, a high level of security is ensured. Remote access to the warehouse, where services are carried out, is paramount to success at the company. No one is able to locate it through, for instance, marked vans. The warehouse is not marked as storage or confidential shredding either. Meanwhile, most of the large companies are strategically situated on the motorway with big illuminating lights saying they do storage. This is a targeted area for criminals to break into the buildings. However, being unmarked and securely remote enough from industrial sights, residential areas in a secure location provides the case company with an upper hand in security. Also, 24-hour monitoring of the warehouse, where the landlord is sighted at the entrance, ensures strength to upper hand of security.

Weaknesses

The lack of online marketing is the main disadvantage of the company. Internet marketing tends to build trusted relations with clients and prospects through regular, low-cost personalized communication, reflecting the move away from mass marketing (Linton 2014). "Being a small individual company, you create your own social network and are unable to obtain bigger marketing areas unlike larger companies" (Tang 2015).

An inability to penetrate large corporate markets that operate across the UK mainland is another weakness. It is not profitable to travel further than the Hampshire area on a weekly basis to empty a few bins. For example, if a client is situated in Edinburgh it may be unachievable or inpractical for the business to operate.

Lastly, the productivity level of machinery is a weakness. The current machines are not at high level of standard comparing to what is available on the market. A great investment has to be made in order to obtain the highest level of technology.

Opportunities

Shredding and recycling make a great impact on the environment. It is not only saving trees as many people think because the process to turn trees into paper requires a significant amount of energy and water and it also adds pollutants into the air. That is why recycling just one ton of paper saves about 7,000 gallons of water and 4,100 kilowat hours of electricity (Shredworks 2014).

Data protection is a top priority to every business. The consequences of poor data protection can worsen customer relationships or even destroy reputations. In an increasingly global economy, downtime is not tolerated by customers, who can simply take their business elsewhere. Keeping data safe should be ensured 24/7 and back-ups available. Therefore, keeping all the important documents might not be possible due to lack of space in the offices. Hence, companies need storage services to make sure the paper is stored remotely and securely as well as accessed anytime when needed.

Other opportunities for the business arise when doing shredding jobs and potentially go into furniture disposal or clearance work. "Some companies may

ask you to shred the paper and then you may have an opportunity to futher the service by clearing the entire office of the furniture and most likely to store paper. Then you may be asked to shred and recycle the paper" (Tang 2015).

Threats

Global environmental threats and economic downturn are at a minimum to this type of service because most companies will always need a confidential waste elimination service. It is paramount to the security of their business as well as their clients. Nowadays data protection is taken very seriously due to various types of frauds. Although prices would have dropped, the service would still be required.

Data scanning for the storage part of the company could be a threat. Usually companies prefer to keep scanned documents in their computer system, but also keep hard copy stored in a safe place. However, Cloud computing is becoming more popular and allows to keep everything online and reachable from anywhere. In case of the Cloud taking over, the number of companies requiring paper storing might be dropped dramatically.

Threat of fire is taken seriously. Electrics, non-smoking policies help to ensure that fire does not occur. If it happens, it will be detrimental to the business and its reputation. Security is ensured by providing a remote location, unmarked vans, warehouses, and 24 hour CCTV cameras (Closed-circuit television).

5   EMPIRICAL RESEARCH AND ANALYSIS

Face-to-face interviews have always been the primary interview technique in the field of qualitative research. However, telephone interviewing has become more and more common in recent years. Due to the dramatic growth of new communication forms such as e-mail, other interview techniques can be introduced and used within the field of qualitative research (Opdenakker 2006).

As mentioned in Chapter 1, the author interviewed the director of Security Shredding & Storage Company, Michael Tang, twice throughout the project. The first unstructured interview was held on 14 May 2014 in a very relaxed and friendly atmosphere in a coffee house in Southampton, England. The author did not prepare any specific questions, as the aim was to receive general information about the company, the service it is providing, its customers as well as its current marketing strategy and the goals to be achieved in the research project. Notes were taken and kept safely for this study. A semi-structured phone interview was carried out on 15 January 2015. By that time, the author had already been working on the project, thus prepared all the questions which were then answered clearly. The interviews were recorded and scripted afterwards in order to avoid any possible loss of information. From the author's point of view, it was a good decision to do both semi-structured and unstructured interviews as it gave an opportunity to discuss the topic freely and collect more information.

Interviewing existing clients seemed to be beneficial for better identifying the right audience and developing an online marketing campaign. As the clients are local companies in the UK, face-to-face interviews would require time and traveling, hence email interviewing was the best option available. This technique has a number of advantages, for example, the interviewee can answer the questions at his or her own convenience with no traveling costs.

The email interview used for this thesis contains 13 questions, which were well prepared and put into the email explaining the reason and purpose of the interview. Afterwards, the email was sent to the director of the case company in order for him to forward it further to the current clients. The author does not have companies' names or contact information as the email interviews were conducted

through the respresentative of the case company due to confidentiality as well as response efficiency. The primary email was sent to Michael Tang on 10 May 2015, who reviewed and accepted the content for further resending. In the following two weeks, the author received an email from Michael Tang containing interview answers completed by six companies.

Moreover, during that time the author was working, on a part-time basis, as an administration assistant at the case company from March to June 2014. She managed to acquire information about the current situation at Security Shredding & Storage Company. The information was gathered from Michael Tang since the author spent most of her time working under his supervision. The author, for this development plan, noted all of the information. Furthermore, during the time of this study, the director also offered guidance and advice whenever the author needed to clarify any issue.

5.1   Data Analysis

Having completed the empirical research for this study, the next step is to analyze the findings. In this sub-chapter, email interview responses are analyzed carefully.

The interview consisted of 13 questions:

- What does the company do?
- Where is it located?
- How many employees work at the organization?
- Why are you using shredding and storage services?
- Why did you choose Security Shredding & Storage Company of Michael Tang?
- Would you recommend this service to others?
- In your opinion, what industry sector or type of businesses require professional shredding and storage services?
- Do you do research before making a purchase or using a new business service?
- How important is the company's online presence?
- What platform does your company use?

- If yes, do you update it regularly?
- Do you communicate with business partners via social media?
- Would you recommend Security Shredding & Storage company to go online?

Six companies replied to the interview questions. All these companies are involved in various business activities such as:

- Solicitors
- Chartered accountants
- Specialist learning and development consultants related to pharmaceutical business
- Design and manufacture of traffic control products
- Billing software to cable industry
- National Grid UK Pensions Offices

Five of the companies are located in Hampshire and employ up to 49 people, whereas one is situated in Berkshire with up to 249 employees. All of the companies use shredding and storage services in order to shred confidential documentation, securely dispose of hardware, paper and cardboard waste and store important documents off site. In addition, most of the companies have a long history working with Michael Tang and they always found the services provided to be competitive and flexible to their needs. Here are some feedback:

"He responds quickly and efficiently to our requirements at a reasonable cost. He will also ensue no confidential company information is disclosed to third parties through secure disposal".

"We have used this company for many years, Michael is 100% reliable and always goes above and beyond to help with our needs".

Moreover, half of the companies were recommended by a third party many years ago as his reputation and quality of work is of a high standard. According to the interview, the case company is highly recommendable.

All six companies answered that businesses that use personal and company confidential material should be recommended to use shredding and storage services without hesitation.

"Any business that considers confidentiality, integrity and availability of personal and professional data a priority".

"Many! Businesses who have financial, contractual, confidential commercial and personal documents".

Analyzing the results, it is noticeable that current clients are small to medium-sized businesses of different industry sectors located mostly in Hampshire and most importantly value SS & S services for secure disposal of confidential material, environmentally-friendly paper and cardboard waste and document storage off site.

The last part of the interview questions can be described as evaluation of importance of online marketing. First of all, all the businesses do research before making a purchase or acquiring a new business partner. Therefore a company should be present online in order to be found. Second of all, having a website and LinkedIn profile seems to be very important for the purchase making process as well as the image and reputation of a company. Five of the clients do have a website and use LinkedIn regularly. Meanwhile, Facebook is thought to be somewhat important and used only by three clients. Twitter does not appear to be common at all.

Lastly, all the clients recommend the case company to go online as it would do no harm to the business, but on the contrary create more chances of reaching potential clients as well as keep up with the current ones.

To summarize, the email interview assisted the author in better understanding the current clients as well as evaluating the importance of the company's online presence amongst them.

6   E-MARKETING PLAN

In this chapter, the author describes the marketing strategy of the case company, provides an online promotion plan with step-by-step actions for website, email marketing and social media such as LinkedIn, Facebook and Twitter. The ways the given online marketing plan can be analyzed and measured are also described.

6.1   Strategy

Marketing strategies differ from each and every business. They are created and designed to suit the needs of a particular company. The marketing strategy of the case company is explained through market segmentation, target marketing and market positioning.

6.1.1   Segmenting and Targeting

The most common approach to segmentation in business-to-business markets is feature based. The target market is divided into groups based on 'firmographics' such as company size, location and activity. This approach may also segment the market according to the nature of relationship or product and service usage characteristics (Willan 2014).

Company Size	Company Location	Activity/Industry Sector
• Small • Medium • Large • Public Sector	• Hampshire • Rest of England at a premium rate	• Universities • Schools • Accountants • Solicitors • Law firms • Medical Practices • Banks • Financial Planners • Financial organizations • Retail Sector • Local Municipal Governments

FIGURE 25. Segmentation

As illustrated in the figure above, the company size varies from small to large businesses and public sector. The company location is Hampshire County, but the rest of England is considered only at a premium rate. As for the industry sector, it can be any sector where businesses require shredding and storage services; for instance, financial organizations take good care of data protection.

There are over five million private sector SMEs in the UK whereas London and the South East (Hampshire) have the largest number of businesses than any other region, making up 934,000 and 837,000 accordingly. At the start of 2014 two of the biggest industry sectors were construction and professional, scientific and technical activities, followed by wholesale and retail trade, administrative service, education and others (White 2014).

Under the Data Protection Act, it is a business's legal duty to ensure the protection of an individual's right to privacy and to not leak any information to an unauthorized party. This applies to all businesses, and covers information held on customers, suppliers and employees. In the event of a security breach, it will significantly affect a company's reputation and other factors depending on the industry. However, not only private sectors require shredding and storage services but also retail, public, financial and legal sectors (Shredding 2015).

Differentiated marketing is implemented for the case company. So far the target group are SMEs in the Hampshire county in a variety of sectors such as financial, legal, medical, education and others. However, it can also be solicitors, chartered accountants, medical practicians, financial consultants, lawyers, universities and schools as they own a lot of personal data and last but not least banks. Once an online presence is developed, it makes it possible to monitor the activity and incoming traffic and later get a clearer picture a perfect audience. With social monitoring it is easier to get to know the audience, categorize them according to their needs, buying behavior, online responses and so on. Therefore, it helps to understand clearly how to respond to a paticular audience in order to prevent any misunderstandings (Summers 2014).

6.1.2 Positioning

It is essential for every company to create its own competitive advantage and position itself in order to be noticed in the marketplace. The basic approach to positioning is not to create something unique and absolutely different, but to manipulate what is already out there in the business.

Security Shredding & Storage Company can set its image as a professional, trustworthy, reliable and efficient business with personalized service. The company provides professional services and has earned its trust and reliability from its clients and is well known as a "one man person" company where by the clients deal with the same person all the time. This helps to prevent any possible misunderstandings. The case company's competitive edge is based on professionalism, personalized service and confidentiality.

6.2 Tactics

It goes without saying that identifying the marketing mix of a business is important for establishing a successful marketing plan. It helps to better meet customers' needs and to charge the right price in the right place. In this study the e-marketing plan is focused on the promotion part of the e-marketing mix. Therefore, the next sub-chapter discusses different online promotion tools that will impact the case company's online marketing success.

6.2.1 Promotion

As studied in Chapter 3, there are six main types of digital media channels such as search marketing, online PR, online partnership, interactive ads, opt-in e-mail and social media marketing (Chaffey & Smith 2008). Each of these include various e-marketing techniques such as SEO, sponsorship, PPC, etc.

Since the targeted audience belongs to a specific geographical area, then paid search or PPP would be the most effective technique to reach the audience. However, as it was mentioned in the limitations sub-chapter earlier, the budget is extremely limited and therefore paid search would not be feasible for the case

company. In fact, any marketing techniques that require money will not be possible to implement regardless of the effectiveness.

Nevertheless, there are many other ways of online marketing that are free of charge. That is what the author will focus on. Below are selected online promotion tools in this campaign:

- Set up a website - having a website is important for any type of business. A website is the center of the company's online presence followed by advertising the business around the Web on social networking sites, forums and so on (Keller 2014).
- Search engine optimization - includes both technical and creative elements required to improve rankings, optimize keyword phrases, drive traffic, and increase awareness in search engines (Fishkin 2015).
- Social media marketing – an essential part of a company's two-way communication with its clients.
- Email marketing - most possible and effective method to reach the targeted audience is email marketing. Direct contact to targeted audience helps to promote the existence of the site, to build traffic as well as attract new users to the site.

As the Security Shredding & Storage Company is a business-to-business operator, their website should be easy to navigate as well as have a simple layout and design so that clients do not get confused and start looking for same services elsewhere. High quality original content is a must in order to create a good reputation and boost credibility (Mathson 2011). The most important information shown on the website that also establishes credibility are pricing, articles, testimonials along with contact information. In addition, B2B companies prefer to contact and be contacted by email or phone rather than live chat, for example. To sum up, the case company's website should look professional with a simple design and navigation and should include a clear email address, phone number as well as pricing, articles and testimonials by clients. The figure below is an example of the case company's new website homepage.
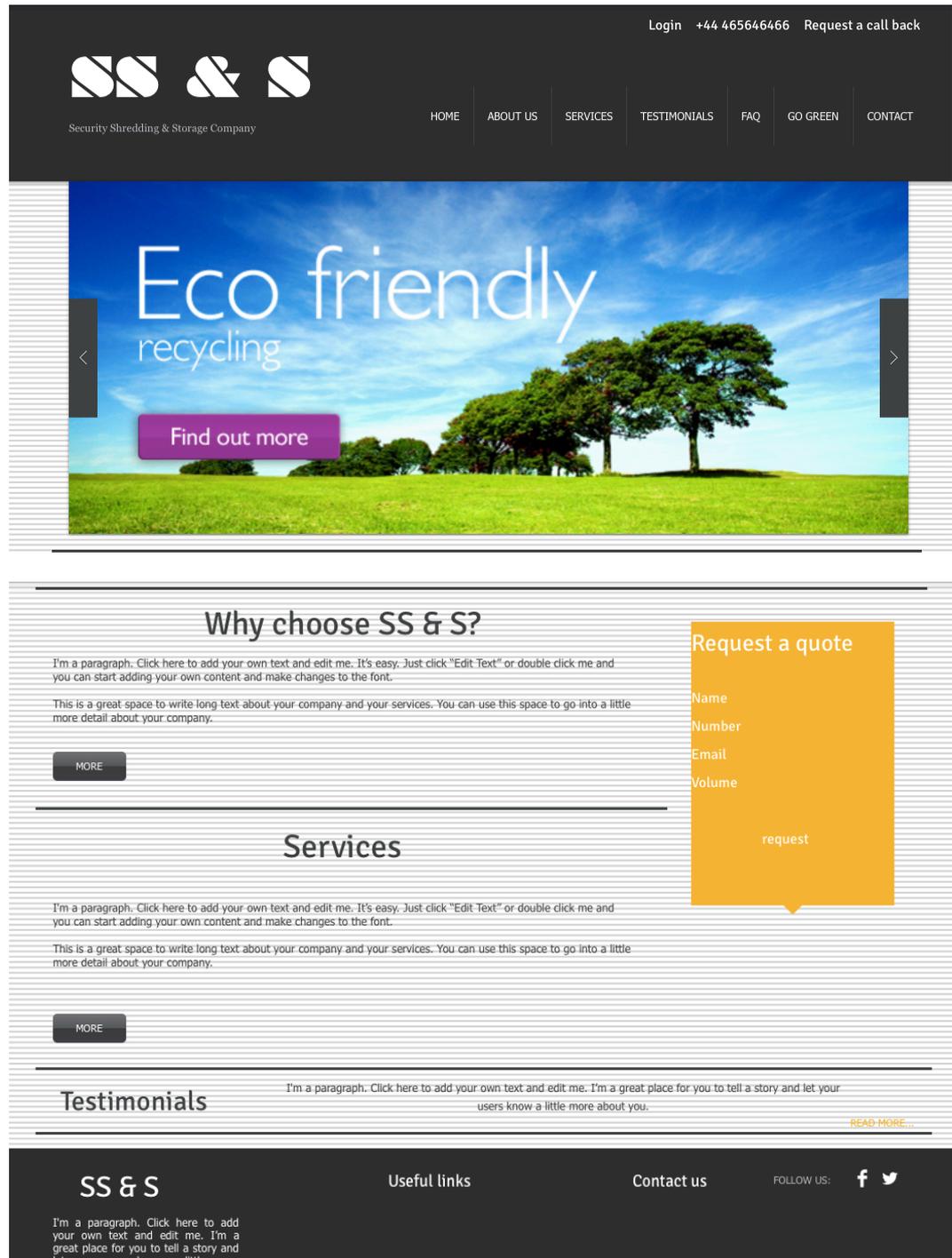
FIGURE 26. Homepage Example

Having created a website, it is time to make sure the website is visible in search engine organic results. In other words, bring in traffic to the website with the help of search engine optimization technique (SEO). It is quite a complicated marketing technique which should be implemented by a professional. However, there are a couple of aspects that can be handled by the case company's staff. The

first thing to do is keyword research as it is the cornerstone of SEO. There is a tool (e.g. WordTracker) that helps to find many more similar terms that people look for. For example, the case company's important keyword could be paper shredding. According to WordTracker, other looked up words can be commercial paper shredding, shredding paper services, business paper shredding, paper shredding services, etc. It is also possible to find out the most competitive keywords to identify potential keywords. It is not as easy as it seems and it is time consuming and must be taken seriously.

We **find the best keywords** related to your search term. You can see how much traffic (Volume) each keyword gets and what to focus on.

Keyword	Volume
commercial paper shredding	1,413
shredding paper services	267
business paper shredding	265
paper shredding machine	243
paper shredding services	223
paper shredding	181
paper shredding company	166

FIGURE 27. WordTracker Example

Also, link building is another critical feature in SEO which provides the website's value. It can be done via Social Media as it is a platform for sharing information or via links from trusted websites.

All in all, following the rules of SEO, as well as having a well-designed yet-simple website with high quality content, will bring the company a successful online presence, interest and trust from potential clients.

As it was mentioned in Chapter 3, social media is a vital part of marketing for both B2C and B2B companies' communication. The most used social media platforms for B2B marketing in the United Kingdom are LinkedIn, Twitter and Facebook (Statista 2014). Therefore in this study the author considers only these three social media platforms to be created in the nearest future.

LinkedIn

Almost all B2B companies use LinkedIn, making it the industry's most used social platform. It is professional and companies see a significant value in increasing brand awareness as well as creating an established network of professionals (Kastia 2014).

Security Shredding & Storage Company should take the following points into consideration when creating a LinkedIn business profile:

- Company overview – relevant information about the company, value proposition, long-tail keywords.
- Services/product description – description, display ads, web links, video link and promotions.
- In your network – relationships are the key to business success. Grow networks and connect influential leaders in the industry. Testimonials of past/current clients in order to attract new ones.
- Twitter & blog feed – process of keeping content about the company fresh with automatic blog and twitter feeds.

(Scott 2014)

By following these recommendations, the company will acquire a nice and fully detailed professional looking profile page on LinkedIn.

FIGURE 28. Key Elements of LinkedIn Company Profile (Scott 2014)

Twitter

Twitter is a useful B2B marketing tool for sharing and testing content. It is very convenient because of simple publishing, connectivity with social media networks, and supplies an opportunity to track and measure engagement.

Key features the case company should follow:

- Follow and interact with meaningful contributors to the industry, comment on shared content, retweet relevant content, use hashtags pertaining to your business.
- Approach and outreach accounts related to the business that might be prospective clients.

- Transform followers into powerful brand advocates. This can help to build a strong positioning in the market.
- Schedule tweets.

(Kastia 2014)

Facebook

Even though Facebook is mostly used for B2C communication, many B2B marketers manage to successfully promote their products and services over the past years. Recently Facebook encouraged B2B companies to use this platform by improving the conversation strategy and giving special tools helpful for B2B marketers.

Key features the case company should follow:

- Build fan base – use proven methods such as fan-gating content, where visitors are required to like the Page before they can access content.
- Share engaging content – new awards, photos, videos, speeches, company events, community and charity activity and so on.
- Capture leads – use every possible opportunity to capture contact information, whether it is opting in to an email list or completing a form to download a white paper.
- Make it personal and fun – customers tend to connect more with a company's brand if they can relate to people. There is always room to have a little fun and engage in a more personal conversation.
- Amplify through ads – one of the most powerful features of Facebook is the ability to reach friends of fans. Facebook ads offer different ways to segment and target the right customer profile. Even though it is currently not an option for the case company, but must be considered for future use.

(Pickering 2012)

Email Marketing

Email marketing is an extremely powerful online marketing technique to retain existing clients and acquire new ones. For maintaining the clients and keeping them interested, it is beneficial to send newsletters with company updates or deals. It can also be a great way to re-engage inactive clients as well as keep current clients in the loop. The message must consist of 70% of useful and relevant information and only 30% of actual sales pitch. This will motivate them to want to open the messages instead of assuming it as another advertisement. It is always essential to keep an encouraging bond between the company and its clients to strengthen loyalty and long-term relationships.

As for attracting new clients, firstly, it is crucial to build an email list by conducting a market research of potential clients or also by using paid online tools to generate a new business list. Building a list of new business contacts is a long and time consuming process and must be done very frequently in order to have better chances of attracting new clients. An email business list of the case company is handled by the staff, hence not discussed futher in the thesis. However, if the budget allows using paid searches, Experian.co.uk could be utilized. This website is created specifically for UK enterprises to generate new business leads in accordance with few criterias which are location, business type, size and turnover of potential clients. For instance, it found 341 leads in financial and legal services, solicitors, accountants, medical laboratories and universities in the Hampshire area with a turnover up to one million pounds as presented in the figure below.


FIGURE 29. Experian.co.uk Business List

The next step is to choose the right email service provider. In this case MailChimp is the perfect option as it is highly responsive, allows automation and personalization as well as it is free to send up to 12,000 emails monthly. What is more, relevant content for B2B marketing strategy has to be understood. It should contain information about their products and services, be educational preferably including sheets or presentations. The relationship building is essential as it affects significantly on decision making process. Email marketing is thought to be very effective by driving leads and cultivating business relationships. Therefore it seems to be one of the most efficient ways to reach out to target clients.

6.3   Actions

Using Gantt Chart, an action plan is created which can be seen in the figures below. The dates in the figures are given as an example. All the actions are to be handled by the staff of the case company.

Task Name	Start Date	End Date	Duration	Predec	J2 ay Jun	Q3 Jul Aug Sep	Q4 Oct Nov Dec
− Website	06/01/15	07/20/15	36			Website	
Create and design	06/01/15	06/05/15	5		Create and design		
Fill in the information	06/08/15	06/12/15	5		Fill in the information		
Add testimonials	06/15/15	07/15/15	23			Add testimonials	
Include Social Media links	07/20/15	07/20/15	1			Include Social Media links	
Keep up to date	06/05/15						
− LinkedIn	06/22/15	07/23/15	24			LinkedIn	
Create a company profile	06/22/15	06/29/15	6		Create a company profile		
Connect with existing clients	06/30/15	07/02/15	3		Connect with existing clients		
Ask to write recommendations	07/03/15	07/23/15	15			Ask to write recommendations	
Connect with employees	06/30/15	06/30/15	0		Connect with employees		
Follow potential clients	06/30/15						
Follow influential sources about data protection, legislations, identity protection, environment, etc	06/30/15						
Use hashtags							
Daily status update							
Group postings once a week							
Keep up to date	06/22/15						

FIGURE 30. Gantt Chart Part 1

As illustrated in Figure 31, the website is to be launched as first and fundamental platform for online presence. Creation and especially design of any website is

tricky. It is highly advisable to hire a professional or a web design student as an unpaid intern to save costs. It will provide the intern valuable real life experience and bring benefits to the company. Afterwards, all information such as about us, services, environmental aspects, etc must be added. Existing clients shall be contacted and kindly asked to write reviews to be added to testimonials. Social media links shall be added to the website once they are created and ready to be advertised. These are the actions for the company's website. Any articles or news are welcome to be added eventually if required by the staff.

A LinkedIn business profile is to be created after the website is ready. It is good to connect with the clients and employees to keep them updated and communicate with them if needed. Following potential clients and influential sources in a particular industry creates a professional atmosphere on the profile. Daily status updates are advisable using hashtags and weekly group posts. LinkedIn does not require too many updates but shall always contain relevant and up-to-date information.

Task Name	Start Date	End Date	Duration	Prede	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
⊟ **Twitter**	07/01/15	08/26/15	41					Twitter					
Create a company profile	07/01/15	07/03/15	3				Create a company profile						
Follow influential sources	07/06/15	07/09/15	4				Follow influential sources						
Support partners	07/10/15	07/14/15	3				Support partners						
Share blogposts, Facebook posts, etc													
Retweet relevant context, reply to tweets													
Tweet 5 times per day every Monday to Friday from 1-3pm and 5-6pm													
Use hashtags													
⊟ **Facebook**	07/15/15	08/26/15	31					Facebook					
Create a company profile	07/15/15	07/22/15	6				Create a company profile						
Ask clients to write reviews	07/22/15	08/26/15	26					Ask clients to write reviews					
Support clients													
Follow influential sources													
Post with pictures, videos, questions													
Post every weekday													
Company news articles													
Share useful links and blogposts													
Keep up to date													

FIGURE 31. Gantt Chart Part 2

According to Figure 32, the next step is to create Twitter and Facebook accounts. These social media platforms are pretty simple to handle, but the main thing is the content and its relevance. Main actions are sharing blogposts, Facebook posts, photos, videos, running polls or questionnaires as well as communicating with businesses and showing the support and deep professional knowledge in the industry. For Twitter, it is advisable to tweet at least five times a day every Monday to Friday, from 1-3 pm and 5-6 pm, using hashtags. For Facebook, relevant posts every day during working hours are needed.

Last but not least is email marketing actions which were not mentioned in the figures. Finding contact information by the staff is the first step, followed by emailing and constantly maintaining relationships with targeted audience and, of course, existing clients. Newsletters can be sent out once every two weeks including photos, mini case studies about the service helping to solve a problem, important industry news, customer FAQ series, subscribe-only loyalty programs and discounts or invitation to respond to a short survey about the service (Shorr 2013). For B2B recipients, Thursdays between 11am and 2 pm, is the best day of the week when people are open to suggestions (Lloyd 2014).

6.4   Control

Every facet of the online marketing strategy should be measured and analyzed. Web analytics tools as Google Analytics allow to track activity in real time using various metrics. There is nothing complicated in setting up an account and more importantly it is free of charge. The case company should be measuring the progress of a marketing campaign as stated below:

Website is measured by:

- Visits - the number of users that spend time on the website

- Unique visitors - first time users on the website

- Bounce rate - percentage of visitors that leave the website before further exploring

- % new visits - the percentage of traffic from first-time users who have never been to the site before

- Average visit duration - time users spend on the website during each visit

- Conversion - general metric to assess the profitability of marketing efforts

Social media is measured by:

- Audience (followers, likes, etc.) - the number of people the company impacts with the message

- Engagement (shares, mentions, retweets, etc.) - the number of people who interacted with the company's message

- Website traffic generated - the number of people who went to check out the website directly from a particular social media platform

- Conversions generated - the number of people who took action due to the company's message

Email marketing is measured by:

- A/B test results - testing various things such as call to action, layout, headline, images etc. that are likely to have an effect on the conversion process

- Delivery rate - emails that made it to the inbox of the recipient

- Bounce rate - emails that cannot be delivered and sent back to Service Email Provider

- Open rate - the number of people who actually looked at the email

- Click-through rate - the number of people who clicked on various links within the email

- Subscribers

- Forwards - the number of times the email was resent from the original recipient to a new one

- Click-to-conversion rate - the number of registrations, purchases, or other actions were taken after seeing the email

- Unsubscribers

Summing up, the progress and success of a website and social media can be measured and fully tracked via Google Analytics. Meanwhile, MailChimp is for email marketing tracking. Being able to assess the process in real time helps to understand what needs to be changed and improved in order to achieve a better performance.

7   CONCLUSION AND FINDINGS

The chapter covers three main objectives. First of all, it provides brief answers to all the research sub-questions raised at the beginning of the thesis. Secondly, the author evaluates the reliability and validity of the research. Lastly, some recommendations for further researches are suggested.

7.1   Answers for Research Questions

The thesis sets out to establish a successful online marketing strategy for the case company. In order to arrive at an answer to the thesis's main question, the author acquires information from literature, the interviews with the director of the case company and current clients, as well as personal observations in the company. The answers for the research questions are briefly summarized in the following table.

TABLE 3. Main Findings

Research questions	Findings
What is the case company's current situation?	The case company is a 15 year-old enterprise located in Southampton, UK and provides shredding and storage services to small-medium sized businesses mainly throughout Hampshire County. It aims to build strong trustworthy business relationships with clients and values confidentiality, reliability and efficiency. Current marketing of the company is based on word of mouth, client recommendations, leaflet dropping and cold calling. Moreover, the company provides its services free of charge to media companies in return for marketing. For example, a radio station would have their recommendations on their website.

Who are the case company's target clients?	The case company's targeted audience is small and medium sized businesses that retain records, require confidential service and mostly look for pesonalized service. Target clients are located in Hampshire county operating in a variaty of industry sectors such as financial, legal, medical, educational and others. They can be solicitors, chartered accountants, medical practicians, financial consultants, lawyers, universities and schools, and banks.
What are the case company's promotion objectives?	The Security Shredding & Storage Company aims to obtain new clients as well as sustain strong relationships with existing clients. The goals are to raise the company's brand awareness mostly in the Hampshire county, keep potential and existing clients up to date with current legislation policy and other changes. In addition, the company aims to create a platform for communication making it easier to contact and interract with the clients, for instance through social media. Also, the company wishes to increase awareness on environmental impact by using shredding and recycling services.
What are online marketing techniques available to B2B companies?	There are six main types of digital marketing channels: search marketing, online PR, online partnership, interactive ads, opt-in email and social media marketing. Each of them contains various marketing techniques such as search engine optimization, paid search, pay-per-click, media alerting, publisher outreach, affiliate marketing, sponsorship, widget marketing, ad networks, e-newsletters, house list emails,

	managing social presence and viral campaigns.
What are the best ways to reach out to a target audience?	Email marketing is thought to be the most effective in terms of reaching out to a target group. The most important thing is to create a relevant list of potential clients that are likely to be interested in the services in the targeted location. Secondly, the company's website is the cornerstone for a successful online presence that can lead potential clients to the company via search engines. Last but not least, social media is essential for brand awareness and building quality backlinks.
Main research question: How to establish a successful online marketing strategy for a business-to-business company?	First of all, identifying a clear target group would be a good competitive advantage. Secondly, a well designed yet simple company website is essential as it is the first thing that needs to be done and a cornerstone for the entire online presence. Thirdly, optimization of search engine marketing by utilizing right keywords and building quality backlinks to the website. Social media marketing is becoming very popular; therefore, it is a great possibility to reach out to potential clients by creating useful and shareable content and using the advantages of each social media platform. The three most popular social media platforms for B2B customers are LinkedIn, Facebook and Twitter. Finally, regular use of Google Analytics or any other Web analytics platform is paramount for effectively tracking the improvement and success of a marketing strategy and the achievement of goals.

7.2 Reliability and Validity

Reliability and validity are two important criteria to ensure that the findings of a research are trustworthy. Reliability is about whether or not the research model is stable, meaning that the same input data must give the same result repeatedly. Validity is about whether the research model reflects what it is supposed to represent. In other words, if a measurement can indicate what it is supposed to measure, then it is valid (Bryman & Bell 2007, 156-160).

To serve the objective of the research, a significant amount of primary data was collected using appropriate tools along with a wide range of secondary data coming from reliable and trustful sources. In this thesis, the qualitative research method was successfully applied to gather sufficient data needed for the study.

Regarding reliability, both face-to-face and phone interviews were conducted with the director of the case company, Michael Tang. The results of the interviews were consistent with the author's observations gathered during her part-time position working at the case company. Moreover, several email interviews were conducted with the current clients. None of these were either friends or relatives of the authors, hence they did not have any reason to provide a biased point of view regarding the case company. It is worth noticing that during the interviewing process with the representative of the company, all questions were stated to ensure clear answers. The contents of the interviews were at that time recorded and rewritten carefully. Consequently, all data gathered from the interviews was properly interpreted into meaningful information expressing exactly what the interviewee had said. Additionally, interviews with the clients were conducted via email, meaning that everything was kept online. Therefore, the research can be considered highly reliable.

With respect to validity, the final goal of the thesis was reached with all research questions being answered properly. Moreover, theoretical knowledge and empirical research were done through different sources. Firstly, theories were collected from official books, reports and trusted internet sources. Most of the knowledge was published over the last five years so it is thought to be up-to-date. On the other hand, in terms of empirical study, the internal analysis of the case

company was gathered during the time the author was performing her part-time poition from March until June 2014. She took notes of all key information and used it later for this research. The director also followed the progress of this study and provided guidance as well as advice whenever the author was in need. In addition, all the conducted interviews represent the information related to the company's current situation, target and current clients, and promotion objectives. Therefore, this study can be said to be highly valid.

7.3 Recommendations and Further Research

Once the case company launches the company website, creates social media profiles and runs email marketing, it is essential to control and analyze the promotion process in order to better understand the current and potential clients. Therefore, one big suggestion for further studies is to develop the current online marketing plan by analyzing the online habits of customers. Also, taking into consideration paid online marketing services would be an advantage in case the case company obtains an increased budget for marketing purposes. Analyzing activities and other habits of customers on the Internet makes it possible to target more potential customers online as well as predict what other online marketing techniques would be beneficial and worthy to use.

8   SUMMARY

The objective of the thesis is to create an online marketing strategy for the case company to establish a successful online presence to promote its business. In order to achieve the thesis's objective the author conducts both theoretical and empirical studies.

Theoretically, the SOSTAC planning model, which is used as the framework for the research, is introduced in detail. Situation analysis models such as PEST, SWOT, and Porter's Five Forces are then introduced and reviewed from a variety of sources of literature. Each technique in marketing strategy and marketing mix is described clearly. In addition, online marketing techniques are well explained and serve as the background knowledge for establishing an e-marketing plan.

Empirically, the current situation of the case company is examined by analyzing its strengths, weaknesses, opportunities, threats as well as its services and current marketing situation. Then the research and analysis of existing clients is discussed in order to better identify the target audience.

Finally, an online marketing strategy is provided based on all the valuable and reliable knowledge gathered throughout the project. Target group and brand positioning are presented as well as the promotion plan with clear step-by-step actions and control plan for the case company's website, social media and email marketing strategies.

The author is confident that the recommended e-marketing plan will help Security Shredding & Storage Company to establish a successful online presence and to promote its business online.

REFERENCES

Published sources

Armstrong, G. & Kotler, P. 2007. Marketing: An Introduction 8th Edition. New Jersey: Pearson Prentice Hall.

Babin, Z. & Griffin, C. 2010. Business Research Methods 8th edition International Edition. Canada: South-Western, Cengage Learning.

Blumberg, B., Cooper, D. & Schindler P. 2008. Business Research Methods 2nd European edition. Berkshire: McGraw-Hill Education.

Blythe, J. 2012. Essentials of Marketing. Essex: Pearson Education Limited.

Brennan, L. 2011. Operations Management 1st edition. eBook: McGraw-Hill.

Bryman, A. & Bell, E. 2007. Business Research Methods 2nd edition. Oxford: Oxford University Press.

Chaffey, D. 2004. E-Business and E-Commerce Management 2nd Edition. Essex: Pearson Education Limited.

Chaffey, D. 2011. E-business & e-commerce management. Essex: Pearson Education Limited.

Chaffey, D. Ellis-Chadwick, F. Johnson, K. &Mayer, R. 2006. Internet Marketing Strategy, Implementation and Practice, Pearson Education, UK

Chaffey, D. & Smith, PR. 2008. Excellence E-marketing 3rd edition. Massachusetts: Butterworth-Heinemann.

Colborn, J. 2012. Search Marketing Strategies. Routledge.

Doyle, P. 2002. Marketing Management and Strategy 3rd edition. Essex: Pearson Education Limited.

Dulac, R. B. 2012. Opt In Marketing: An Instant Reference To Opt Email, Opt In Email Lists, Opt In Opt Out, Opt In List and Opt In Mailing List. Clinton Gilkie.

Gay, R., Charlesworth, A. & Esen, R. 2007. Online-marketing a customer-led approach. Oxford: Oxfor University Press.

Grunig, J. E., & Hunt, T. T. 1984. Managing Public Relations. Cengage Learning.

Hair J, J., Celsi, M., Money, A., Samouel, P. & Page, M. 2011. Essentials of Business Research Methods 2nd edition. New York: M. E. Sharpe, Inc.

Kotler, P.1998. Marketing Management –Analysis, Planning, Implementation, and Control, 9th Edition, Englewood Cliffs: Prentice-Hall.

Kotler, P. & Amstrong, G. 2004. Principles of Marketing 10th edition. New Jersey: Pearson Prentice Hall.

Kotler, P. & Armstrong G. 2010. Principles of Marketing 13th edtition. New Jersey: Pearson Education Inc.

Kotler, K., Amstrong, G., Saunders, J. & Wong, V. 1996. Principles of Marketing: The European Edition. Prentice Hall.

Kotler, P. & Keller, K. 2011. Marketing Management 14th edition. New Jersey: Pearson Prentice Hall.

Kotler, P., Keller, K., Brady, M., Goodman, M. & Hansen T. 2009. Marketing Management 1st edition. Essex: Pearson Education Limited.

Kumar, R. 2011. Research Methodology a step-by-step guide for beginners 3rd edition. London: SAGE Publications Ltd.

Miller, M. 2012. B2B Digital Marketing. Pearson Education Inc.

Mohammed, R., Fisher, RJ., Jaworski, BJ. & Cahill, A. 2001. Internet Marketing: Building Advantage in a Networked Economy. New York: McGraw-Hill/Irwin

Perreault, W. & McCarthy, E. 2002.Basic Marketing: a Global-managerial Approach 14th edition. New York: McGraw-Hill/ Irwin.

Porter, M. 1979. How competitive forces shape strategy.

Ryan, J. and Whiteman, N. 2000. Online Advertising Glossary: Sponsorships. ClickZ Media

Smith, PR. 2011.The SOSTAC® Guide - to Writing the Perfect Plan V1.1.eBook: Kindle.

Wood, M.B. 2011. The Marketing Plan Handbook. New Jersey: Prentice Hall.

Electronic sources

Bluehost. 2012. SEO marketing. [referenced May 15, 2015]. Available at: https://my.bluehost.com/cgi/help/seo

Bogue Robert L. 2005. Use S.M.A.R.T. goals to launch management by objectives plan. [referenced April 25, 2005]. Available at: http://www.techrepublic.com/article/use-smart-goals-to-launch-management-by-objectives-plan/

Chaffey D. 2012. SOSTAC ® marketing planning model guide. [referenced October 30, 2014]. Available at: http://www.smartinsights.com/digital-marketing-strategy/sostac-model/

Clay B. 2015. PPC Optimization services program. [referenced April 6, 2015]. Available at: http://www.bruceclay.com/eu/ppc/services.htm

Clay B. 2015. Search Engine Optimization. [referenced April 6, 2015]. Availbale at: http://www.bruceclay.com/eu/seo/search-engine-optimization.htm

Clay B. 2015. Social Media Marketing Guidelines. [referenced April 6, 2015]. Available at: http://www.bruceclay.com/eu/smm/social-media-marketing.htm

Drburney. 2008. Inductive & Deductive, Research approach. [referenced October 22, 2014]. Available at: http://www.drburney.net/INDUCTIVE%20&%20DEDUCTIVE%20RESEARCH%20APPROACH%2006032008.pdf

Examiner. 2009. Interview types: Structured, semi-structured and unstructured. [referenced October 23, 2014]. Available at:

http://www.examiner.com/article/interview-types-structured-semi-structured-and-unstructured

Experian.co.uk. 2014. Business list. [referenced May 20, 2015]. Available at: http://experian.co.uk

Fishkin R. 2015. The Beginner's Guide to SEO. [referenced May 18, 2015]. Available at: https://moz.com/beginners-guide-to-seo

Gantt Chart. 2014. [referenced January 12, 2015]. Available at: http://www.ganttchart.in/GanttChartsExamples.html

Hicks R. 2014. Five Reasons B2B Companies Should Use Social Media. [referenced May18, 2015]. Available at: https://www.linkedin.com/pulse/20140917180723-97821958-five-reasons-b2b-companies-should-use-social-media

Kalonatchi I. 2013. [referenced May 10]. Available at: http://www.bettiblue.com/effective-marketing-channels/

Kastia D. 2014. Social Media for B2B companies: what we did in 2014 and what to expect in 2015. [referenced May 20, 2015]. Available at: http://www.digitaldialog.co.uk/social-media-for-b2b-companies-2014-expect-2015/

Keller CR. 2014. Why having a website is important. [referenced May 16, 2015]. Available at: http://www.profitworks.ca/blog/916-blog/marketing-strategy/297-why-having-a-website-is-important.html

Linton I. 2014. Six benefits of internet marketing. [referenced May 11, 2015]. Available at: http://smallbusiness.chron.com/six-benefits-internet-marketing-31382.html

Lloyd I. 2014. When is the best time to send out email marketing campaigns? [referenced May 30, 2015]. Available at: http://www.webmarketinggroup.co.uk/blog/when-is-the-best-time-to-send-out-email-marketing-campaigns/

Marketing Teacher. 2012. Positioning [referenced April 13, 2014]. Available at: http://www.marketingteacher.com/lessonstore/lesson-positioning.html

Mathson M. 2011. Ten Tips for Designing an Effective B2B Website. [referenced May 16, 2015]. Available at: http://progressforge.com/ten-tips-for-designing-an-effective-b2b-website/

Opdenakker R. 2006. Advantages and Disadvantages of Four Interview Techniques in Qualitative Research. [referenced May 20, 2015]. Available at: http://www.qualitative-research.net/index.php/fqs/article/view/175/391

Osmond V. 2014. What Is Market Demand Analysis? [referenced May 07, 2014]. Available at: http://www.ehow.com/about_5622980_market-demand-analysis_.html

Pickering B. 2012. How B2B marketers are successdully using Facebook. [referenced May 20, 2015]. Available at: https://www.facebook.com/notes/om-trendz-music-fashion-blogger/how-b2b-marketers-are-successfully-using-facebook/383358151757152

Satell G. 2013. 4 Principles of Marketing Strategy In The Digital Age. [referenced November 25, 2014]. Available at: http://www.forbes.com/sites/gregsatell/2013/04/16/4-principles-of-marketing-strategy-in-the-digital-age/

Scott. 2014. How to use Linkedin company pages for B2B marketing. [referenced May 17, 2015]. Available at: http://www.brainrider.com/better-b2b-marketing/how-to-use-linkedin-company-pages-for-b2b-marketing/

Shorr B. 2013. 17 Ideas for B2B Newsletter Content. [referenced May 30. 2015]. Available at: http://www.b2binsights.com/17-ideas-for-b2b-newsletter-content/

Shredworks. 2014. Environment impact. [referenced May11, 2015]. Available at: http://shredworks.com/about-us/history/environment-impact/

Shredding. 2015. Business sectors. [referenced May 20, 2015]. Available at: http://www.shredding.info/business-sectors.aspx

Statista. 2014. Social networks used for B2B marketing. [referenced May 18, 2015]. Available at: http://www.statista.com/statistics/303747/social-networks-used-for-b2b-marketing-uk/

Summers B. 2014. B2B Online Marketing: How to Identify your Target Audience. [referenced May 20, 2015]. Available at: http://www.business2community.com/b2b-marketing/b2b-online-marketing-identify-target-audience-0760234

Swanson R. 2013. Theory Building in Applied Disciplines. [referenced October 20, 2014]. Available at: http://libguides.usc.edu/content.php?pid=83009&sid=618409

White S. 2014. Business population estimates for the UK and regions 2014. [referenced May 20, 2015]. Available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/377934/bpe_2014_statistical_release.pdf

Willan D. 2014. Circle research-Fresh prospects. [referenced May 13, 2015]. Available at: http://www.circle-research.com/wp-content/uploads/B2B-market-segmentation-research.pdf

Yannopoulos P. 2011. Impact of the Internet on Marketing Strategy Formulation. [referenced November 24, 2014]. Available at: http://ijbssnet.com/journals/Vol_2_No_18_October_2011/1.pdf

Interviews

Tang, M. 2014. Director. Security Shredding & Storage Company. Interview May 14, 2014

Tang, M. 2015. Director. Security Shredding & Storage Company. Interview January 15, 2015