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IDENTIFYING THE GAPS IN DIGITAL MARKETING IN A FINNISH CONSULTING COMPANY

ABSTRACT

Lappeenranta-Lahti University of Technology LUT

LUT Business School

Business Administration

Santeri Vuola

Identifying the gaps in digital marketing in a Finnish consulting company

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The purpose of this bachelor's thesis is to find out how a Finnish consulting company can improve their digital marketing and through it, generate more leads. The theoretical framework of the thesis is based on previous research related to digital marketing and customer acquisition, and existing academic literature based on the main topics of this paper. This paper attempts to gain an understanding of how marketing works in the consulting industry, and to identify the main issues that could be improved, in terms of digital marketing.

The empirical part of this thesis was done using qualitative research methods. This research is a case study for which material was collected by interviewing all four partners of the case company and one of their current external digital marketing providers. The collected research material was then analysed with content analysis.

The conclusions of this research show that the major issues in the digital marketing of the case company lie in the lack of time available for marketing development, and the correct ways to approach new digital marketing tactics. The case company is aware of the lack of success in terms of their digital marketing and is mainly willing to develop their marketing tactics. There is still some discord whether to invest more in digital marketing strategy or traditional means such as reference lists. This research suggests that these two should be worked on simultaneously to reach the best marketing results.

Tämän kandidaatintutkielman tarkoitus oli selvittää, kuinka suomalainen konsultointiyritys voisi parantaa digitaalista markkinointiaan, ja sitä kautta saada enemmän leadejä. Tutkielman teoriatausta perustuu aiempaan tutkimukseen liittyen digitaaliseen markkinointiin, sekä asiakashankintaan. Tutkielma tavoittelee konsultointialan markkinoinnin parempaa ymmärrystä ja pääongelmien tulkitsemista case yrityksen digitaalisessa markkinoinnissa.

Tutkimuksen empiirinen osuus on toteutettu kvalitatiivisena, eli laadullisena tutkimuksena. Tutkimus toteutettiin tapaustutkimuksena, ja sen tutkimusmateriaali kerättiin haastattelemalla kohdeorganisaation kaikkia neljää kumppania, sekä yhtä heitän nykyisen digitaalisen markkinoinnin tarjoajistaan. Haastatteluista kerätty materiaali analysoitiin sisällönanalyysilla.

Tutkimuksen tulokset osoittavat, että suurimmat ongelmat kohdeorganisaation digitaalisessa markkinoinnissa on ajanpuutteessa markkinoinnin parantamista varten, sekä yritykselle oikean lähestymistavan löytämisessä. Kohdeorganisaatio on tietoinen ongelmistaan digitaalisen markkinoinnin suhteen ja on pääosin halukas kehittämään markkinointistrategioitaan. Yrityksen sisällä on kuitenkin vielä hieman eriäviä mielipiteitä siitä, pitäisikö investoinnit laittaa digitaalisen markkinoinnin kehittämiseen, vai perinteisempien markkinointitapojen, kuten referenssilistan tekemiseen. Tämä tutkimus kuitenkin osoittaa, että digitaalisia, sekä perinteisiä tapoja tulisi käyttää yhdessä saavuttaakseen paras markkinointitulos.

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1 Introduction

In today's competition, companies need to use digital marketing as a part of their marketing strategy to stay relevant. Everyone is using digital media in their daily lives, so it is vital for brands to have their digital elements in place to reach these touchpoints and not miss out on opportunities. Companies use online company presence to attract new customers and provide existing customers with new services. Online company presence includes forms such as the company website, mobile apps, and social media. In addition, it is important to integrate digital marketing techniques with traditional media like print and human sales for digital marketing to be successful. (Chaffey & Ellis-Chadwick 2022, 33)

Understanding the customer journey is an important step in digital marketing strategy. Customer behaviour is currently evolving towards independent decision making. As studies suggest that 62 percent of B2B buyers claim that they develop selection criteria or even complete a vendor list purely based on digital content. 60 percent say that they prefer an alternative primary source of information other than interacting with a sales representative. (Davies 2018) A survey by Google in 2017 states that the vast majority of the surveyed market areas tend to access the internet first through their mobile device rather than their computer (Google 2017). This means that companies need to prioritize the customers' needs in their content and make their digital content accessible on different platforms.

The case company is a Finnish consulting agency specialized in process development in select industries. The company name will not be mentioned in this paper, as they have wanted to remain anonymous. The company has noticed a drop in their online presence and conversion rates and has asked the author for help in identifying gaps in their digital marketing and digital presence. Currently the majority of the case company's customers come through recommendations from previous or existing customers and only a relatively small number of leads are made through an online presence.

The case company has also identified a few key challenges they have with digital marketing. These are responding to competitors, time for marketing work, and cost for marketing tactics. Since the company only has four employees, none of whom are experts in the area

of marketing, they have limited understanding of the digital marketing needs, and many changes take a lot of time to handle.

There is currently a lot of research on digital marketing and its developments. Many concepts have been studied and explained. In addition, both B2B and B2C markets have been researched vastly. However, digital marketing and its platforms are evolving at a rapid pace and new trends are emerging at an ever-growing speed. It is hard to predict what will be effective in the future and how the platforms and new technologies such as AI will affect digital marketing. AI, as a technology available to the public is also relatively new, so there is not as much research on that. AI in digital marketing will be discussed later in this paper. Research typically only centres around digital marketing in itself and research focusing on consulting companies and their marketing are hard to come by.

1.1 The objectives of the research, research questions and theoretical framework

The aim of this paper is to identify how the case company could improve their digital presence and generate more leads through digital marketing. The paper will focus on understanding and applying the fundamentals of digital marketing and integrating the digital marketing techniques with traditional marketing strategies. This paper aims to understand the most effective ways for a consulting company in Finland to reach their potential customers and how these customers behave with certain touchpoints. Recent developments and likely future evolution of digital marketing will be discussed and applied.

As the case company operates mainly in Finland, the subject area of this paper is limited to only potential Finnish customers. In addition, the company targets only B2B customers so we will be excluding individual customers in the research. Lastly, the aim of this paper is to identify gaps in the case company's digital marketing, it will mainly focus on digital marketing methods, but traditional marketing media has to be mentioned for its importance in the industry.

There are a total of four research questions discussed in this paper. One main research question and three sub research questions. The main research question is:

Q1 How can the case company improve its digital marketing?

Three sub research questions are studied to provide further insight and wider perspective related to the main research question.

The sub research questions are as follows:

Q2 How is the case company currently addressing its digital marketing?

Q3 What is the case company's ability to adapt to changes in digital marketing tactics?

Q4 What are the main touchpoints of a potential lead for the case company?

The research was conducted using qualitative research methods and the data was collected with half structured interviews. All four of the case company's partners were interviewed as well as their current external digital marketing provider, who specializes in Search Engine Optimization and websites. This was done to understand each employee's view on their current digital marketing strategy and its gaps, as well as getting an outside opinion on the company and hearing from the actual marketing provider on what they think the company should change in their digital marketing. The interviews were half structured, so that they followed a pre-defined frame of questions, but there was space for open discussion in order to get more authentic and accurate opinions and views.

The theoretical framework of this thesis (Picture 1) focuses on the main touchpoints for potential leads. The thesis will dive deeper into understanding these touchpoints and their areas of marketing and seek answers to the set research questions.
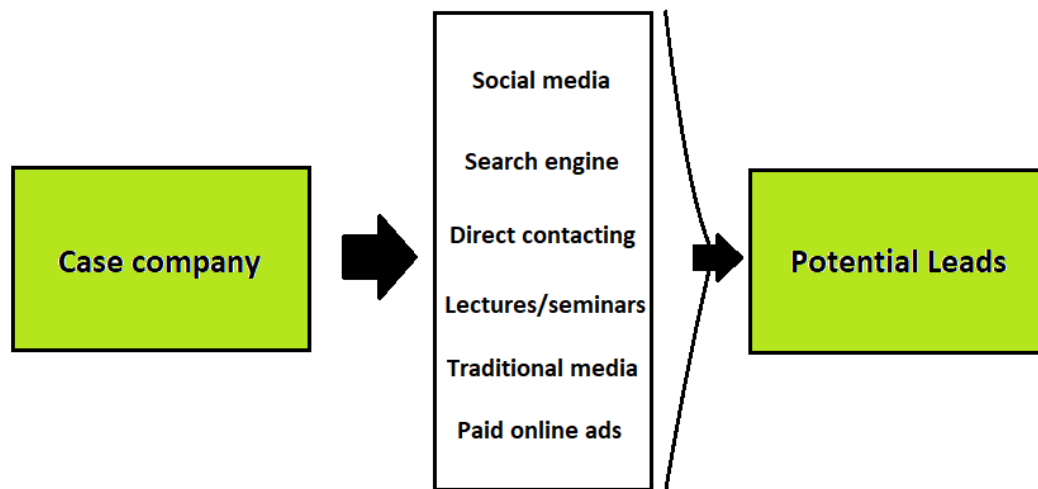
Picture 1: Theoretical framework showing potential touchpoints

1.2 Research structure

This research proceeds through five main chapters. Chapter one introduces the topic of this paper and the research questions. The introduction will also discuss the used research method and limitations of this paper. The second chapter discusses the theoretical part of digital marketing and discusses its applications and terminology.

In the third chapter the case company will be introduced in more detail and the research method, and data collection methods will be addressed. The fourth chapter is the empiric part of this research paper and applies the theory of digital marketing to the case company in question. In chapter four the paper addresses most of the research questions. The fifth and final chapter presents the results of this study, compiling all the information and answering each research question. The last chapter also discusses the reliability of this paper and considers possible future research about the same or similar topics.

1.3 Key concepts

This sub chapter has listed some concepts that are continuously brought up in this thesis. Many important key concepts are explained better in the theoretical part of this thesis and thus will not be included in this part.

Ghost Writer

A ghost writer is someone hired to write works while crediting someone else. Usually they sign a confidentiality contract. However, sometimes the credited author may want to promote the ghost writer's work and acknowledges them. Typically, they are used to write articles, journalism, or blog posts for example. (Meltzer 2022)

Lead

In sales, leads refer to contacts with potential customers or prospects. Some companies determine leads to mean contacts that are already determined to be prospective customers, while others determine leads to mean any sales contacts. Both these definitions share that a lead is potential to become a future client. (AT internet 2023)

2 Theoretical part

This chapter analyses existing literature concerning the topic of this paper in order to understand the key theories, concepts and ideas related to a consulting company's marketing. It first introduces the key means of marketing for such a company before explaining these further. The focus is on digital marketing, following the topic of this paper, studying how consulting companies generate leads and conversions with their online presence. Furthermore, traditional media, such as word of mouth, has to be mentioned, as it is still playing a major role in accumulating potential customers for a consulting company.

2.1 Key concepts of the paper

This chapter will cover and explain the key concepts discussed in this paper. These concepts give a better understanding of the situation in which the case company is.

2.1.1 What is digital marketing

As Chaffey & Ellis-Chadwick (2022) defines, digital marketing simply means the achievement of marketing objectives through the application of digital media, data, and technology. This reminds us, that investment in digital marketing should be determined by the results that are delivered by technology and not the adoption of technology. However, it is important to remember that people spend much of their time in the real world as well, meaning that integrating digital marketing with traditional media is an important factor in many sectors. (Chaffey & Ellis-Chadwick 2022)

Today digital marketing covers a vast number of channels like websites, mobile apps, online ads, and an ever-growing number of platforms. The interactions between brands and customers mainly through social media have changed marketing towards a more transparent model. With communities and customers calling out brands on social media and also promoting those they relate to, there is little room for error in marketing and companies are

applying a more purpose-driven approach to their marketing. These interactions can be beneficial, since they help us understand our customers' needs and concerns better. Marketers need to stay up to date with rapidly changing core platforms to stay ahead of competition. (Chaffey & Smith 2023, preface)

Digital marketing needs careful planning, analysis, and implementation in order for it to be effective. Despite its complexity, marketing technology can help us automate and personalize interactions with customers, while also capturing and analysing data. When done correctly, marketers can measure, quantify, and calculate the return on investment on almost anything they do. Change is accelerating and there is a need to keep an open mind to tech development and currently especially AI. (Chaffey & Smith 2023, 42-44)

2.1.2 Business-to-Business (B2B) marketing

Simply, business to business marketing is the marketing of products or services to other organizations and businesses. Business to business marketing differs from business to consumer marketing in the sense that business purchase decisions are based more on financial impact. Often B2B marketers sell to committees that have various key stakeholders, making it a complex area. (Kearns 2022)

Business to consumer marketing on the other hand refers to the marketing of services or products to consumers, who are the ultimate user or consumer of said products or services (American Marketing Association 2023a). The distinction between B2B and B2C marketing can be seen in the relationships of the supplier and customer. In B2B settings these relationships tend to last longer, and more individuals are taking part in the decision-making process. In this paper, the case company is operating in a business-to-business setting which needs to be taken into account while identifying gaps in their marketing.

2.2 Evolution of marketing

Digital devices, and communications and their adoption have seen dramatic growth in the last 30 years. Twenty years ago, artificial intelligence and virtual reality would have been considered magic. The rate of progress is accelerating, and in the future, a year's progress

may happen in a month. The problem is that we know this is happening, we are just not sure how it will manifest itself. (Chaffey & Smith 2023, 42-46)

The definition of marketing itself has changed over the years. All the way back in 1935 the American Marketing Association (2023b) defined marketing as "The performance of business activities that direct the flow of goods and services from producers to consumers." This definition has evolved over the years and in 2014 it was "The activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large." Marketing is no longer defined as only an exchange of goods or services, nor selling a physical product. Rather, it is now associated with value creation and involves a number of stakeholders. Marketing systems and its definition are subject to continue to grow and change in the future. (Mutum & Ghazali 2023, 46-47)

Today products are not the only output marketing systems have anymore. In addition, the output of marketing systems can also include experiences, ideas, or concepts. Marketing systems are able to anticipate and shape demand, rather than only satisfying it. These systems are not simple and straightforward, and now include other parties in addition to the seller and buyer who affect the buying and selling process. Marketing has become a central factor in anticipating and responding to the ever-evolving marketplace demands, with competition being the driving force. (Mutum & Ghazali 2023, 47)

2.3 Digital marketing

This chapter gives a more in-depth look of how digital marketing is seen in the daily life and how it has become a part of the customers' and companies' lives.

2.3.1 Digital market in Finland in 2023

Everyone is using digital media in today's age. This means that companies need to stay in touch with current trends and which platforms are popular. Statista publishes yearly statistics of the most popular social networks by number of active monthly users. The latest ranking in October 2023 shows Facebook leading with 3030 million users, with YouTube taking the

second place and WhatsApp being tied with Instagram for a shared third place (picture 1). (Statista 2023a)

In Finland these rankings stay almost the same with Facebook staying at the top spot but TikTok rising to the fourth place (Statista 2023b). In 2018 the daily amount of Facebook users in Finland was 2,3 million and the monthly number of users had seen no change in the past year (Valtari 2018).

Most popular social networks worldwide as of October 2023, ranked by number of monthly active users (in millions)

Facebook	3,030
YouTube	2,491
WhatsApp*	2,000
Instagram	2,000
WeChat	1,327
TikTok	1,218
Facebook Messenger	1,036
Telegram	800
Snapchat	750
Douyin**	743
Kuaishou	673
X/Twitter	666
Sina Weibo	599
QQ	571
Pinterest	465

Number of active users in millions

Sources
We Are Social; DataReportal; Meltwater
© Statista 2023

Additional Information:
Worldwide; DataReportal; October 2023; social networks and messenger/chat app/voip included

statista

Picture 2. Social networks ranked by users worldwide in October 2023 (Statista 2023a).

Research agency Kantar presents that the amount of media advertising decreased by 3,5% on this year's second quartal compared to the same period in 2022. Digital media decreased by only 0,6% compared to the same period. Social media- and search advertising had the biggest shares with both being around a third of the whole digital media advertising with investments into these sectors being 55,7 million euros and 58,1 million euros. (Kantar 2023)

2.3.2 Digital customer journey

Consumers are not just sources of profit for organizations anymore. They play other important roles in the marketplace and their power has grown significantly from what it once was. Consumers now have the ability to influence policies and businesses in the way they operate. In addition, they have the power to affect consumption trends. Due to technological advancements, consumers have become active members of the marketplace not afraid to use their power for the common good. This means that understanding customers is fundamental in good marketing. It is also important to note that the same person might behave and even think differently when offline than online. Through social media, consumers have gained "brand control" from marketers, being able to raise their voices against brands breaking their promises. (Mutum & Ghazali 2023, 161; Chaffey & Smith 2023, 106)

Customers are not likely to accept bad service and tend to happily turn to competitors in such situations. They value their privacy and do not like wasting time. This means that statements of privacy are important and there should not be too many forms for customers to fill. Without a pre-established relationship, consumers dislike being asked for information. This also means that consumers do like personalized, relevant information and communications such as emails or personalized websites. These help build trust in the company. (Chaffey & Smith 2023, 107, 109)

In the consumers' minds, time really is money. They need to be able to find information and make transactions quickly and easily. Websites or apps that are poorly designed, slow, or hard to understand drive potential customers quickly away. Sites that are well-designed provide relevant information and services that actually help them. These sites build trust in the customers and have them coming back. Consumers are reducing the amount of sites they visit but are willing to spend more money on the ones they like and trust. One way to improve a company's website is through search engine optimization (SEO), which will be discussed in the next chapter. However, B2B digital marketing is found to be more "sophisticated" than in the B2C setting. This is because these companies identify how their online services can actually help customers in their daily lives. An example of this is the website of a company named Kingspan Insulated Roof & Wall Systems, which lets architects design and specify materials they need online. (Chaffey & Smith 2023, 110-111)

Digitalization has enabled consumers to have access to an enormous amount of information just about anywhere in mere seconds. For companies this means more difficulties trying to differentiate themselves from competition, since consumers can easily compare prices and availability of products and services between competitors. In addition, consumers have a wider range of options available to them, removing necessity of settling for just the local provider's selection. With the amount of information available and the range of products and services, customer experience is becoming one of the best ways to attract customers and have them coming back. (Filenius 2015, 17-18, 29)

It should be noted that the customer journey may differ based on the industry. As this paper focuses on the consulting industry, it needs to be pointed out that many smaller consulting companies still rely on more traditional means of marketing and reaching new leads. Zipursky (2023) discusses a survey sent to 50000 consultants and its results. These results show that over half of these consultants get 60% of their business from referrals, only a quarter of consultants do daily marketing, 70% of these consultants only generate 8 calls or even less per month and that just making direct phone calls to leads gets the most clients, however, is the least liked method of marketing. This means that the digital customer journey for many might never start, since they do not or cannot reach the companies digitally. In addition, there are much more potential touchpoints with more traditional means than there are purely through online means.

2.3.3 Search engine optimization (SEO)

Digital multichannel availability has become the norm and potential customers expect to have the option of reaching the same information on different devices at different times. Research has shown that most consumers only acknowledge the first page results and never click to the second page, underlining the importance of good search engine optimization to ensure the company's website will be found amongst the first results. (Filenius 2015, 84-85)

SEO "or "organic search" involves achieving the highest position or ranking practical in the natural or organic listings, below the ads across a range of specific combinations of keywords (or keyphrases) entered by search engine users." (Chaffey & Smith 2023, 368)

In the most popular search engines, such as Google or Bing, the organic search results appear below the paid ads or listings in the search engine results page. The position of a link in the organic search results depends on the site's relevance to the inputted keywords or key phrases according to an algorithm in the search engine. The average click rates of links even on the first page can go from 29.5% in the first position all the way down to 7.6% in just the third position. Today marketing is often left to specialized agencies but SEO itself is thought to be too important to be completely left in their care. To achieve advantage over competitors, it is important for employees within the company itself to create relevant content on their webpage. (Chaffey & Smith 370, 372)

The search engine's search for relevant sites begins with crawlers. Crawlers are software services whose purpose is to identify relevant pages for indexing and at the same time check if the pages have changed. Relevant page URLs are then retrieved for analysis and indexing. Indexes allow search engines to "invert" them to get a lookup table for relevant documents. These documents are then ranked real-time when the search query has been input, after which their position in the search results is computed in consideration to their location and relevance. These documents are then shown in order on the search results page. The so-called crawlers like sites that are accessible, include unique content, require only a small number of clicks from any page on the site to the URL and have limited character lengths on the key page elements such as the title and meta description. The crawlers act like today's consumers, who do not like unnecessary clicking, too long loading times or an excessive amount of information. (Chaffey & Smith 2023, 372-373; Moz 2023; Filenius 2015)

2.3.4 Pay per click marketing

Paid search marketing helps companies get their sites to the top of the search results page with relevant keywords. These paid links show on top of the organic search results on the page as "sponsored links". Often times these ads are text links, but they can also be found as images. Companies usually pay per click of the ad or sometimes they can be paid depending on the amount of times the ad was displayed. In addition, text ad prices differ based on which keywords or key phrases were used. It is important to focus on the specific keywords that are the most relevant to the product or company which is being marketed in order to ensure the best return of investment. Google offers good free tools such as Google Keyword Planner

and Google Trends, which give information on keyword prices and popularity. (Chaffey & Smith 2023, 374, 385)

Most people tend to look past the sponsored links and go straight to the organic results, but it is still profitable to include pay per click ads in a company's marketing. Around one quarter to a third of all clicks still go to sponsored links, so with a good design, these paid ad campaigns can bring a notable number of customers to the company. It is worth to note that other search engines may be dominant in other markets, so when expanding to a new market, companies should look into that market's dominant search engine and its advertising programmes. All these programmes must be managed separately. (Chaffey & Smith 2023, 386)

2.3.5 Metrics for digital and social marketing

In order to measure digital marketing a company requires valid indicators that are in line with the digital marketing strategy. This strategy determines which metrics and key performance indicators (KPIs) will work for measuring the performance of the company's digital marketing. In addition to KPIs, it should be specified who is measuring what and how often is each metric or KPI measured. Choosing these measurements early and tracking them continuously allows for companies to adapt their tactics when something is not working and on the other hand, increase the tactics and campaign's that are working. (Chaffey & Smith 2023, 608-609; Davis 2018, 1)

Typical metrics that are used to manage or control a business are sales, leads, awareness, attitudes and return on investment (ROI). Whatever KPIs the company uses, they should first be compared across the company's industry and then looked back to see possible trends. Information on visitor behaviour can be found in the company's analytics while other key measures like sales, subscriptions, conversions, and attrition rates are collected through other information systems. Common performance analysis KPIs are unique visitors, conversion rates, total number of sessions or visits to a website, repeat visits, duration, most popular pages, subscription rates, churn rates, clickthrough rates and social media engagement. All data from different sources should be compiled into a report and then reviewed by the right personnel. It should be noted that all different measurement forms cost and need to be considered in the budget. (Chaffey & Smith 2023, 578, 610)

For the case company the most important metrics are unique visitors, conversion rates, repeat visits and clickthrough rates. Unique visitors simply mean the number of individual visitors that visit the page. Conversion rates is the percentage of visitors that become subscribers or customers. This is very important for digital marketing, since conversion rates have a huge impact on percentage marketing costs. Repeat visits are the number of visits an individual visitor has on the site. Updating a site can keep people coming back. Clickthrough rates depict the number of people who click an ad when it is shown to them. (Chaffey & Smith 2023, 578; Davis 2018, 229)

3 Research implementation

This chapter covers the data collection strategy and the collection of material used in this research. In addition, it discusses how this material was analysed.

This research was done as a qualitative case study. Empirical material used in qualitative research is text and not numbers and is interested in the views of participants relating to the topic or issue that is being studied. Methods used often depend on the kind of issue and should be open in order to enable an understanding of a process or relation. Qualitative research studies things in their natural settings and tries to understand or interpret phenomena through what meaning people give to them. (Flick 2007, 2-15)

The data collection strategy chosen for this research was a case study. A case study means an in-depth focused study of often one, or a limited number of cases. Case study is a holistic strategy and thus means that we should at least attempt to study the case as a whole in the given time period. (Tight 2017, 5-17) One of the key issues with case studies is generalization. There is much debate on case studies and their issues, but in general, case studies are often too particular or specific for generalization. However, the case that is studied might turn out to be typical or exemplary, which helps with the lack of generalization. Case studies can be strong when used properly in a detailed setting where the entirety of the case needs to be studied in order to understand something. (Tight 2017, 18-40) For this research case study works well as a data collection strategy, as this research studies only a single organization and its marketing. In order to properly identify what is lacking in their marketing, we need to understand the case as a whole. There is no need to generalize the findings in this study, although some issues might turn out to be typical in similar organizations and thus could be exemplary.

To collect material for this research, half-structured interviews were conducted. Interviews are often used in qualitative research and can be structured or structure-free. Structured interviews, or surveys, propose a problem of interpretation where people understand questions and answers differently. This is because structured interviews lack flexibility and sensitivity to context where it would be possible to listen to the interviewees' views and ways of interpretation. Interviews can not truly be structure-free, as the intention behind the

interview itself proposes a framework for the interview. Researchers can affect how much the interviews are structured and often try to structure them to be both meaningful to interviewees, and relevant to the research. (May 2002, 205-206) Half-structured interviews enable the possibility of finding out something the interviewer had not thought of or included before. This lets the interviewees answer predetermined questions freely and by how their view of the topic at hand. (Puusa, Juuti & Aaltio 2020) For this research, half-structured interviews were ideal for collecting material, as it guides the interviews through relevant topics and questions but gives room for the interviewees to explain these topics in their terms and how they see them. This allows for new relevant ideas to emerge.

For this study all four partners of a Finnish consulting company and one employee from their online marketing provider were interviewed. This was done to ensure the best understanding possible of the case company and how they manage their marketing. All partners were interviewed to get a broader view and a more general understanding of what should be improved in their marketing and how they see they are currently managing. All of the interviews were conducted through Microsoft Teams in early December 2023. For these interviews two different interview frameworks were done (annex 1 and 2). These frameworks were mainly similar but differed in a few questions to make them more relevant depending on the interviewee. All partners of the case company had the same questions (annex 1) and the modified questions were asked from the digital marketing provider's employee (annex 2). These questions were sent to all interviewees before their interviews, so that they could study them and prepare some answers beforehand. The questions were asked in the same order from all interviewees and only the interviewer and interviewee were present in each interview. Each interview was recorded and transcribed to ease with the analysis. This material was only used for this research and was destroyed after this paper was complete. All interviewees and both the case company, and the marketing company wished to remain anonymous.

The collected material was analysed with content analysis. Content analysis tries to seek relevant information from material by asking questions and summarising information relating to these questions. Material-based content then categorises this information and creates theoretical concepts from it. (Tuomi & Sarajärvi 2018) Material-based content analysis works well for this research, as the research material is used to find relevant

information which is used to get a more conceptual understanding of the company in question and the issues with their marketing.

4 Research results

In this chapter, the paper will cover the findings made through the conducted interviews. The first sub chapter covers the topic from the case company's partners' perspective and the second sub chapter from the digital marketing provider's perspective.

4.1 Issues in marketing from the case company's perspective

All of the case company's partners are engineers with impressive backgrounds in varying fields of work. In addition, they all have some experience in sales or marketing however, most admit that they think they understand marketing theory and application better than they might actually understand. Much of this lack of knowledge comes from the rapid evolution of marketing tactics and the growing importance of digital platforms.

"*When we were doing that, we are talking more like 90s to 2006. Digital marketing wasn't the first thing, it only came along. Of course, email marketing and like that but Facebook and others weren't invented yet.*"-Partner 1

Each partner in the company acts as an independent entrepreneur, selling and marketing their own services The company does not have permanent employees who come work and then get paid monthly, but rather each partner creates added value to a joint account. Although no one has the obligation to sell other's services, they tend to do so as it creates more value to the company and often leads to better income for oneself as well. Often times customers need a complete solution to a problem and a team provides a wider range of approaches.

"We must understand what the customer need is that is isn't to buy something from a vague individual man, but rather to buy a complete solution and there might be need for an alternate person." -Partner 1

In addition to selling their own services, each partner has the responsibility to create visibility for the company through blob posts and articles. However, writing is seen as a problem inside the company. The main issues with writing different posts are the lack of time and

writing skills that fit professional posts. These posts or digital material could be used as kind of a hook to spark interest towards the company and create leads. Ghost writers, external experts, used to support own personnel, were discussed but some issues arose, such as lack of expertise and the text might give an alternate picture of a person as it is not in their own words. One solution could be the use of AI as a support tool.

"There could be a lot of factual errors so it would have to be read through and rewritten by myself…" -Partner 2

There were some disagreements between the partners on the importance of digital marketing. These disagreements were mainly about the company webpage. Some thought of it more as just a business card that is there to create credibility if someone wants more information about them after hearing about the company. Others thought that there is still lots of potential to be achieved from the webpage in terms of generating leads. The criticism about the prioritisation of the webpage comes from its role in selling. As the company does not have online courses or any online shop where a customer could buy something straight away, does it need to serve as a self-marketer?

"Then is the webpage in the same role as our competitors have, is it needed that way… …should we even fish for those leads or should we prioritise in a reference network?" -Partner 3

"If someone goes to search with certain keywords, like who to send offers to, we have to be visible and credible. And that has to come quick, and it has to seem on the first click like ok from these we can ask. But I definitely don't believe and now I believe even less that someone would go and read the texts on our webpage." -Partner 1

Another area of disagreement was the amount of work each partner wants. Some of the partners want more work and one of them said that they would be fine with only half the current amount. However, this is more of a strategic issue of the company. Digital marketing tactics could help even out the workload between each partner as they could reach a wider audience.

Decision makers today are of a younger generation than the partners in the case company, so their understanding of marketing means may be outdated. The partners admit that although they have built their networks and references, younger decision makers might not

ask their colleagues or friends for a reference, but rather go straight to the internet and search for relevant experts. This means that the importance of the webpage is also growing as these younger decision makers compare relevant service providers' pages to each other and make their contact decision based on that comparison.

"Decision makers are starting to be my age, like forty to fifty, max fifty years old even younger are starting to be in the leading roles and when they start to look for a service to something they don't necessarily go solely through their network. They also search for them online. So, what kind of webpage you have and how you are seen online. What kind of brand you have, it could very well be the deciding factor."-Partner 2

The main issues in the case company's marketing seem to all be related to reaching potential leads online. The earlier mentioned posts are one issue, or rather the lack of them, and another is the relevance of the webpage. Currently the page does rather well in terms of SEO, ranking itself in the top results with many relevant keywords, but the contents of the page are insufficient. The page introduces the partners and what they offer, but little else. There should be more content to attract and keep leads on the page such as recommendations and customer reports. In addition, the partners could bring their own achievements out more.

"I had three customers who used to say that our webpage was so bad that they didn't dare recommend us. And this was like, lets say eight years ago and that was the reason I started doing the previous improvements."-Partner 1

After reaching a lead for the first time the partners know how to close the deal. Leads are best approached as just yourself. In addition, one of the partners has recently had coaching on approaching leads and another partner said to consider contacting the same coach. This coaching helped with for example formatting words and examples. These same approach techniques apply to leads achieved through digital and traditional means. The partners are also confident in their ability to identify a customer's needs and issues when meeting with them. The problem lies in the first contact.

"The idea is that you wouldn't need cold calls at all, you could just call whenever you get a reference. When you go to a meeting, even if it doesn't lead to a sale, you leave a good picture of yourself and you can ask them for more references." -Partner 2

The case company has one ongoing training programme. This programme currently generates a major part of their new contacts and leads. This programme is done through traditional means. In addition, there was some talk about fairs and seminars. These could be an alternative investment besides investing in digital marketing means.

"It is a classroom training, and there are employees from multiple companies at the same time. We get many new contacts from that and many of our new customers." – Partner 3

The partners agree that creating content is important. There are some ideas floating around what kind of content it should be, but generally this content is thought to be blog posts or research articles. However, two of the partners proposed the idea of video material, as younger people tend to not have a long enough attention span to read long texts. In addition, video materials are easier to get hooked into and are often found more interesting.

"We tried a chain of article blogs which was published regularly and would like draw readers to always come new content from us. We did this for some time, but we also got feedback on this on the younger people that they don't want to read." -Partner 1

The case company has not really identified any target audiences, as their services are always tailored to fit the customer's needs. They sell their services to companies from a multitude of different fields of work, since they specialize in improving processes and coaching management. This means that their services are not really industry specific, although their knowledge of certain industries does help with understanding the customer better. Each lead is always handled as an individual and not a part of any segment, as many companies have very specific and niche needs.

"The company needs to understand what operational, emotional, and functional needs our customers have and to provide services to them. We are a house of operative capability improvement. We have clearly defined that we are not a strategy house… …Are we segmentally profiled? No. At one point I thought we should be but then I decided that let the customers decide. We are as much an industry and a service shop." -Partner 4

All partners agreed that their best way to stand out from their competitors is how they come aboard to assist with improving a process and once they are done, they can leave, and the customer does not need them to maintain the improved process. They help the customer to create a lasting solution to their problem that they can improve further themselves.

"We come and help with improving a process and once we leave, the improvement is maintained, and the customer company can keep improving this process by themselves." -Partner 4

4.2 The case company's marketing from a digital marketing expert's perspective

The interviewee in question specialises in webpages and online stores, as well as SEO. They say that marketing is such a broad concept that in terms of marketing as a whole they know better than an average person but not everything. They help improve the case company's webpage and maintain it. This company has not created the case company's website but has made many improvements to it and optimized it. They have regular check ups with the case company to spar and to analyse the report.

The case company should bring out their knowledge and competitive advantage more in their marketing. Many talk about competition but not many companies bring it out in a concrete way in their marketing.

"When you look at companies' websites, most of them read we have done professionally since year x quickly and flexibly an agile service, but what do these things actually mean? What, where, how are they actually seen in the company's operating model towards their customers." -Digital marketing interviewee

The interviewee continues that this kind of concrete information, like when can you expect the delivery or how long the warranty is, is what the people want to hear. Companies need to tell how they do things differently from their competitors, not just that they do. The companies that do this often succeed.

In terms of their competitive advantage, the case company should introduce their experts more. All partners from the company have impressive experience and knowledge. The partners do not need to be good writers for this as they could use ghost writers. In addition to expertise, customer stories would be a huge help. The company could tell about the most common challenges their customers have and how they manage them. This would give potential leads some surface to relate to.

"Offers potential customers a little something to relate to, like hey, our organization has that same exact problem, and these experts tackled the same things we discussed in our morning meeting. Should we call them and ask? Sounds like they know something about this issue." -Digital marketing interviewee

The interviewee mentioned that ghost writers would fit the case company really well. Not necessarily to write a case but expert articles or paid content marketing where they could tell about what they do. Of course, the partners would have to comment on the text and write some first texts so that the writer could learn their style. But mainly it would just be interviewing and then modifying some things from the finished text. This would ease the amount of work the partners have.

In terms of digital marketing, search engine optimization has been very successful for the case company. The visibility achieved through SEO is more of a convincing factor than paid marketing. When competing with other expert services, the top spots in the Google search results are not achieved easily. A company needs to offer relevant content and needs to have been in the field for some time so that it has collected a vast link network around it.

"When you are searching for an expert service or something like that where you want to contact the best in the market or whoever has the best expertise, the top spot in Google works as sort of a convincing factor for most people." -Digital marketing interviewee

The main issue for the case company is slowness in improving their company presence. Of course, projects and customers take most of their time, but decisions should be done faster, and development needs to move forward a bit more systematically to get the most out of the ongoing improvements that are done. When talking about the webpage, all the behind-the-scenes work is important to lay the groundwork for these improvements, but no results can be seen before the actual concrete change is done on the website and published.

"The company talks a lot about agile improvement to their customers, but it isn't necessarily always present in their own work." -Digital marketing interviewee

The partners could also harness their own potential more. The interviewee sees LinkedIn as something the partners could definitely use to their advantage. This would need some work at the beginning but after implementing it into their schedule properly, it could be a low maintenance task that would have a great impact. This is something where a ghost writer

could also help, as they could schedule regular interviews that the written texts are then based on. A good writer could easily get a series of posts.

"It should have a certain frequency. I admire those who have active discussions online. I read those a lot and most of the time you can sense from a post if it is a real post where the writer is actually enthusiastic about the topic, and they want to tell about it." -Digital marketing interviewee

5 Summary and conclusions

The final chapter of this paper will summarize the whole paper and discuss conclusions in terms of the research. The chapter tries to answer all four of the research questions proposed in the first chapter of this paper. The interview material is compared to the existing theory introduced in the theoretical part of this research and conclusions will be reached with this comparison. This research tried to study how a Finnish consulting company could improve their current digital marketing and thus reach their potential leads better. These conclusions will try to find help to these issues and come up with recommendations that will help the case company.

5.1 Research results and conclusions

This research proposed one main research question and three sub research questions to support answer the main question. These research questions will be answered with the help of material-based content analysis. As the sub research questions support with answering the main research question, these will be answered first.

The first sub research question was:

How is the case company currently addressing its digital marketing?

The case company's current digital marketing tactics are compared to the importance of digital marketing mentioned in the theory. As Davies (2018) mentions, 62 percent of B2B buyers already claim to develop selection criteria or complete a vendor list solely based on digital content, and that 60 percent say to prefer not to contact a sales representative, but rather have an alternative source of information. Chaffey & Ellis-Chadwick (2022) says online company presence includes forms like the company website, mobile apps, and social media. These digital marketing techniques also need to be integrated with traditional media for digital marketing to be most successful. Mobile apps are not relevant for our case company so the focus in this paper is on the company website and social media.

The case company is currently passive in terms of online company presence. All interviewees agreed that the company needs to be more active with online content. In

addition, the company website was seen to need further improvements, although it has already been revised a few times. Maintaining a company website is a never-ending project and a website should be updated constantly to stay ahead of competition. As Chaffey & Smith (2023) state, it is important for marketers to stay up to date with core platforms that keep changing at a rapid pace.

In terms of social media, the partners claim to have made some posts in LinkedIn, but there is no real company activity online. Research agency Kantar (2023) showed a small decrease in the total media advertising amounts earlier this year compared to 2022. However, they also showed social media- and search advertising to have by far the biggest shares of the total media advertising amount. Chaffey & Smith (2023) also remark the importance of social media interaction between companies and their customers, as customers are not afraid to not only call out companies, but also promote those they can relate to. They say that companies should nowadays have a more purpose-driven approach to marketing and that these interactions with customers help us understand them even better.

The interviewee from the digital marketing agency said LinkedIn to be the most useful social media for the case company if used correctly. The interviewee also mentioned the importance of potential customers being able to relate to the company through their online media presence. This online presence and activity are something the partners already know to be an issue and claim to be under improvement. This can be seen in the discussion about what kind of material should be published and in which format. Two of the partners mentioned the idea of video material for online posts which already shows some interest in finding the company's own way of being active. Another of the partners said that together with their own activities, this study has sparked further energy in their efforts to revise their digital presence.

SEO and paid online ads are something the company has already worked on successfully and are both being monitored and maintained actively. Filenius (2015) says that consumers only acknowledge the search results on the first page and that companies need to have working websites on different devices. The interviewees also agreed that anyone rarely goes to the second page of Google. However, as the interviews clarified, the case company has already achieved top search results in Google with multiple relevant keywords. In addition, their company website works as well on mobile as it does on a computer. It should still be

remembered that this is something that needs to be actively kept up in order to secure these top spots.

The second sub research question was:

What is the case company's ability to adapt to changes in digital marketing tactics?

A large part of the theory revolved around the fact that digital marketing is evolving, and the pace only keeps growing. The interviews highlighted an issue with time when it comes to learning and implementing new methods to help with digital marketing. Efficiency with putting new plans into actions seems to be an issue as well.

The interviews gave an understanding that the partners are willing to try new marketing tactics and are interested in improving their presence online, however, the adaption of new technologies or medias, such as social media, seems to be moving forward a little slow in order to optimize business. Like the interviewee from the digital marketing agency said, quickness in decision making and moving forward systematically are not really the case company's forte. One of the partners said that their view of marketing may be a bit old fashioned, which is why there may sometimes be disagreements about what to do and implementing new techniques may take some time. Most of the partners also value traditional means of gathering leads more at the moment than digital marketing, an opinion which the results of their marketing and selling so far would support.

Additional workforce from outside the case company, such as ghost writers, could help with easing the workload and pacing the improvement. However, the partners with whom the discussion about external workforce arose, brought up some concerns about using external support, because of the upfront training and continued supervision. The digital marketing expert interviewee also suggested using ghost writers for example, to help with writing online content.

The third sub research question was:

What are the main touchpoints of a potential lead for the case company?

Currently the main touchpoints come from traditional means of marketing such as word-of-mouth or previous customers moving to new departments or companies. In addition, the case company has an ongoing open training program, which provides many new contacts and future leads. Digital touchpoints are currently largely limited to the company website and its

contact page. Mutum & Ghazali (2023) and Chaffey & Smith (2023) discuss the importance of social media and how customers can influence companies with their voice. As mentioned earlier, customers are not afraid to use their voice and this interaction with them in social media can also bring a lot of good to the company, as customers need something to relate to.

Chaffey & Smith (2023) say that customers will not accept bad service anymore and will easily turn to competitors if they ever feel that they have been mistreated. This does not necessarily mean that the company has done something bad to them but can also mean that a website is not working properly or something on the website, such as unnecessary forms, are wasting their time or causing them some kind of misfortune. When a relationship is established with a customer, they expect the company to keep them updated and offer relevant, and personalized content.

The interviewees stated that the company is working on their digital touchpoints. These digital touchpoints would mainly be around social media content and company blog posts or articles. After reaching the leads, the partners often manage to secure the customer as they know how to offer relevant solutions to companies from almost any field. As the partners said, the problem lies in reaching these leads in the first place.

With these sub research questions the paper will try to answer the main research question which was:

How can the case company improve its digital marketing?

The case company should work on their brand visibility. This could be done by finishing the implementation of the digital marketing strategies they have already started. These strategies include company posts and social media presence. As mentioned in the interviews, LinkedIn is the most relevant social media platform for an expert service company such as the case company. Here, the company and the partners could have active discussions with leads from different industries and draw new leads to take part in these discussions. By being active in social media, the company could achieve the interaction which Chaffey & Smith (2023) mentioned.

Some partners feel that digital activity is not as important for them as is generally thought. However, online company activity is strongly recommended. One of the partners said that decision makers in companies are starting to be of a younger generation than the partners of

the case company and that their ways of finding good service and contacts can be different from what the partners are used to. This goes hand in hand with the theory that a working company website with relevant content will in the future be even more important than it is now. This content could bring in customers who have not heard of the company before, but could relate to the common issues that were solved in the company website.

It should be noted that some of the partners do not feel as strong a need for more customers than others. However, this is a strategical company issue and should be discussed within the company. Overall, more leads mean more potential business for the company and customers coming through online marketing could be evened out more easily than customers coming from word-of-mouth recommendations who want a specific partner. Lack of time is still a common issue within the company and should be addressed. The idea of external workforce did not get much endorsement from within the company, but the digital marketing expert agreed that using external people writing company texts would help. Using external workforce such as freelancers or ghost writers would free up a lot of time which the partners could use for their other projects or even just personal time if they feel like they have too much work. In addition, this would help push out the updates, posts, and improvements much faster than they are currently being published.

The company website is working as intended and it can be easily found with relevant keywords, however, there are areas that could be improved. The expert interviewee said that the company website should promote the partners and their achievements more. Although the company website has achieved top results in searches with relevant keywords, their conversion rates still remain low. This could be because of the lack of content on the page to pull in those leads and make them want to contact. The promises that are made on the website could also be a little more concrete to help potential customers understand what they are really getting. However, it should be remembered that as this is an expert consulting service that tailors their service differently to meet with every customers exact needs, it is hard to give any concrete promises on prices or times before a meeting with the customer, where these needs are discussed.

Artificial intelligence tools are currently emerging and are available to anyone. Chaffey & Smith (2023) mention that marketing technology can help with automating and personalizing interactions with customers, while also analysing data. There was talk with one of the partners about using AI tools as help with writing company posts and social media materials.

This is definitely worth trying as an alternative to using external workforce with writing. AI tools can also be beneficial with other activities besides writing, such as the aforementioned gathering and analysing data.

In their earlier work, Chaffey & Ellis-Chadwick (2022) said that digital marketing techniques should be used in tandem with traditional media, like human sales. The case company has been successful in their traditional marketing due to the nature of their work and word of their successful jobs getting around. They could use these recommendations and gather them to their website, where online leads could also see their previous work and what is said about them. This could help with potential new online leads to trust the company more if they have not heard of them before.

Marketing tactic		How relevant is the tactic in terms of the categories below (on a scale of 0-5)						How well is it managed (0-5)		
		Credibility	Visibility	New contacts	Satisfying customer needs	More sales	Avg	Currently	Recommended	Arguments
Traditional means	Direct contacting	2	3	4	1	4	4	1	3	Takes time, but effective
	Old customers	4	4	4	3	4	4	5	4	Parempi ja säännöllisempi hyödyntäminen
	References	5	4	4	2	5	5	5	5	Could be used better and more actively
	Networking	4	4	4	2	3	3	3	4	Could be used better and more actively
	Industry organizations	2	3	2	1	1	1	2	2	Meeting with industry peers may give new openings
	Trade shows	1	3	2	1	2	2	1	1	Too generic and takes time
	Seminars	3	4	4	2	3	3	2	3	Could bring new customers if done correctly
	Open training	5	4	5	4	4	4	5	5	Great potential but takes time
	Articles and writings	4	4	3	2	2	2	0	3	Takes time
Digital marketing	Gathering contacts	2	3	4	1	3	3	3	3	Contacting should be made easy
	Digital leads	2	3	4	3	5	5	2	5	New generation prefers digital sourcing
	Concrete info on service	4	2	2	2	3	3	2	4	Information needs to be kept up to date
	Case examples	5	3	3	3	3	3	1	4	Gives new leads something to relate to
	Customer stories	5	3	4	3	3	3	0	5	Better credibility and trust for new customers
	Blogposts	3	4	3	2	3	3	1	5	Would give more online presence and touchpoints for new leads
	SEO	5	5	4	3	4	4	5	5	Keeps the company relevant when kept up to date
	Utilizing analytics	1	2	2	4	4	4	3	4	Enabler, helps with improving digital marketing tactics
	Social media	4	4	4	2	3	3	1	4	Great visibility and open discussions help customers find interest
	Utilizing AI	?	?	?	?	?	?	?	?	Could ease workload and lack of time. Important to follow development.

Table 1: Summary of the case company's marketing methods

Table 1 shows a summary of marketing tactics discussed in this research, their importance in marketing (avg) based on this research, how well they are currently being addressed in the case company and this thesis' recommendations on how important each area of marketing for the case company currently should be. The areas circled with red show clear areas of improvement, and they are both in the digital marketing section. However, it is important to note that there are also many categories which the case company is currently managing successfully and should be kept as this level in the future as well. This is a recommendation if the company wants to keep growing in the future and wants to attract younger customers, who will be the majority of decision-makers in the future. A bigger and clearer version of this table is shown in annex 3.

5.2 The reliability of this research and possible further research

When discussing the reliability of a qualitative research, truth and objectivity have to be taken into account. In addition, the issue with objectivity includes discussions about the credibility and neutrality of the observations made in the research. Neutrality checks, whether the observations are made by trying to understand the interviewees themselves or if they have a basis from the opinions or backgrounds of the researcher. The discussion admits that qualitative research can never be truly neutral since the researcher is the creator of the research layout and the interpreter. The perspective of neutrality of the researcher also has to be taken into account and the discussion of credibility includes sources used in the research as well. (Tuomi & Sarajärvi 2018).

The conclusions of this paper cannot be generalized, as the research was done as a case study to a single organization. However, this paper can serve as an exemplary case for further research around the same subject. The interviewees included all four partners of the case company and one additional digital marketing expert. These interviews formed the material, from which each interviewees own opinions and views can be seen. Had the case company been another company with the same problem, or the interviewees changed, the research results could have been different. Because of this, the research results may differ from the truth, when discussing the objectivity and truth of this paper. The sources used in this paper were mainly peer reviewed scientific articles or books. The paper attempted to find the most recent source material to use. However, the rapid and continuous evolution of marketing as an industry may have a weakening effect on the reliability of these sources.

For possible further research this paper proposes the more comprehensive research of the selling and marketing of consulting as an industry. While doing this research, it was found that there is little to no material on selling or marketing the consulting industry. This may be, since consulting is such a large-scale industry which can include vastly differing companies from different fields of work. For example, one company could focus only on the consulting of logistics companies while another may help companies with their finances. However, the issues found in this research are not industry specific and are most likely to be typical among many similar companies. An additional further research could be the management of micro companies. The lack of time was found to be an issue with such few partners or employees and there were concerns about some of the discussed solutions.

Researching the management of micro companies could help such companies tackle some of these issues they have with arranging work balance inside the company and between each partner and their personal life.

At the end I would like to thank all of the case company's partners and the digital marketing expert for their collaboration and interviews in this thesis.

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Annexes

Annex 1: Interview structure: Case company

1.) How much do you know about marketing and digital marketing?

2.) What are the main responsibilities in your role and what needs do you have in terms of marketing? What kind of connections do you have to marketing?

3.) What are the things you want to bring out more in your company's marketing?

4.) How does the case company market itself?

      a. What have turned out to be successful marketing campaigns or tactics?

5.) What is the case company currently most lacking in its marketing?

6.) Are there any special challenges you have faced in terms of marketing a consulting company?

7.) Have you identified the strategic focus areas of the case company?

8.) Has the case company identified any target groups based on these strategic focus areas?

      a. Are these segments pursued with different marketing tactics?

      b. Which of these target groups is the most important?

      c. Are some target groups focused on more than others?

      d. Does the case company understand how they can influence their customers?

9.) How should the leads generated through marketing be approached?

10.) How can the case company differentiate itself from its competitors?

11.) What indicators are used to follow the success of your marketing tactics?

Annex 2: Interview structure: Digital marketing expert

1.) How much do you know about marketing and digital marketing?

2.) What are the main responsibilities in your role and what needs do you have in terms of marketing? What kind of connections do you have to marketing?

3.) What are things a consulting company, and especially the case company, should bring out more in their marketing?

4.) How does the case company market itself?

    a. What have turned out to be successful marketing campaigns or tactics?

5.) What is the case company currently most lacking in its marketing?

6.) Are there any special challenges you have faced in terms of marketing a consulting company?

7.) Have you identified the strategic focus areas of the case company?

8.) Has the case company identified any target groups based on these strategic focus areas?

    a. Are these segments pursued with different marketing tactics?

    b. Which of these target groups is the most important?

    c. Are some target groups focused on more than others?

    d. Does the case company understand how they can influence their customers?

9.) How should the leads generated through marketing be approached?

10.) How can the case company differentiate itself from its competitors?

11.) What are the most important indicators to follow in the consulting industry and its marketing?

Annex 3: Table 1

Marketing tactic		How relevant is the tactic in terms of the categories below (on a scale of 0-5)					How well is it managed (0-5)			
		Credibility	Visibility	New contacts	Satisfying customer needs	More sales	Avg	Currently	Recommended	Arguments
Traditional means	Direct contacting	2	3	4	1	4	4	1	3	Takes time, but effective
	Old customers	4	4	4	3	4	4	5	4	Parempi ja säännöllisempi hyödyntäminen
	References	5	4	4	2	5	5	5	5	Could be used better and more actively
	Networking	4	4	4	2	3	3	3	4	Could be used better and more actively
	Industry organizations	2	3	2	1	1	1	2	2	Meeting with industry peers may give new openings
	Trade shows	1	3	2	1	2	2	1	1	Too generic and takes time
	Seminars	3	4	4	2	3	3	2	3	Could bring new customers if done correctly
	Open training	5	4	5	4	4	4	5	5	Great potential but takes time
	Articles and writings	4	4	3	2	2	2	0	3	Takes time
Digital marketing	Gathering contacts	2	3	4	1	3	3	3	3	Contacting should be made easy
	Digital leads	2	3	4	3	5	5	2	5	New generation prefers digital sourcing
	Concrete info on service	4	2	2	2	3	3	2	4	Information needs to be kept up to date
	Case examples	5	3	3	3	3	3	1	4	Gives new leads something to relate to
	Customer stories	5	3	4	3	3	3	0	5	Better credibility and trust for new customers
	Blogposts	3	4	3	2	3	3	1	5	Would give more online presence and touchpoints for new leads
	SEO	5	5	4	3	4	4	5	5	Keeps the company relevant when kept up to date
	Utilizing analytics	1	2	2	4	4	4	3	4	Enabler, helps with improving digital marketing tactics
	Social media	4	4	4	2	3	3	1	4	Great visibility and open discussions help customers find interest
	Utilizing AI	?	?	?	?	?	?	?	?	Could ease workload and lack of time. Important to follow development.