



*Solutions through technology*

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**A strategic framework to develop a sales & marketing plan for the greyhound industry.**

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# TABLE OF CONTENTS

<b>Executive Summary .....</b>	<b>4</b>
<b>Introduction .....</b>	<b>7</b>
<b>Section 1 – Situation Analysis .....</b>	<b>9</b>
1.1 Introduction .....	9
1.2 Key Performance Indicators (KPIs) .....	10
1.3 SWOT analysis .....	12
1.4 Brand Analysis .....	15
<b>Section 2 – Objectives .....</b>	<b>16</b>
2.1 Introduction .....	16
2.2 Sell .....	17
2.3 Serve .....	18
2.4 Speak .....	19
2.5 Save .....	19
2.6 Sizzle .....	20
<b>Section 3 – Strategy .....</b>	<b>21</b>
3.1 Introduction .....	21
3.2 Digital Disruption .....	23
3.3 Identifying Revenue Streams / Target Markets .....	26
3.4 Multi-Channel Strategy .....	33
<b>Section 4 – Tactics .....</b>	<b>37</b>
4.1 Introduction .....	37
4.2 Website .....	38
4.3 Fully Integrated Database .....	40
4.3.1 Identifying Revenue Streams	41
4.3.2 Segmentation	41
4.3.3 Marketing Automation	44
4.3.4 Data Collection	46
4.4 Email Marketing .....	50
4.5 Social Media Marketing .....	54
4.5.1 LinkedIn	56
4.5.2 Twitter	58
4.5.3 Facebook	58
4.5.4 Google +	60
4.6 Search Marketing .....	60
4.7 Content Marketing .....	66
4.8 Mobile Marketing .....	68

<b>Section 5 – Action</b> .....	<b>77</b>
5.1 Introduction .....	78
5.2 Situation Analysis .....	78
5.3 Objectives .....	78
5.4 Strategy .....	79
5.5 Website .....	79
5.6 Maximising the Database .....	80
5.7 Email Marketing.....	80
5.8 Social Media Marketing.....	80
5.8.1 LinkedIn	81
5.8.2 Google +	84
5.8.3 Facebook	84
5.8.4 Twitter	85
5.9 Search Marketing .....	85
5.10 Content Marketing .....	86
5.11 Mobile Marketing .....	86
<b>Section 6 – Control</b> .....	<b>88</b>
6.1 Introduction .....	88
6.2 Control Diagnostic Framework.....	91
<b>Bibliography</b> .....	<b>92</b>

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## Executive Summary

The GOBA rescue plan for the greyhound industry is dependent on having two Dublin tracks and the development of a board and executive team that are commercially capable of competing in the cut-throat entertainment industry. The rescue plan projects additional profits of €9.47 million in year 3 but this is especially dependent on the restructure of the greyhound industries' sales & marketing activities.

Each track must become an individual unit, tapping into local knowledge, with responsibility for its own sales & marketing. At the moment these individual tracks spend all their time grading races (which should be automatised) instead of getting customers through the turn stiles and betting on the IGB app.

Each track should send a specified report (on a quarterly basis) to the board's sales & marketing team that is responsible for SPK, HX and the overall greyhound industry. This would result in an environment where the people who successfully market their individual track are acknowledged and rewarded for their efforts. Also any problem tracks, in terms of sales and marketing, are quickly identified and can be helped through the tools, techniques and efforts used by the successful tracks.

The objective of this report is to create a roadmap to develop a sales & marketing plan that uses all the digital tools available to achieve disruptive innovation for the greyhound industry. The aim is to shift the status quo of the industries' vertical market through technology and disrupt the existing market and value network with the aim to push a 'night at the dogs' into the number one position in all the market segments that are identified and targeted.

"When companies adopt technology, they do old things in new ways; when companies internalize technology, they find disruptive new things to do" (McQuivey 2014). Therefore this framework attempts to internalise technology by outlining a clear roadmap that aligns all of the industries' digital marketing capabilities and highlights in detail the different areas of sales & marketing that are available to the IGB through technology. Recent advances in digital technology has disrupted and improved many industries and it is continually happening in the Irish entertainment industry.

Best practice suggests that efficiency can be maximised by considering the development of this plan into the following key stages;

\* **Situation Analysis** – defines the IGB's current situation including its relationship with its customers and its position in the market with its competitors. This is the first stage in developing a comprehensive marketing plan because we cannot plan into the future without knowing our current position. Consequently there is a need to determine the current status of the greyhound industries business model to enable us to define key performance indicators (KPIs) that will empower a process that is accountable and easy to measure (see section 1.2).

\* **Objectives** - when we have determined the IGB's current position, then we can develop insights that will form the basis of our detailed objectives that define where we want to go into the future. Objectives relate to what exactly you want to achieve and ensures that campaigns that are under performing are quickly identified, amended and improved.

It is important that the two Dublin tracks support any regional tracks that may be struggling due to their location population. Different dogs, different crowds – it makes sense to utilise both SPK and HX on Friday and Saturday nights because people in Dublin have more disposable income and have the time to spend it at the week-ends. Consequently while certain customers want top class racing and will only go to SPK there will be many others more concerned about a fun night out and will visit HX for reasons such as convenience or affiliation with the crowd (see section 2.2).

Supporting these regional tracks is very important as they make “a very valuable contribution to rural economic and social life... The industry employs just over 10,300 people directly and indirectly. The gross wage bill generated by this employment is estimated at €207 million per annum and the tax contribution from this employment is estimated at €21 million” Power (2010).

Another important objective would be the integration of the IGB’s database where the website and the customer touch points (i.e. app sign-up, website log-ins and social media engagement) are integrated to provide the relevant ‘db fields’ that feed into the database. This will allow segmentation that ensures interaction with every subscriber in the database is on a 1-to-1 basis as a recognisable individual with unique preferences.

\* **Strategy** – outlines how the IGB plans to achieve its objectives in a macro sense. Digital marketing strategy focuses on what you’re about to do online and is affected by both the prioritisation of objectives and the amount of resources available for tactics. The aim is to identify the most and least profitable segments of the business and ensure that funding and resources are applied to those areas that produce the greatest positive return while eliminating whenever possible those activities that do not create value for the greyhound industry.

In addition a strategic marketing plan must identify all the possible revenue streams that are available and add-value to the organisation including those opportunities that have not yet been developed by the industry. This in turn will clarify the target market for each identified revenue stream and positively affect opportunity costs. Then we can make the strategic decisions that will decide the mix of both online and off-line tactical tools that will impact on the marketing mix (see section 3.3).

\* **Tactics** – this is a more defined version of the company’s strategy explaining how exactly the industry intends to achieve its objectives. Tactics are concerned with strategy implementation and focuses on the optimum mix in terms of marketing tools and channels with section 4 of this report listing out all the digital marketing tools that are available.

Segmentation is key because mass marketing has lost its effectiveness due to technological advancements and non-responsive marketing messages can lose over 60% of its audience (Nielsen 2013) as well as damaging the database because “61% of mobile users who used their mobile device to visit a website that was not optimised for mobile, visited the website of a competitor” (Lightfoot 2014).

\* **Action** – how to implement the strategy and tactics in order to achieve the objectives? Section 5 lists out the individual recommendations to improve the IGB’s capabilities.

\* **Control** – evaluation of the campaign results to determine if they achieved their objectives.

The tote is a vital revenue stream for the greyhound industry. If you double your restaurant turnover then your food costs double and you are limited to the number of customers that you can seat in the restaurant. However the tote revenue does not have these constraints. The IGB has been taking 22.5% (win & place) and 25% (forecasts & trio's) from the tote under this regime. Industry best practice has shown that the price elasticity of demand for tote products is elastic meaning that changes in price tend to have an adverse effect on demand. Therefore this rescue plan would reduce these figures to 17% (win & place) and 19% (forecasts & trio's) because tote betting is all about value, liquidity and churn.

A key strength for the industry is the ability to extend the client base outside the IGB's 17 stadiums. There are significant opportunities and add-on revenue streams that have become possible through technology. It has become cost efficient to reach tote customers outside of the tracks and greyhound racing has a huge advantage over horse racing because it is a night time sport where customers are most susceptible in terms of spending disposable income.

Consequently the IGB can target potential customers who can't make it to the track for whatever reason but who would bet on greyhound racing in the right circumstances. For example pubs whose customers had the right demographics should be identified for each major town and fed a live feed from the 2 top meetings every weekend with the similar restrictions that the lotto machines put in shops i.e. one or two per town in order to create a demand for these feeds.

These customers could then bet on the tote using their apps and with the right promotion for the app and the pub, we could generate a new significant revenue stream. The only costs would be relatively small as the racing is happening anyway and the pubs become potential advertisers and sponsors of races for their nearest track. When this betting product is developed and running efficiently throughout Ireland then you would approach other countries.

Maximising the IGB database would be the most critical area in terms of improving the IGB's digital marketing capabilities. A database management system (DBMS) should be selected and designed to produce easy-to-access segmented lists for the customer segments identified by the local track's marketing department.

In addition the database fields contained in the database need to be extensive enough to separate the customer segments required for efficient digital marketing. Data collection is required to extend the scope of the database and the customer segment for each revenue stream will determine the database fields required for collection (see section 4.3.4). Also analysis is required to determine what forms are currently on the IGB website, what data are they collecting and what other customer touch points could be probed to determine if further information can be obtained?

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## Introduction

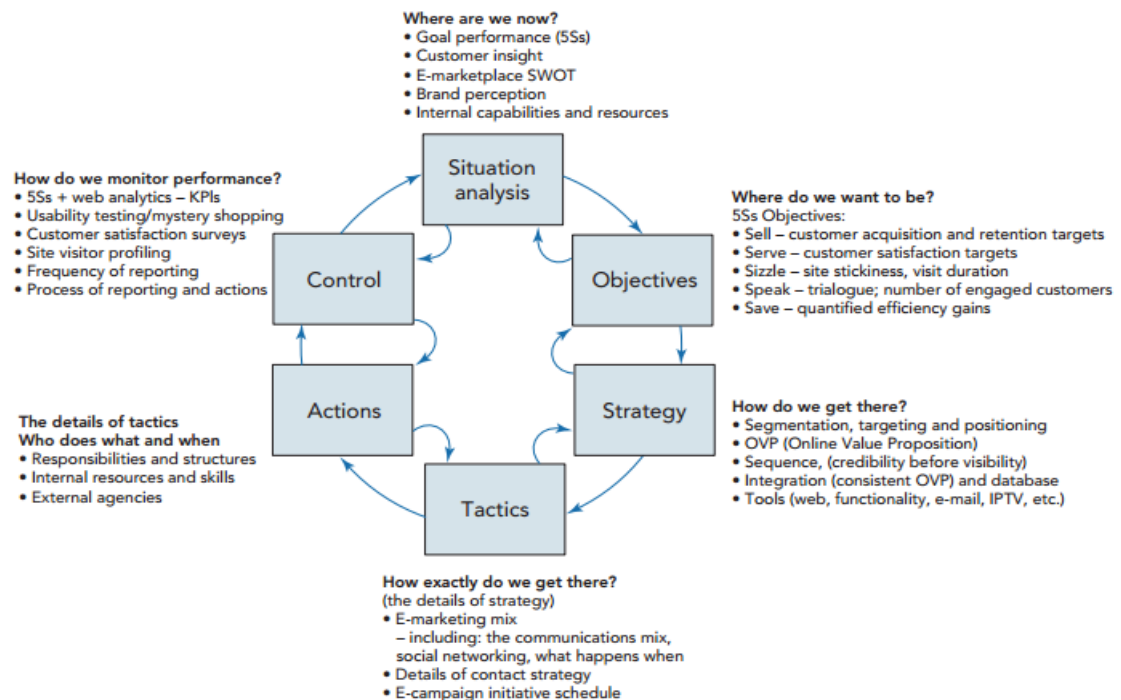
Bord na gCon (the Irish Greyhound Board) is a semi-state body charged with regulating and promoting Greyhound racing in Ireland in accordance with the Greyhound Industry Act 1958 and with subsequent Acts of the Oireachtas and Statutory Instruments.

Bord na gCon is funded through a combination of income generated by its own activities, the Horse and Greyhound Racing Fund, and bank borrowings. It operates Tote facilities at all greyhound tracks and applies an on-course levy on bookmakers' betting in the Republic. Additional income streams include gate receipts, programme sales, catering income, race entry fees, commercial sponsorships, sale of media rights and other smaller income sources.

Harolds Cross and Shelbourne Park are the two most profitable tracks of the 17 greyhound tracks in Ireland because Dublin has a population of 1.5 million, 50% of the total Irish GDP and a much higher disposal income than the rest of the country.

The purpose of this report is to maximise the greyhound industries position in all the market segments that are identified and targeted by creating features that appeal to these customer segments in order to develop new and maximise existing revenue streams. The strategic framework will adopt an emergent strategic methodology. This lean / agile process will involve the idea of iteration and the incremental delivery of the solution through trial and error where error is used as a source of information. If every trial provides you with information about what does not work, you start zooming in on a solution – so every attempt becomes valuable, more like an expense than an error.

In this report, we have applied the SOSTAC® framework as the basis for creating this digital marketing road map. SOSTAC® is an acronym for Situation Analysis, Objectives, Strategy, Tactics, Actions and Control and provides a logical sequence for developing the IGB's marketing & digital plans into the future.



(Coffey & Smith, 2013)

There is an evolution process from research through to advice. It starts with research where we find the 'best practices' for all relevant areas of digital marketing. Every piece of new data is learning from the previous relevant piece of data, so we start with 'Researched Data'. Then we have to be able to report on the research and once we have these reports we can analysis them by drawing insights from the data and coming up with findings. And the process evolves through every new piece of data that generates new findings to report that will develop insight and will lead to advice and action. It is about building a lean / agile process that is intuitive and that learns from data in order to draw insights and then implement action from those conclusions.



Digital marketing can be defined as “achieving marketing objectives by applying digital technologies” (Chaffey & Ellis-Chadwick 2012). It emphasises the importance of aligning digital technologies to business and marketing objectives and involves 3 key stages;

1. **Acquisition** – getting your target audience to visit your website, social media page or landing page. Tactical tools include; search engine optimisation (SEO), pay per click (PPC), E-mail, Social Media (on-line PR), online adverts or sponsorship, partnerships or affiliates and traditional off-line marketing campaigns.
2. **Conversion** – getting the customer to act which can include a sale, clicking a CTA (call to action) or in this case, getting the user to register for the app. Techniques to achieve conversion include email marketing, content marketing (i.e. content creation and management), design (i.e. site usability and accessibility), social media and mobile marketing.
3. **Retention** – getting the customer to repeat the act which helps to grow the business. Techniques to achieve retention include email marketing, social media, value proposition development, customer personalisation and loyalty programmes. Retention is achieved through improving our customer knowledge (of their profiles, behaviour, value and loyalty drivers), then delivering integrated targeted communications and online services that match their individual needs.

Digital marketing should be based on customer insight developed by researching their characteristics, behaviour, what they value and what keeps them loyal. This information allows for tailored digital correspondence and the application of e-CRM activities that supports the different customer personas and customer digital interaction that facilitates interaction, enquiries and ultimately sales. This involves using techniques such as online sales support assistants (avatars and recommendation services), call back systems (click to call), live chat (click to chat) and co-browsing.



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## Section 1 – Situation Analysis

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### 1.1 Introduction

Situation analysis is the first step in any digital marketing plan and answers the question 'Where are we now?' Determining the current status of the IGB's marketing efforts allows us to define where we want to go and plan into the future. Situation analysis involves examining both, internally within the organization and externally, the business environment affecting the online business situation to determine the company's current position thereby outlining all the options that are available.

Situation analysis can be achieved through digital communications that analysis customers and potential customers to see how the brand currently stands. This can be done through emailed online surveys, social media or even Google Alerts that identifies sites and forums that mention IGB or gogreyhoundracing.ie by name. In addition it is important to assess competitors to discover exactly where greyhound racing stands compared to its competition. We can improve our marketing campaigns by developing on what the competition is doing in their digital marketing campaigns.

The IGB should perform a detailed analysis to create a comprehensive outlook of its own business model to highlight its advantages and disadvantages, and create measurement and accountability through the application of the following business tools;

- KPIs (key performance indicators) which can identify the IGB's success criteria, results, data and measurements against benchmarks.
- SWOT analysis which identifies internal strengths and weaknesses, and external opportunities and threats

Developing a good system of web analytics is important for controlling your digital communications. Web analytic tools such as Google Analytics when used in conjunction with online feedback tools and questionnaires can be used to answer vital questions such as;

- Who are our ideal customers and how do they go about engaging with the IGB?
- Why do they engage with greyhound racing and not competitors?
- Are the objectives being achieved?
- What percentage of our customers are buying or influenced online?
- Identifying the most popular website pages and the time spent on specific pages?
- What do visitors need before, during and after they arrive at our website?
- Comparing online versus offline in terms of demographics and purchase patterns.
- What is the growth forecast? Are the objectives being achieved?
- What kind of content is relevant to the greyhound industries customers?

Modelling personas of website visitors is a powerful technique to increase the usability and customer centricity of a web site. We can monitor the quantity and frequency of social media posts, reviews, profile updates, etc. which identifies opportunities and also acts as an early warning system for any future problems. In addition, defining strong KPIs will ensure that we do not spend too much time measuring and analysing the results of our digital marketing campaigns and more time on actually carrying out these activities.

## 1.2 Key Performance Indicators (KPIs)

KPIs are key measures that are collected to find out our current position and allow us to measure whether the company's objectives are being achieved. KPIs identify the success criteria through results, data and measurements against pre-defined benchmarks which can be quantified and used as objectives to be constantly measured.

KPIs can involve analysing market share, sales (units and revenue) and ROI (return on investment) as well as the more technical indicators listed below;

- Unique visitors – the number of separate, individual visitors who visit the website over a defined period of time.
- Total numbers of sessions or visits to a website ('hits' is a spurious measure because when a web page is downloaded, a number of separate data transfers or 'hits' take place, usually one for each HTML and graphics file).
- Repeat visits. This is the average number of visits per individual. The total number of sessions is divided by the number of unique visitors. Online behaviour analysis can help track repeat visits.
- Duration – the average length of time visitors spend on your site.
- Page views – the number of pages viewed per visitor.
- Conversion rates to different goals – The goal in a particular conversion rate needs to be clearly defined. For example, the percentage of visitors converting could be as email subscribers (goal 1) or registering for the app (goal 2) or actually having a bet on the tote (goal 3). This is critical because a conversion rate of 1 per cent for 10,000 visitors to the site could mean that 100 subscribers registered for the app or actually bet on the tote – two very different scenarios in terms of profit.  
Also conversion rates effect costs. If this activity cost is €10,000 then that cost divided by 100 conversions = €100 cost per sale. However if you can increase the conversion rate to 4 per cent for the same activity cost; then you get a reduced cost per sale of €25. The leverage impact caused by improved conversion rates is huge – revenues go up and percentage marketing costs go down.
- Most popular pages and therefor the most popular tracks can be identified by seeing which pages are attracting the most traffic and the longest duration.
- Click through rates (CTR) – from a web link on another site, microsite or email to the company's website. This measures the level of engagement for an email, social media or mobile marketing campaign.
- Email engagement rate – the number of users that came back into one of your experiences divided by the number of messages delivered. This will give the sense of those users that did see the message and what was the messages ability to actually drive them to engage. It will give you a great sense of the impact your emails are having on retention.
- Email goal achievement rate – highlights how email has driven actual customer behaviour. To calculate this we try to determine 1 primary goal and up to 3 secondary goals to give insight into the actual effectiveness of the email campaign in driving key user actions throughout the customer journey. For example if you set conversion (i.e. actually registering for the betting app) as the primary goal then you might also want to track 'incomplete registration forms' for the app as a secondary goal in addition to that conversion event. This is because secondary goals are valuable actions that will help tell the full story around the impact that your email campaign is having. If you are seeing a low conversion rate (app registration) but a

high rate of 'incomplete registration forms' then that is worth noting as there could be a problem with the 'register for the app form'.

- Subscription rates – number of visitors subscribing for services such as an opt-in email and on-line app registration.
- Churn rates – percentage of subscribers withdrawing or unsubscribing after receiving a promotional message i.e. marketing email announcing the next betting offer.
- Social media engagement – new social contacts, share of conversation, conversation polarity and sales influenced by social media.
- Emails sent – the number of emails that actually moved through your engagement marketing platform.
- Emails delivered – the number of emails that were sent and not rejected by a receiving server.
- Bounced – emails that were permanently rejected (hard bounce) and messages that were temporarily rejected (soft bounce).
- Opened – recipients who opened (viewed) the email.
- Clicked – subscribers who clicked on a link, button, or image within your message.
- Marked as Spam – subscribers who reported your email as spam

In addition the following four metrics should be developed into KPIs to measure the economic value of the IGB's social media marketing strategy:

#### *1. Engagement Rate*

The engagement rate is the total number of audience comments, likes, and shares (i.e. any action by a subscriber) per social post. This analysis will help to understand what is interesting to the target audience by determining the number of user comments. Tracking the engagement rate highlights the posts that resonate with the target audience and identifies the specific elements of these posts that are working thereby allowing you to tweak your posts to drive deeper engagement over time.

#### *2. Amplification Rate*

The amplification rate is the number of forwards per social contribution. If my direct audience shares my messages with their networks, they are magnifying our messages and research has shown that social shares are very effective as 92% of consumers trust recommendations from people they know (Nielsen 2012). The core purpose of the amplification rate is to understand if the people who are following you are amplifying your message beyond your immediate reach and highlights how the messages are being amplified by the target audience.

#### *3. Affinity Rate*

Affinity rate is defined as the number of "positive clicks" per social contribution. It is difficult to quantify the quality or relevance of the messages to our audience. A lot of messages on social media can come across as salesy and do not add value to the subscriber. The affinity rate measures how many subscribers are happy enough to 'like' or 'favourite' your post for any given contribution. If a post has very low affinity rate then we can conclude that it is not relevant, high quality, or of value to the audience.

#### *4. Economic Value*

Economic value of a social campaign is calculated by adding all the revenue generated by the campaign and all the costs saved. Revenue might be the result of someone coming to your website because of a tweet, registering for the betting app and then actually

making a bet. Cost savings could be from savings arising from needing less staff in the booking office because of social media and involves what you are currently spending on your other areas versus what you would have spent without using social media.

Finally the development of a KPI should be linked to an objective (see Section 2) and involve a member of staff who would be responsible for its analysis and a budget in order to ensure it is measured on a regular basis for accountability. Section 6.x proposes a diagnostics framework for e-marketing metrics.

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## 1.3 SWOT Analysis

A SWOT analysis is used to determine the internal strengths and weaknesses of a company, as well as external opportunities and threats. SWOT draws your attention to your weaknesses thereby allowing you to minimise threats, while highlighting your strengths so that you can take advantage of any opportunities that may arise.

The 'Strengths' and 'Weaknesses' represent the internal analysis of the organisation and are contained in the KPIs. The 'Opportunities' and 'Threats' represent the external analysis of the company that can arise from the PEST factors:

- Political – laws or regulations that affect your organisation.
- Economic – variables that impact on all related markets.
- Social – the trends that affect the firm's market place.
- Technology – digital disruption.

The external analysis also includes analysing customers and benchmarking competitors.

The SWOT analysis requires suggestions and opinions from all senior management in order to leverage the expertise of all the people who know the business best.

**Strengths** – these are internal factors and can be identified by considering the following;

- In what areas do you have better resources than your competitors?
- Do you have a sustainable competitive advantage?
- What areas of the business should you focus on?
- What are people in your market likely to see as strengths?
- What factors deliver sales?

### Greyhound Industry strengths

1. Irish greyhound breeders have skills have been passed down over the generations resulting in the quality of Irish racing stock being regarded as the best in the world.
2. Night time where customers are most susceptible to spending disposable income.
3. Modern Stadiums of a very high standard with Shelbourne Park being regarded as the best racing venues in the world.
4. Stakeholder's goodwill – there is a strong passion for the sport which could be used to help market the IGB product range.
5. Most tracks are centrally located in towns and cities.
6. Revenue generation not limited to the capacities of the 17 tracks. If the stadium is full, people can still bet on the app.
7. Exciting action every 15 minutes

**Weakness** – these are internal factors and can be identified by considering the following;

- In what areas do you have fewer resources than your competitors?
- What areas could you improve?
- What areas should you avoid?
- What are people in your market likely to see as weaknesses?
- What factors lose you sales?

Greyhound Industry Weaknesses:

1. Huge debt.
2. Tote percentage take is too high.
3. Confused branding i.e. IGB versus Go Greyhound Racing.

**Opportunities** – these are outside factors that are external to the business and can be identified by considering the following questions;

- What opportunities are open to you?
- What trends could you take advantage of?
- How can you turn your strengths into opportunities?
- Are you aware of any interesting trends?
- Is there a change in the market that might open up an opportunity to the company?
- Is there a change in technology that might open up an opportunity to the company?
- Is there a change in government policy that might open up an opportunity to the company?
- Are there any changes in social patterns (population profiles, lifestyle changes...) that might open up an opportunity to the company?

Greyhound Industry Opportunities:

1. Develop new revenue stream using technology to attract off-track betting
2. Maximise population in Dublin by opening the 2 tracks over the weekends.
3. Get high street bookmakers to take tote bets on HX and SPK.

**Threats** – these are outside factors that are external to the business and can be identified by considering the following questions;

- What obstacles do you face?
- What are your competitors doing?
- Are quality standards or specifications for your job, products or services changing?
- Is changing technology threatening your position?
- Do you have bad debt or cash-flow problems?
- Could any of your weaknesses seriously threaten your business?

Greyhound Industry Threats

1. Welfare issue adversely affects major sponsors.
2. Integrity - drugs
3. Debt.

In addition the external analysis outlined in 'Opportunities' & 'Threats' above should also include analysing customers and benchmarking competitors.

The SWOT analysis outlined above takes a 'Macro' view of the business. However there is also a requirement for a 'Micro' analysis in terms of digital marketing. This internal analysis should focus on comparing the strengths and weaknesses of the digital channel with other channels; i.e. it is an internet-specific SWOT or e-SWOT.

The following tactical tools should be analysed to determine the industries online strengths and weaknesses;

- Customer database – is it clean, segmented and integrated? Can you deliver personalised communications (one-to-one) through every communications tool both online and offline? Does it link all online and offline tactical tools together?
- Online customer care – has your speed of response or speed of resolution increased or decreased? Do you measure it? Do you use social media to improve customer care?
- Web site – is it a user-centred design that is effective in converting visitors to outcomes? Do you use customer scenarios and usability testing? Can it provide behavioural analysis?
- Mobile marketing – How will the app integrate functionality? How will consumers interact? How often will you update data and functionality? Apply diagnostics to the search results and where links from the app take the user to ensure that the landing page is mobile friendly.
- Opt-in email campaigns – are they responsive? Are they generating results?
- Web links – are referrals being generated from a range of sources?
- Display ads or sponsorship – are click through rates and customer acquisition costs favourable?
- Interactive TV – if it's relevant to your marketplace, have you any experience with it?

### **Benchmarking**

What do your competitors offer on their web sites that you don't? Who are they? Are there new online players entering your market? What are their differentiators? The [Wayback Machine](#) allows you to see old web pages dating back to 1996 which can be useful if you need to track how an organization or a brand has evolved over time.

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## 1.4 Brand Analysis

Currently the greyhound industry has registered the domain names igb.ie and gogreyhoundracing.ie but it appears that the Go Greyhound Racing brand is not being promoted and this domain name is due to expire in May 2017. The image below appears to be main focus in terms of branding and it could be argued that the Go Greyhound Racing brand would mean more to paying customers than the name of a semi-state company.



### Irish Greyhound Board

The greyhound industry should decide on an image, a tag line and an exact logo colour to promote to ensure consistency. By using greyhound-data, we can leverage the industries grass roots supporters who know the industry best to come up with the best 4 or 5 word tag line and get them to consider images that would promote greyhound racing. A competition could be run where the best suggestions would win a night at the dogs for a big final. This would be a cost effective way to develop the brand while also including the grass root supporters in the marketing of their sport.

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## Section 2 – Objectives

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### 2.1 Introduction

Objectives answers the questions ‘Where are we going, or where do we want to be?’ Why go online? What are the benefits, what is the purpose of going to all of this effort? Good objectives are quantified and have clear timescales. The overall objective for the industry should be to develop sales & marketing campaigns that are proactive, differentiates the product from the competition and generates new quality subscribers that fits the industries buyer persona and then convert them into customers.

However the devil is in the detail and a SMART approach should be adopted to develop these digital marketing objectives on a granular level. They should be **specific** in that the key objectives are clearly described and understood. They should be **measured** meaning that each element of the project should be controlled and quantified in terms of performance management (see section 6) specifying who is ultimately responsible. They should be **attainable** (ensuring results are achievable given resources), **relevant** (why have a goal if it doesn't make any difference) and **time bound** to ensure milestones are not allowed to drift.

It goes without saying that objectives cannot be set until a ‘Situation Analysis’ for the greyhound industry is completed as outlined in section one. Key performance indicators (KPIs) should be established and by determining the industries current status in terms of sales & marketing, allows us to set the objectives and define where we want to go into the future. Coffey & Smith (2013) outlined five types of objectives for digital marketing that can be summarised as the 5Ss – Sell, Serve, Speak, Save and Sizzle. Each of these broad headers can be used and applied to generate specific objectives as soon as the IGB’s status quo has been determined.

Another overall objective would be to streamline the organisation’s lead generation, segmentation, lead nurturing and lead scoring, customer lifecycle marketing, cross-selling and up-selling, customer retention, and marketing ROI measurement. The technology is readily available that ensures that these practices are possible and requires the following;

- (i) A central marketing database that includes detailed prospect and customer interactions and behaviours. It should allow you to segment and target the right message to each customer. The aim should be to deal with every subscriber in the database as a recognizable individual with unique preferences regardless of how the customer comes into contact with the greyhound industry.
- (ii) An engagement marketing environment that allows for the creation, management and automation of marketing processes and conversations across online and offline channels.
- (iii) An analytics environment that tests, measures, and optimises marketing ROI and its impact on revenue. Therefore highlighting what worked, what didn’t, and where the industry can improve.

Digital marketing objectives are achievable by generating traffic onto the website and app, capturing information for the IGB database through on-line behaviour analysis, converting this traffic into registered users through innovative marketing activities and developing these registered users into tote betting and visits to the race tracks.



## 2.2 Sell

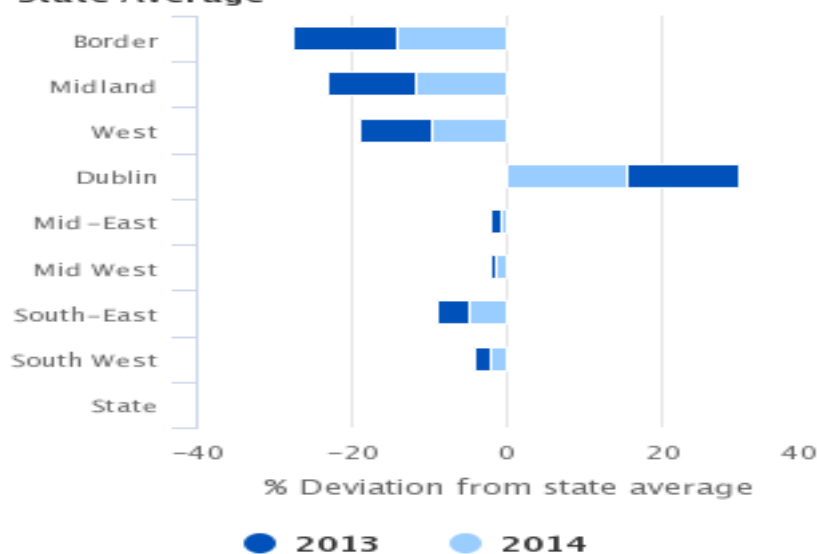
An important selling objective will be that the two Dublin tracks support any regional tracks that may be struggling due to their location population. Harolds Cross and Shelbourne Park are the two most profitable tracks of the 17 greyhound tracks in Ireland because Dublin has a population of 1.5 million and these people spend their disposable income on the weekends.

Therefore it makes sense to ensure that SPK and HX are both open on Fridays, Saturdays and possibly Sundays because people in Dublin have more disposable income and tend to spend it at the week-ends. Different dogs, different crowds – so while certain customers want top class racing and will only go to SPK there will be many others who are more concerned about a fun night out and will visit HX due to convenience or affiliation to the crowd.

These assumptions are confirmed by Davy (2015) who stated that “Ireland’s economy is especially reliant on its capital. The share of Dublin in nominal GDP remained close to 40% throughout the period 2002-2011. Including the mid-east region, comprising counties bordering Dublin, the share rises to close to 50% of GDP. In comparison, official ONS data indicate that London’s share of the UK economy is just over 20%”.

In addition a Central Statistics Office (2017) statistical release highlighted that “out of the eight regional authority areas, the Dublin region had the highest average disposable income per person in 2014. At €21,963 it was 14.5% higher than the State figure of €19,178... Dublin continues to remain the only region with higher per capita disposable income than the State average during the entire 2006-2014 period while the Midland, Border and West regions continue to earn less than the State average.”

**Figure 1: Disposable Income Per Person Percentage Deviation from State Average**



Source: CSO Ireland

A key strength for the industry is the ability to extend the client base outside the greyhound industries 17 stadiums. Improvements in technology have resulted in a wider distribution of

potential customers for tote betting which will grow turnover. Therefore significant opportunities and add-on revenue streams have become possible as it has become cost efficient to reach tote customers outside of the tracks. This gives greyhound racing a huge advantage over its nearest competitor, Horse Racing Ireland because it is a night time sport where customers are most susceptible in terms of spending disposable income.

An important objective from a digital marketing perspective would be the integration of the IGB's database where the website and the customer touch points (i.e. app sign-up, website log-ins and social media engagement) are integrated to provide the relevant 'db fields' that feed into the database. This will allow segmentation that ensures interaction with every subscriber in the database is on a 1-to-1 basis as a recognisable individual with unique preferences.

In addition by developing a relationship with customers on a one-to-one basis through segmentation and an integrated database ensures that promotions and incentives are easily communicated to the right customers. KPIs are used to monitor and maintain positive activities ensuring that the IGB is pro-active and continually pushing growth through both online and offline communications thereby ultimately driving sales.

Note that it is not just a case of on-line sales as many off-line sales would be partly due to online activities such as on-line browsing on the website before physically visiting the race track. Therefore mixed-mode selling is vital, allowing clients to research and buy both online and offline. Therefore another objective to set is the indirect online revenue contribution – the proportion of off-line sales that are influenced by digital communications.

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## **2.3 Serve**

Research indicates that the Internet has become an indispensable corporate tool in terms of customer-service orientation (Levenburg, 2005). Therefore there is an opportunity to add value through technology by providing customers with a range of information such as relevant apps, an online forum, Q&A service, on-line information packs and so on. Social media provides new and important customer service channels that should be utilised thereby reducing the customer service staffing levels.

When the level of customer-service orientation has been set then objectives can be formulated around adding value to IGB customers online. There are many social listening tools available such as [Radian6](#), [Get Satisfaction](#), [Kampyle](#) or [UserVoice](#) that get the information about what users are saying about the brand on-line so that these objectives can be measured.

The IGB's digital presence can be further developed to increase the company's efficiency and will be one of the core dimensions that Zeithaml et al. (2001, 2002) used to evaluate e-service quality. This will strengthen the effectiveness of the website through customer retention and substantial research in this area by Chang (2005), Parasuraman et al. (1988) and Van Riel et al. (2004) has indicated "overall satisfaction to be primarily a function of perceived service quality. Compared to transaction specific satisfaction, overall satisfaction reflects customers' cumulative impression of a firm's service performance. In turn, it may serve as a better predictor of customer loyalty" (Hsin Hsin Changa et al. 2009).

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## **2.4 Speak**

This involves getting closer to customers by tracking them, asking them questions, creating a dialogue and obtaining information about them. In digital media, the client often initiates contact by seeking information or an experience through the companies' virtual presence.

This interaction means that it is vital to ensure high visibility on-line through search marketing in what is called 'pull marketing' or 'inbound marketing'. Consequently objectives should be developed that incorporate this approach (inbound marketing was developed by Halligan & Shah 2009) which emphasises the importance of content marketing, search marketing and social media in generating customer engagement.

The greyhound industry is very lucky to have the greyhound data platform that is visited by a large percentage of the greyhound industries stakeholders. This digital channel should be explored further in order to leverage this target audience to drive sales and marketing for the greyhound industry.

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## **2.5 Save**

Objectives should be linked to KPIs such as 'conversion rates to specific goals' which can highlight savings where improvements are indicated by revenues going up and / or percentage marketing costs going down. Saving on costs can include promotions, digital media channels, customer service, sales transactions and administration, print and post, which consequently increases the profits on transactions.

For example an efficient on-line customer service system allows customers to service themselves which saves money and increases customer satisfaction. This is especially relevant to the greyhound industry's current cost structure where 40% to 50% of the marketing budget has been spent on a booking office.

In addition a centralised system for grading and selecting races should be developed. This would allow staff at each individual track who are currently spending most of their time grading races and dealing with owners, to concentrate fully on sales & marketing.

Other savings include cost-effective digital media channels such as affiliates and paid search which are 'pay per performance' media. It is easy to verify users since they can self-serve which results in fewer inbound phone calls to manage.

This reduces the level of inbound calls which can restrict and hinder phone conversations to the customers who need or prefer talking on the phone. Savings are attainable in print and distribution through downloadable pdf's as well as saving money through sending emails rather than postage.

Saving is the objective header that can create money quickly and therefore will make any business case while the other benefits of digital marketing (selling, serving, speaking and sizzling) strengthen the business case.

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## 2.7 Sizzle

'Sizzle' is all about building your brand through various platforms to ensure that the customer gets a positive online brand experience. This element sees the introduction of new and exciting features that will entice your customer to make that conversion.

Sizzle also involves extending the brand online which allows you to reinforce brand values in a new medium. The Internet allows companies to strengthen or add some 'sizzle' to their brand by enhancing their image, creating an improved customer experience and adding value through relevant offerings. For example the IGB website could give the customer a 'virtual tipster – after they communicate their interests via an online questionnaire, which would allow the 'tipster' to suggest relevant betting options.

Other offerings could include relevant apps, white papers, viral emails and video clips to enhance the online brand experience (section 4.7). For example a Shelbourne Park T.V. station could deliver big race previews, live racing and reviews that add value to the customers and this extra sizzle can enhance the brand both online and offline. This would be similar to the 'Greyhound View' programme which was used over a decade ago to encourage new visitors, new owners and new syndicates

The brand is affected by the reality of the actual experience when using the brand and the perception, or image, associated with the IGB. In addition to the real experience, these perceptions are built through advertising, sales promotions, direct mail, public relations, exhibitions, telesales, packaging, point of sale, web sites and the most compelling communications tool, word of mouth. All of these communications tools work both online and offline. Slow and sloppy email campaigns damage the brand while non-responses can kill it. Consequently it is important to protect the brand through achieving trust about security and confidentiality.

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## Section 3 – Strategy

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### 3.1 Introduction

Strategy answers the question ‘How do we get there?’ and defines elements to achieve digital marketing objectives using a range of tactical e-tools and a revised marketing mix. It is the development of a basic structure for your digital marketing campaign comprising of an undetailed plan of action over a defined period of time that addresses the company’s objectives and its feasibility taking into account the organisations capabilities.

***Questions answered through a well-developed ‘SMART’ strategy would include;***

- How will the sales objectives be delivered?
- Which customer segments will be targeted with what value propositions?
- What communications strategies will be used to support customer acquisition, conversion and retention?
- Which marketing mix will be used to acquire new customers?
- Which customer relations strategy will be used for customer retention?
- Will the online customer proposition be different to the offline one?

***The strategy is created by determining what must be done for the following stages;***

1. Brand strategy - identifies the firm’s service from competitors. It should be distinctive with the aim of being instantly relatable to the service that the IGB provides thereby instilling a sense of trust and loyalty. A brand is developed through the images, digital messages and how customers respond to the service and their subsequent opinions of greyhound racing brand versus competitors’ brands.
2. Market segmentation – who exactly does the IGB plan to target with their sales and marketing campaigns?
3. Value proposition – what is the proposition the marketing campaign is making towards the consumer? Value propositions are composed of a “marketing mix” of what the product is, the price of the product, how much promotion the product is receiving and where exactly you can acquire the product. Both the proposition and marketing mix is used in an attempt to entice the consumer to buy the service.
4. Online representation – examines the range of online presence that the IGB currently has i.e. website, app, email, social media and mobile and what exactly it is you’re currently doing with these forms of online media. Then attempts to find other ways of doing it differently or in a more improved way to gain more attention online and achieve more exposure.
5. Content management – examines the content that the IGB is currently sending out and attempts to improve the content to be more relevant, interesting or helpful in order to captivate the targeted audience.
6. Conversion - deciding how you plan to convert consumers such as through the provision of incentives.
7. Retention – keeping your customer’s attention once you have acquired it through your marketing campaign. This involves creating consistent high quality content that is engaging and relevant to the consumers’ interests.

The aim is to integrate all the above stages in order to create a meaningful strategy that will achieve all the objectives that the IGB has set for each marketing campaign.

“Internet marketing strategy is a channel marketing strategy which defines how a company should set channel specific objectives and develop a differential channel-proposition and channel-specific communications consistent with the characteristics of the channel and consumer usage of it” (Chaffey et al., 2006, p.152).

The starting point for a strategic marketing plan should be the identification of all the possible revenue streams that are available and add-value to the firm. Only then can you develop a series or set of hypotheses that allows us to organise our thinking in terms of the relevant market segments to focus the tactical tools (section 4) on, for each of the profitable revenue streams. In other words the market segment determines the marketing mix.

Armstrong and Kotler (2003) define market segment as a group of consumers who respond in a similar way to marketing efforts. Consumers can be grouped in various ways based on demographic, psychological, geographic and behavioural factors. After segmentation is complete, target markets should be chosen from all the suitable segments. This involves evaluating each market segment’s attractiveness and then selecting one or more segments to engage (Armstrong and Kotler, 2003).

*Key strategy components to consider include;*

- Revenue streams – defines the customer segments that are being targeted? How do we break the market into segments and who are going to be targeted to develop each revenue stream? What is the target market for each identified revenue stream?
- Objectives – ensure that the strategic decisions are aligned to the objectives.
- Positioning – develop an exact position in the market place through the identification of the value propositions.
- Sequence – there should be a sequence for tactical tools. For example do we need to develop credibility before raising visibility such as developing a credible mobile app before raising the visibility and generating a lot of traffic?
- Acquisition or Retention – is there an emphasis on acquiring new customers, or on customer retention and increasing the average spend. Customer acquisition requires a different emphasis on tactical tools such as natural search, paid search and display ads compared to a customer retention tool such as an email campaign.
- Tactical tools– the mix of both online and off-line tactical tools will be decided by our strategic decisions i.e. click or brick.
- Integration – the web site processes and all the customer touch points (from social media, app sign-up forms, online registration details or even telemarketing) should be integrated into the database. The aim should be to deal with every subscriber in the database as a recognizable individual with unique preferences regardless of how the customer comes into contact with the company. Can the online activities and the offline processes be integrated into the IGB database?
- Social media – is more than a tactical e-tool as it can become a platform for listening to and engaging with customers (see section 2.3). Content strategy can include social media by determining what topics will be published in which media on what platforms.

Digital marketing strategy focuses on what you’re about to do online and is affected by both the prioritisation of objectives and the amount of resources available for tactics. The strategic ‘bottom line’ is all about establishing an integrated database between your web site and all other customer touch points.

Longer term strategic perspectives can involve the development of an Internet strategy, an intranet strategy and an extranet strategy while a simple shorter-term strategic perspective might involve traffic generation or traffic conversion to sales.

It is important to develop email and mobile messaging as part of an integrated customer communication strategy, which involves outbound and inbound communications. Outbound communication is used to facilitate initial and especially repeat sales through e-campaigns to an email address listing and should be integrated with other outbound communication mediums such as voice, direct mail and SMS. Inbound communications involve answering customer enquiries from emails, social media and other web-based enquiry forms that have been integrated into the online service.

Finally it is worth considering motivation theory when developing a strategic digital marketing plan as it considers what motivates users to act a certain way. Motivation theories can be split broadly into content (i.e. behaviour) and process theories. Content theories are concerned with 'what' motivates people and focuses on individual needs and goals, similar to theories put forward by Maslow, Alderfer, Herzberg and McClelland.

Process theories on the other hand, deal with the process of motivation and are concerned with 'how' motivation occurs. Vroom, Porter & Lawler, Adams and Locke studied motivation from a process perspective. Many believe that content or behaviour theories are better than process theories when applied to digital marketing campaigns.

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## **3.2 Digital Disruption**

Digital transformation is shaping the way businesses and customers operate today. It has become important to understand how to leverage technology in order to innovate and better serve customers.

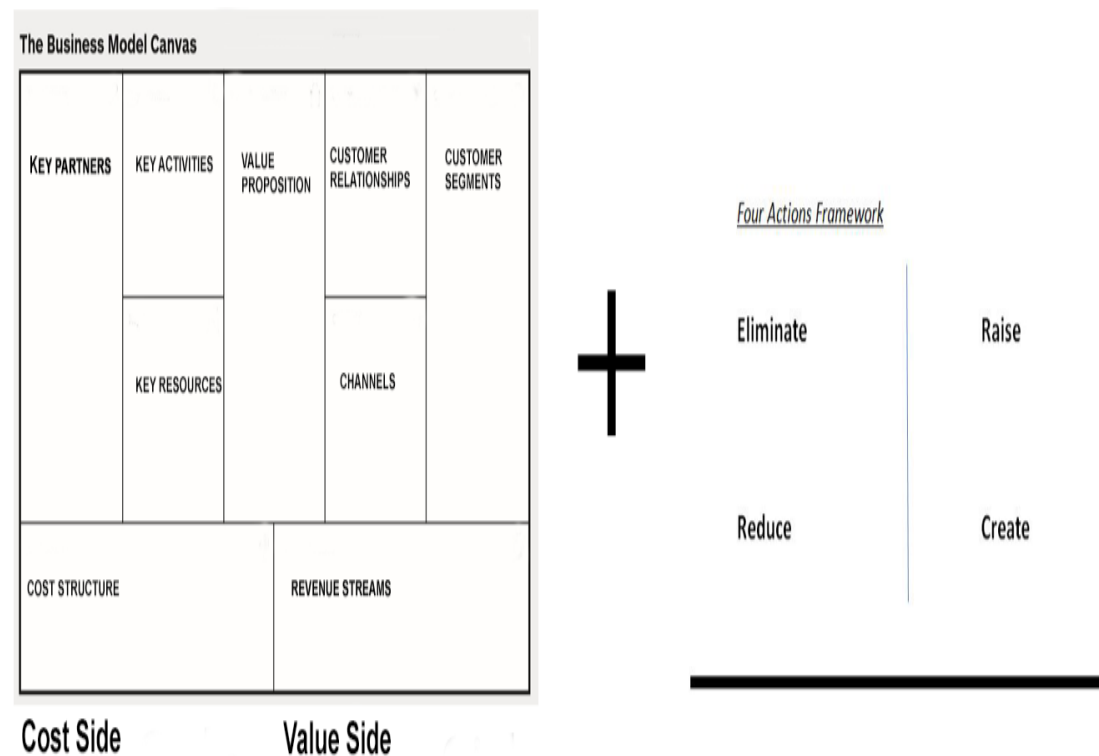
Digital transformation from a reactive prospective is about coping with the disruptions brought about through social, mobile, and digital technologies. However from a proactive prospective, it can present the greyhound industry with the tools to create a "sustainable competitive advantage" (Boundless 2015) thereby becoming a disruptor in the Irish entertainment industry (Haydon 2014).

"Digital technologies empower customers like never before, transforming their relationship with brands and products. The speed with which consumers embrace these new touch points is only getting faster, blindsiding traditional firms that struggle to adapt" (Gill 2015).

Consequently digital transformation is impacting businesses across all industry sectors and presents businesses with new opportunities to innovate, retain and capture more market share in current markets, enter new areas and streamline the way their organisation currently operates.

Technology is impacting customer behaviour and changing business models as systems and processes are becoming faster, smarter and waste-free. By embracing digital technologies and focusing on innovation, the greyhound industry can not only position itself for success today but into the future as well.

The aim is to combine strategy theory and digital marketing to leverage technology to gain a disruptive competitive advantage. The initial step is to perform business model audits using business tools to highlight the areas of the business that are receptive to digital transformation. An essential part of the audit will require a deep analysis of the greyhound industries business model in order to understand the areas where these technologies are business critical and can be leveraged to create a “competitive advantage” (Porter 1985).



The business tools that are recommended for this analysis are the Business Model Canvas (Osterwalder & Pigneur 2010) and the four actions framework from the Blue Ocean Framework (Mauborgne & Chan Kim 2005) as displayed in the image above.

#### *Blue Ocean Framework*

The four actions framework challenges an industries strategic logic and established business model with the following four key questions.

- **Eliminate** – which factors can you eliminate that your industry has long competed on? Which of the factors that the industry takes for granted should be eliminated?
- **Reduce** – which factors should be reduced well below the industry standard?
- **Raise** – which factors should be raised well above the industry standard?
- **Create** – which factors should be created that the industry has never offered?

‘Blue Ocean Strategy’ is about simultaneously increasing value while reducing costs. This is achieved by identifying which elements of the value proposition can be eliminated, reduced, raised or newly created.

The first aim is to lower costs by reducing or eliminating the features or services that do not add value to the IGB. The second aim is to enhance or create high-value features or services that do not significantly increase the cost base.



### *Business Model Canvas*

The 'Business Model Canvas' consists of a value & customer focused side (right-hand side) and a cost & infrastructure side (left-hand side). Changing elements on the right hand side has implications for the left-hand side. For example if we add to or eliminate parts of the value proposition, channels or customer relationship building blocks, then this will have an immediate implications for resources, activities, partnerships and costs.

Blending these two strategic frameworks allows you to systematically analyse the IGB's business model from value creation, customer and cost structures perspectives. You can ask the four action framework questions (eliminate, create, reduce, raise) about each of the business canvas building blocks and immediately recognise implications for the other parts of the business model e.g. implications for the cost side when changes are made to the value side and vice versa.

The following three different perspectives provide ideal starting points from which to start questioning the business model using these two business tools;

#### ***(i) The customer segment perspective – exploring customer impact***

Consider the four actions framework questions about each business model building block on the customer side of the canvas (channels, relationship & revenue streams). Analyse what happens to the cost side if you eliminate, reduce, raise or create value side elements.

- Which new customer segments could you focus on and which segments could you possibly reduce or eliminate?
- What gains do new customer segments really want to have done? What pains do new customer segments really want to have solved?
- How do these customers prefer to be reached and what kind of relationship do they expect?
- What are the cost implications of attaining and serving new customer segments?

#### ***(ii) The value proposition perspective - exploring value proposition impact***

Start the process of transforming your value proposition by asking the four actions framework questions. Simultaneously consider the impact on the cost side and evaluate what elements you need to (or could) change on the value side such as channels, relationships, revenue streams and customer segments.

- What less-valued features or services could be eliminated or reduced?
- What features or services could be enhanced or newly created to produce a valuable new customer experience i.e. a new customer segment?
- What are the cost implications of your changes to the value proposition?
- How will changes to the value proposition affect the customer side of the model?

#### ***(iii) The cost perspective - exploring cost impact***

Identify the highest cost elements and evaluate what happens if you eliminate or reduce them. What value elements disappear and what would you have to create to compensate for their absence thereby keeping the customer i.e. identifying the minimum viable product (MVP). Then identify infrastructure investments you may want to make and analyse how much value they create i.e. maximising the opportunity costs.

- What are the average costs per revenue stream in relation to turnover?
- Which activities, resources and partnerships have the highest costs?
- What happens if you reduce or eliminate some of these cost factors?
- How could you replace, using less costly elements, the value lost by reducing or eliminating expensive resources, activities or partnerships?
- What value would be created by planned new investments?

This analysis will identify the most and least profitable customer segments for the IGB. This will ensure that resources and funding are applied to those areas that produce the greatest positive return while eliminating whenever possible those activities that do not create value.

At this stage we will have identified exactly;

- (i) What value does the product deliver to the customers?
- (ii) For whom are we creating value and who are our most important customers?
- (iii) How the marketing message gets to the relevant customer segment?
- (iv) How the value proposition gets to the relevant customer segment?

By knowing which areas we want to focus on and which areas need to be phased out then we will be in a position to develop and execute a digital marketing plan for each identified revenue stream that incorporates both traditional and digital marketing i.e. multi-channel marketing.

“When companies adopt technology, they do old things in new ways; when companies internalize technology, they find disruptive new things to do... Digital disruption is a mindset that ultimately leads to a way of behaving; a mindset that bypasses traditional analog barriers, eliminating the gaps and boundaries that prevent people and companies from giving customers what they want in the moment that they want it... [and it] accelerates competing ideas even as it facilitates the entry of a previously impossible number and magnitude of ideas” (McQuivey 2014).

### **3.3 Identifying Revenue Streams / Target Markets**

The Business Model Canvas can help to identify the potential revenue streams that are available to the greyhound industry. This is achieved by providing a deep analysis of the customer side of the canvas (value proposition, customer segments, channels and customer relationships). It is an efficient way to define the strategic direction by highlighting how a business creates value for itself while delivering services for its customers.

The aim is to identify all the customer value propositions that can add value to the IGB, where each one represents a separate target market or revenue stream that should be analysed further, on an individual basis, to determine if it is viable and worth investing time and resources. And inactive revenue streams are opportunities that have not yet been developed and resourced.

The analysis begins by adopting a macro view for the greyhound industry by coming up with a list of all the value propositions that are available and add value to the IGB. The following list of value propositions is a first draft and requires input from IGB personnel, who naturally have the in-depth knowledge about the business that is required to maximise this process.

The value proposition building block describes the bundles of products and services that create value for a specific customer segment. Some value propositions may be innovative & represent a new or disruptive offer while others may be similar to existing market offers but with added features and attributes.

**1. Value proposition** – answers the question, ‘what are we building and for who’? What values does greyhound racing deliver to the customer? It is not about the idea or product; it’s about solving a problem or satisfying a need for the customer and to achieve this you need to know who your customers are. The customers are trying to fulfil a need or solve a problem and consequently the problem or need differs and will help to identify the different customer segments that should be targeted.

In terms of the greyhound industry the value proposition involves fulfilling a need and you strive to develop a product that solves these needs by offering a different bundle of services and prices to each customer segment. The following is a list of needs that relate to the greyhound industry and time should be spent to draw out all of these needs in detail.

- a) A family night out that caters for the kids and the adults.
- b) Somewhere to bring a date with good food and fast moving entertainment.
- c) Tote betting where you can bet a little but win a lot.
- d) Where the racing is straight so serious punters with strong opinions can justify the time spent studying form through a vibrant betting market.
- e) Owners and breeders looking for a venue to enjoy their hobby.
- f) Single couples looking for an alternative night out.
- g) Married couples looking for an alternative night out
- h) Companies using a night at the dogs to entertain clients.
- i) Companies using a night at the dogs to reward staff.
- j) Impulse punters who like betting on apps but don’t want to go to the track.
- k) Organisations that use greyhound racing to support fund raising efforts.

The optimum goal of figuring out the customer value proposition is to understand the minimum viable product (MVP) where you are trying to determine the smallest possible feature set that can be produced that solves customer pains and / or creates customer gains, to the point where they are willing to pay for this service.

**2. Customer segments** – Who are my customers and why would they buy? For whom are we creating value and who are our most important customers? By identifying the different value propositions that relates to the greyhound industry allows for the provisional identification of the customer segments and each of these segments requires extensive validation. Usually there is more than one customer archetype for each segment and they must be known in detail in order to initiate a plan of action in terms of marketing.

For example customers who fit into the need for straight racing with a vibrant betting market could possibly be male in the age category of 25 to 50 years and have a high level of disposal income. When this hypothesis is validated then any marketing campaign to convince them to use greyhound racing becomes much more targeted and therefore more effective.

Consequently there is a need to narrow down and identify detailed customer segments and each of these segments requires extensive validation. Through validation we can figure out the customer's geographic, social and demographic characteristics in order to develop an archetype or persona of the customer. Usually there is more than one customer archetype for each segment and they must be known in detail.

Another important element of customer development is the agile engineering process which is basically built around the idea of iteration and the incremental delivery of the product. This concept means that instead of building every possible feature on day 1, we are going to incrementally and iteratively interact with customers, test each portion of the product and discover if what we are building actually solves customer pains and / or creates customer gains.

Note that it is important to establish who the customer is in context. For example in a business to business sale; the user of the product is not always the person who will pay for the product or make the purchasing decision.

A problem – solution fit is achieved when the features of your value proposition, perfectly match the characteristics of your customer segment profile. When your value proposition gets traction with real customers and the market validates this problem – solution fit then you have achieved product market fit.

**3. Distribution channels** – How does the product get to the customer. It defines how the product value proposition gets to the relevant customer segment. How will the IGB be selling and distributing the product?

Channels have five distinct phases and each channel can cover some or all of these phases.

1. Awareness - How do we raise awareness about the benefits that greyhound offers?
2. Evaluation - How do we help customers evaluate the value proposition?
3. Purchase - How do we allow customers to purchase our products and services?
4. Delivery - How do we deliver a value proposition to customers?
5. After sales - How do we provide post-purchase customer support?

Communication, distribution, and sales channels comprise a company's interface with customers and are customer touch points that play an important role in the customer experience by highlighting the product, allowing them to purchase specific products and providing post-purchase customer support. In addition, 'is the distribution channel direct' in that do you offer the product on a company website or through the companies' direct sales force or 'is it indirect' such as using a third party companies.

If we examine 'impulse punters who like numerous small bets', it becomes obvious that distribution channels are very important in maximising these customers. Consider the potential customers who don't make it to the track for whatever reason but who would bet on greyhound racing in the right circumstances. For example pubs whose customers had the right demographics should be identified for each major town and fed a live feed from the 2 top meetings every weekend with the similar restrictions that the lotto machines put in shops i.e. one or two per town in order to create a demand for these feeds.

These customers could then bet on the tote using their apps and with the right promotion for the app and the pub, we could generate a new significant revenue stream. The only costs would be relatively small as the racing is happening anyway and the pubs become potential advertisers and sponsors of races for their nearest track. In addition the IGB could examine synergies and discuss possible cost sharing with Horse Racing Ireland and the Vintners Federation Ireland (VFI) as there are substantial benefits 3 organisations.

Communication, distribution, and sales channels comprise a company's interface with customers. These are customer touch points that play an important role in the customer experience by highlighting the product to the IGB's customers, allowing them to use the service and providing post-purchase customer support.

**4. Customer Relationship** – This effects how a company will GET, KEEP and GROW customers and interacts with the value proposition, segments and channels. There is a need to clarify the type of relationship the IGB wants to establish with each of the identified customer segments.

Customer relationships may be driven by customer acquisition, customer retention or upselling. For example, in the early days, mobile network operator customer relationships were driven by aggressive acquisition strategies through free mobile phones. When the market became saturated, there was a switch in the customer relationship to focusing on customer retention and increasing average revenue per customer.

*Get Customers* → Acquire & convert.

*Keep Customers* → Fulfilment and consequently retention.

*Grow Customers* → Referrals, up selling & cross selling

Other questions to be answered in relation to customer relationships include;

- (i) What are the customer acquisition costs?
- (ii) What are the customer conversion rates?
- (iii) What is the customers' life time value?

**5. Revenue Streams** – How do you actually make money from the website from each of the four customer segments? Revenue streams ask the question; what value is the customer actually paying for and what strategy will be used to capture that value. Payment options include;

- (i) Licence agreement
- (ii) Subscription fees
- (iii) Usage fees
- (iv) Advertising Revenue
- (v) Straight purchase
- (vi) Virtual currency

Note that the revenue model or strategy is different from the pricing tactics which is the euro amount that will be charged to the customer and the best way to find the best revenue stream is through customer interaction.

Note that the revenue model or strategy is different from the pricing tactics which is the euro amount that will be charged to the customer. The best way to find the most effective revenue stream is through customer interaction.

A business model can involve two different types of revenue streams:

- a) Transaction revenues resulting from one-time customer payments.
- b) Recurring revenues resulting from on-going payments to either deliver a value proposition to customers or provide post-purchase customer support.

Other questions to be answered in relation to revenue streams include;

1. What is the average spend?
2. What is the total number of customers per week, month or year and therefore the achievable revenue?
3. Elasticity of demand – what is the optimum percentage take for tote bets?
4. Marketing cost to acquire a customer
5. What is the burn rate? Burn rate is a synonymous term for negative cash flow and using the burn rate lets us determine when a project will run out of money.

The revenue stream is the strategy that the company uses to generate cash from each customer segment. Therefore multiple customer segments may have multiple revenue streams. Each revenue stream will have different pricing mechanisms and there are two main types: fixed and dynamic pricing (prices change based on market conditions).

**6. Key resources** – What are the most important assets that is required to make the business model work? What key resources are required for our value proposition, distribution channels, customer relationships and revenue streams to function efficiently?

1. *Greyhound Owners & Breeders*

The Indecon (2014) report stated that there has also been a significant decline in the number of active owners and in breeding activity. This reduction needs to be addressed immediately as these training & breeding skills have been passed down over the generations resulting in the quality of Irish racing being regarded as the best in the world.

2. *Modern Stadiums*

The quality of the IGB's stadiums are of a very high standard with Shelbourne Park being regarded as the best racing venues in the world.

3. *Stakeholder's goodwill*

There is a strong passion for the sport which could be used to help market the IGB product range. The fact that the majority of stakeholders use the greyhound data website means that this activity can become a cost effective method to market the greyhound industry.

**7. Key partners** – Who are the key partners and suppliers needed to make the business model work? There is a need to determine what are the key resources that will be required from these partners as well as the key activities that must be performed and its timing.

There are four different types of partnerships;

- Strategic alliances between non-competitors
- Coopetition: strategic partnerships between competitors
- Joint ventures to develop new businesses
- Buyer-supplier relationships to assure reliable supplies

Corporate strategy best practice indicates that the implementation of joint venture partnerships with key industry players is an avenue that the greyhound industry should develop. This involves partnering with businesses that your clients use before, during and after they go greyhound racing. The aim is to get your marketing messages in front of your partners' client database little cost.

For example the IGB could partner with major taxi firms where they suggest a night at the dogs to their clients and the IGB stadiums would promote these taxi firms to IGB clients. Alternatively the IGB could partner with HRI to share each other's client database which would allow the IGB to broadcast marketing messages to thousands of relevant contacts that have already built trust with your partner.

**8. Key activities** – What are the most important things the company must do to make the business model work? There is a need to identify the key activities that you are required to become expert at. For example are the IGB expert enough to operate a fine dining restaurant that would be required to cater for a night out 'to bring a date with good food and fast moving entertainment'?

**9. Cost structure** – Key resources, key partners and key activities all add up to the cost structure to operate the business model. When considering the costs of operating the business model, it is not just the obvious costs such as fixed costs like buildings or variable costs such as people and materials but you should segment these costs into;

- (i) What are the most important costs?
- (ii) What are the key resources that are the most expensive
- (iii) What are the key activities that are the most expensive?

The aim is to get a handle on the cost metrics that matter – existing or established revenue streams execute business plans while start-up projects search for business plans. Income statements, profit and loss statements and balance sheets are prescriptive strategy documents so are not really suitable for developing new revenue streams.

Consequently before a business plan there is a need to define an emergent strategic process to determine customer needs and problems through customer development. This involves interaction with customers through trial and error where error is used as a source of information.

Other questions to be answered include;

- a) What are your operating costs?
- b) What are the fixed and variable costs of the business?
- c) How do economies of scale / scope affect the business?
- d) Cost driven (leanest cost structure, low price value proposition) VERSUS value driven (focused on value creation, premium value proposition)

## **Summary**

When you put the above nine areas of a business together, you get a series or set of hypotheses that allows us to organise our thinking. While this is a great starting point, we now need to change those hypotheses into facts.

The customer development process begins with the business model canvas hypotheses and then you get out into the real world and talk to customers, partners and vendors using a structured process by designing experiments, running tests and obtaining data thereby gaining solid insight. This process can be seen as a four step process;

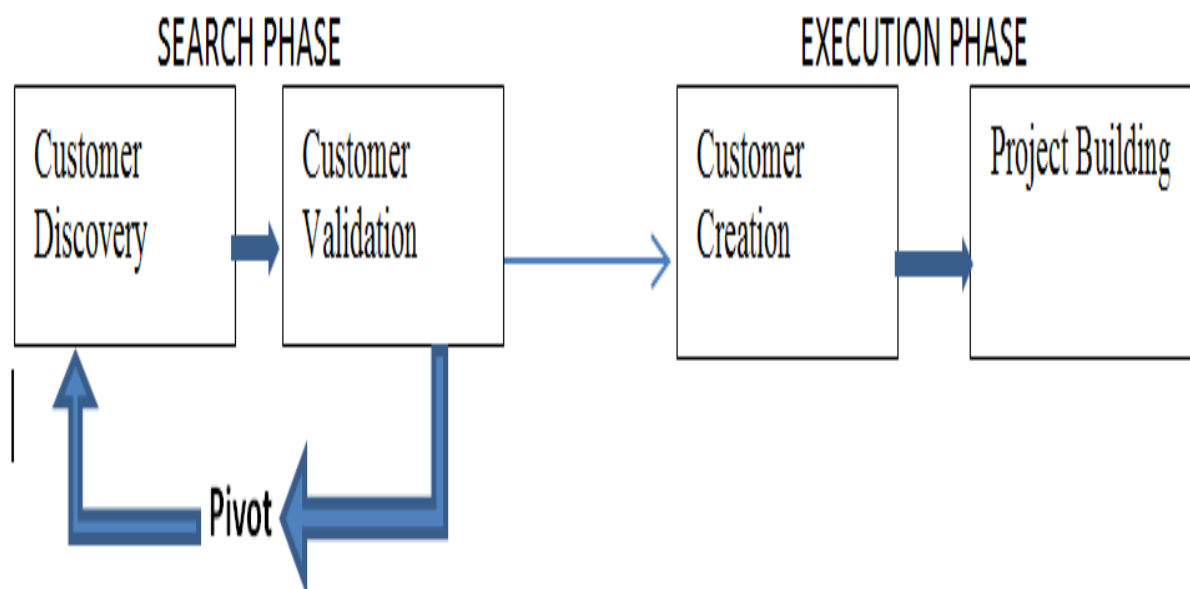
1. Customer Discovery
2. Customer Validation
3. Customer Creation
4. Project Building

Step 1 is customer discovery which involves constructing your hypotheses and then getting out into the real world to test your assumptions on whether other people have the same problem or need that you think they have.

Step 2 is customer validation where you determine if your proposed solution actually matches what you think the customer problem is. This test of the problem and solution between your features and customers is known as the product market fit.

Step 1 and 2 above is the SEARCH part for the business model canvas. Now you must test these primary assumptions as early as possible. Once you have found this repeatable and scalable business model then you go into the EXECUTION phase of customer development.

The EXECUTION phase is about using end user demand and scale which is called customer creation (Step 3) and then developing the elements that actually build the project (Step 4) for scale by transitioning from customer development into a functioning organisation that is orientated for constant and repeatable execution.





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## 3.4 Multi-Channel Strategy

Multichannel marketing refers to the practice of interacting with customers using a combination of indirect and direct communication channels – websites, retail stores, direct mail, email, mobile, etc. In addition it enables customers to take action in response using the channel of their choice to buy the IGB's products. As the number of channels continues to rise there is a need to embrace multichannel marketing as it has become critical.

In 2016, delivering the right message to the right audience isn't enough because of the plethora of channels and choices facing customers. Not only should your customers receive your message, but they should receive it in the channel where they will be at their most attentive, receptive and willing to act. Highly choreographed campaigns that expect customers to change channel or device preferences are unrealistic.

As a result, marketers should constantly develop and coordinate highly orchestrated touch points and micro-campaigns that span multiple channels fluidly, in a way that the customer finds meaningful and trustworthy. It is a holistic approach that takes into consideration what consumers are doing in real time.

Marketing response attribution identifies which channels, campaigns or sequence of touch points contributed to qualified conversions and sales. By knowing what triggered each response would enable marketers to assess whether or not their marketing efforts were getting the best results. The following four steps are vital in order to getting multichannel marketing right;

- a) Single customer view across all channels.
- b) Establish a multichannel marketing platform.
- c) Create consistent customer experiences across all channels.
- d) Building a platform that is beyond one channel is critical.

### a) Single customer view

Creating a single view of the customer across all channels is vital because clients will interact with the IGB in a variety of ways that involve more than one touch point. It is critical to understand how clients behave at every touch point across all channels so that you understand which channels each client is most susceptible to receiving the marketing messages.

Establish a fully integrated centralised database that consolidates all customer data in one place regardless of source and consider the following issues in order to get that single customer view.

- Data manipulation – it is not just about storing lots of data but about what you do and how you use the data.
- Evolution – businesses and customers are constantly changing so that your customer view must evolve. This means continually collecting new data (section 4.3.4) and refreshing and updating old data

### **b) Multichannel marketing platform**

Developing a multichannel marketing platform enables the integration of traditional and new emerging channels that allows a single campaign to be replicated across all targeted channels. The aim is to communicate with the right person at the right time with the right offer through the right channel while reducing costs and improving the performance of your marketing efforts.

A multichannel marketing platform will include processes and technology to support:

- Capabilities for segmentation, workflow creation and campaign execution.
- Advanced analytics including predictive analytics and campaign optimization.
- Advanced execution, including capabilities for content management, event triggering, real-time decision making and next-best-offer management for both inbound and outbound marketing programs.
- Response attribution, including the ability to perform marketing mix optimization, scenario planning and marketing attribution analysis.
- Digital marketing, including capabilities that expand marketing beyond traditional channels to newer channels.

### **c) Create consistent customer experiences across all channels**

Customer experience is a powerful competitive differentiator and users experience your brand as a whole, whether it is through online activities, in a store, over the phone, or any combination. Therefore consistency is as important as the quality of the service and if you treat each channel as a distinct entity, you run the risk of failing to deliver consistency and users do not see a difference between channels

Omni channel marketing is about creating a seamless user experience that ensures that users do not have to re-introduce themselves as they move from channel to channel or device to device. The IGB needs to understand who the user is at every turn and cannot silo the user into one individual channel.

### **d) Building a platform that is beyond one channel**

Most businesses' understanding of a customer is usually limited to one particular silo / channel. However by understanding what a user is all about i.e. their profile, history and transactions can be used to inform all the other channels within the marketing mix and is the first step in building a unified customer identity.

Consequently tracking or getting information about an end consumer is not a one off process. It is a holistic approach that takes into consideration what consumers are doing in real time.

The customer data platform is the intersection of the technology stack and the action that you want to take across the different channels to engage the customer. The different channels all share a need for data and taking Facebook and email as an example, if you were unable to share the data between these 2 channels then we would be unable to understand and co-ordinate the messages between social and email.

Therefore having a common understanding of who the customer is and what the customer data means becomes vital in creating seamless holistic experiences.

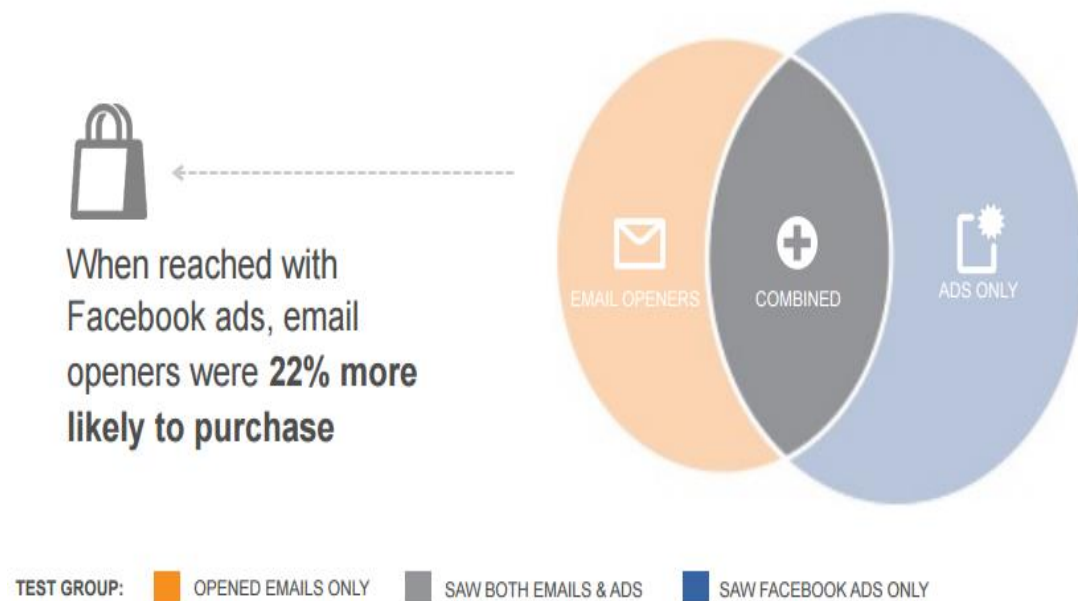
### Multi-channel approach

“Implementing a multi-channel approach has become a necessity—according to a recent Experian QAS® survey, 36% of U.S. organizations interact with customers and prospects in five or more channels” (Marketo 2015). Consequently a multi-channel strategy is becoming an important requirement that includes all of the channels that the IGB’s customer segments engage on.

Rather than relying solely on email to send all marketing communications, it is important to vary the communication mix by connecting via other channels such as social media, SMS, push notifications in mobile apps, and by telephone. Otherwise your subscribers may feel overwhelmed if you use only one channel resulting in too many emails being set. “What began as the exclusive domain in the form of retailing by new innovative entrepreneurs has become aligned to the off-line marketing models of established retailers in the form of a multi-channel strategy” (Grewal et al., 2004).

Therefore, a digital marketing strategy should define the level of resources directed at the different on-line channels that make up the tactical details. In addition these tactical details should complement the off-line channels in the marketing mix to ensure “the right mix of bricks and clicks” (Gulati & Garino 2000). The overall balance of the marketing mix is strategic, while the details of the mix are tactical in that strategy gives clear guidance and direction for all subsequent tactical details.

An example of a multi-channel approach could be where a customer that interacts with you on social media, and then navigates to your website, will receive an email that seamlessly integrates with their experience on these other channels. Email marketing is a vital part of how marketers can build a continuous conversation across channels, so think of it as a way to support and build upon your customers’ experience. The image below graphically displays research by Salesforce and Facebook who discovered that emails when complimented with a Facebook advertisement increased conversion.



(Salesforce & Facebook 2014)

It is important that all the elements of a multi-channel approach should be reviewed and revised frequently to ensure a quick reaction if something is not working. The aim should be to constantly improve through regular detailed measurements by adopting an emergent strategic methodology.

This lean / agile process will involve the idea of iteration and the incremental delivery of the solution through trial and error where error is used as a source of information. If every trial provides you with information about what does not work, you start zooming in on a solution – so every attempt becomes valuable, more like an expense than an error.

Digital marketing plans should not occur in isolation and are most effective when integrated with traditional offline marketing channels such as phone, direct-mail or face-to-face selling. Online channels should also be used to support the whole buying process from pre-sale to sale to post sale and the continuing development of customer relationships.

In addition, any digital marketing plan needs to be a part of a broader marketing plan which should fit in to an overall business plan. A business plan covers systems, procedures, resources and structure, while a marketing plan covers the sales, distribution, communications and delivery of the product or service.

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## Section 4 – Tactics

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### 4.1 Introduction

Tactics are concerned with strategy implementation and focuses on the optimum mix in terms of communication channels. This is achieved by considering all the e-tools (i.e. web site, opt-in email, mobile apps, digital media channels such as paid search and display advertising and so on) that are available, and then using them in a sequence that is aligned to the strategic direction of the organisation. Tactics should be developed only after the strategy has been agreed and set, and tend to be short term and flexible, whereas strategy is more long-term and enduring.

It is important to understand what each e-tool can and cannot do to ensure efficient project management implementation. This will help to decide when, where and how each e-tool is used for each different revenue stream or customer segment. An effective method to achieve this is to implement the PRACE framework (Smart Insights 2012) as outlined below;

*Plan* – This involves working through the tried and trusted marketing fundamentals of customer research, segmentation, positioning and the development of the value propositions for each of the identified revenue streams.

*Reach* – This involves outbound marketing which means building awareness of the IGB and its services through online and offline campaigns including traditional advertising and PR as well as using online tools including generic paid search, organic search, email and social media. It can also include display advertisements on other web sites and using offline media in order to build traffic by driving visits to your different virtual presences such as your website, microsites or social media sites.

*Act* – This involves persuading website visitors or email recipients to take the next step on their customer journey when they land on your website, microsites or social media sites. It's about engaging the audience through relevant, compelling content and clear navigation pathways. Once a visitor comes to your website, what action do you want them to take? This action could be the completion of a survey, making a purchase, registering for an on-line auction or any other action that starts a two-way conversation. For example clicking on a search engine results page (SERPs) link will then take the visitor to a specific landing page linked to that traffic source. Once the visitor clicks on the link, or on an advert, they then enter into the Act phase as they have interacted with the marketing message.

*Convert* – This is where the visitor commits to forming a relationship which will generate commercial value for the business. At this stage the visitor has converted into a subscriber having registered for the betting app. The next stage is to turn the subscriber into a convert – someone who bets on a race. This could involve using the subscribers email address to thank them for registering and incentivising them to look at up-and-coming races by providing information on the runners and trainers. In addition this communication should be relevant to that individual subscriber through online behavioural analysis. For example, if the behavioural analysis shows that the subscriber is interested in racing in Tralee then send information on a Tralee race meeting.

At this stage another personalised email should be sent to reassure the customer that they have made the right decision in using the IGB app. The aim is to encourage the subscriber to engage deeper with the IGB through interaction such as rating the service / quality of the image provided by the app, or through an offer that has relevance and value to the customer. Data collected in the customer journey can be used to show the service in a good light such as showing the benefits compared to a rival. This personalised email content serves to remind the consumer that this is a personal one-to-one relationship.

Then we might send a “recommend a friend email with offers” to further cement the relationship with the aim of converting the user into a regular user of the racing app. This email serves to both continue to engage the original visitor with further offers and to encourage them to extend the relationship to their circle of contacts. Then if the customer does not invite a friend or use the offers then the customer journey tracks this lack of interaction which triggers a re-engage email with a better offer. And if the user still does not return within a couple of days, then a second re-engage email is sent with a better offer.

*Engage* – This involves building deeper customer relationships through time in order to achieve retention goals. The user enters into an on-going conversation with the IGB and from now on they will be shown personalised web page content derived from their online habits and preferences.

The engage phase is when the consumer moves to being a fully engaged contact with an on-going established relationship with the IGB. One to one personalisation continues to support this phase and the email offers become even more personalised. Whilst email is central to the engagement strategy we can simultaneously use remarketing with mobile and social media.

Engagement is a long term game as it is quite common for a customer to be highly engaged at the outset, only to become a lapsed customer shortly afterwards. Consequently it is vital to monitor the gaps between conversions on a continuous basis and target lapsed customers with further offers that contain incentives to re-engage.

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## **4.2 Website**

A firm’s website is the cornerstone of any digital marketing campaign. The objective should be to develop a website that contains all the functionality that is needed to cater for the high volume of clients that will be attracted to the site through innovative multi-channel marketing efforts. The digital marketing plan should be based around ensuring that everyone will easily find the firm’s website and then receive a positive impression, perceiving it to be both professional and streamlined.

In addition, an organisation’s website is usually a visitor’s first port of call and there must be no possibility that the IGB could be losing business when visitors go to check out the organisation on-line. The following are the minimum requirements for any website today;

- (i) Responsive web design ensuring that the website is readable on any device including smartphones, tablets and notebooks.
- (ii) Behaviour analysis that looks at the data behind the scenes i.e. the cookie data and highlights the users’ online behaviour and transactional data.

- (iii) Content management system (CMS) that allows IGB staff to update the website on a continuous basis thereby putting the IGB in control of the website.
- (iv) Linking the website to the main social media platforms; Twitter, Facebook, LinkedIn and Google +

### **Create lead-magnets for the IGB website**

Most businesses find it difficult to generate repeat visits which results in wasted website traffic. While many website visitors might have liked what they saw, they were never given an opportunity to build a relationship with the firm and then possibly failed to remember the website address, resulting in not returning to the website.

Best practice indicates that the way to keep these website visitors is through a lead magnet. A lead magnet is a free offer on the website in exchange for the users contact details. This usually consists of their email address and allows the firm to send them updates, links and other useful resources. Note that signing up to your newsletter is not a lead magnet as it is not specific enough and there is nothing magnetic about being added to a monthly email about the business.

*An effective lead-magnet should have the following attributes;*

- Valuable – it should be something that adds value and is genuinely useful to the visitor such as a 2 for 1 admission.
- Relevant – it should be related to your core business offering. If you want to get people with an interest in racing then give away a resource that is related to racing.
- To the point – website visitor’s attention spans are short on-line so keep the offer short and easy for the user to digest.
- Free – the objective of the lead-magnet is to get the contact details of people that fit the IGB’s customer persona so ensure that it is as easy and pain-free as possible for them to engage.
- Unique – many businesses are using content marketing so try to be different and don’t just roll out the usual eBooks and videos.

Once you have decided upon and developed the lead-magnet then you should create a landing page for the campaign. The landing page should capture the contact details, explain what the lead-magnet is, why it is worth downloading and contain a prominent CTA i.e. a ‘call to action’ button. Also you need to be absolutely clear that anyone who signs up is going to be added to your email list.

*At this stage you are ready to promote the lead-magnet;*

- **Advertise it on your website** - develop small ads that can be scattered throughout the website such as popping up when people have been on the website for a certain amount of time or when they are about to leave the website. Don’t worry about promoting your lead-magnet too much as it needs to be easily seen on every webpage.
- **Advertise it on social media** – advertise on Twitter, LinkedIn or Facebook (depending on your customer personae) thereby directing visitors to your lead-magnet landing page.

Test different lead-magnets to see which ones are most effective and A/B test the wording on the landing page and all the other ads and discover the positioning which generates the most auction registration sign-ups.

### 4.3 Fully Integrated Database

“Your customer database is your most valuable asset. Consider all the money you dedicate to acquiring new customers, and the database you’ve built as the result of your investment in acquisition. Now picture that money flying out the window when your customers disengage— either explicitly through an opt-out, or subtly by withdrawing their interest. When you “lose permission” to interact with those customers, you are left unable to approach them about additional products or services” (Marketo 2014).

Consequently an essential part of fulfilling any digital marketing plan is the development of customer dialogue by tapping into the potential of a fully integrated database. Every subscriber should be dealt with as a recognisable individual with unique preferences. A fully integrated database is essential so that the customer’s name, address, on-line behaviour and previous order history are easily recalled and used appropriately in email sequences that are personalised and automated.

A fully integrated database ensures that all the customer touch points where customer data can be obtained are being tapped and these database fields are being updated through all the firm’s different systems (website, CRM system, ESP...) into the database with the aim of user personalisation.



Personalisation is a data intensive task. It is important to manage and control all the data touch points from the different channels outlined in the diagram below. In addition it is important to use the newly obtained data to feed back to all the channels as well.

#### ***One-size-fits-all does not work when it comes to maximising the IGB database***

The IGB database is an asset and you are not maximising this asset if the same non-responsive email is being sent to every subscriber. This means that many people on the database are receiving emails that are either not relevant to them or they cannot read them on their mobile device. The net result will be non-engagement or worse, a large number of people un-subscribing.



The following four tasks will ensure that the marketing campaigns using the database are as relevant and as personal as possible thereby maximising the database.

- Identifying Revenue Streams
- Segmentation
- Marketing Automation
- Data Collection

### 4.3.1 Identifying Revenue Streams

One of the main strategic objectives is to identify the revenue streams that add value to the organisation. Not all the database subscribers will be equal in their worth to the organisation, and not all of them will be interested in the same thing. Therefore the specific database fields that relates to each customer segment for each revenue stream should be identified for effective segmentation.

This is achieved by highlighting what are the gains that the IGB provides to its customers and the pains that it solves for these customers. The related pains are outlining the negative aspects that they would like to avoid. The gains are describing the positive outcomes and benefits that the customer wants to have. It's important to recognise that different segments exist – and that you can't talk to them all in the same way.

The revenue stream highlights the targeted customer segment which in turn identifies the database fields required. This allows you to acquire those identified fields for the database through data collection techniques. With this data you can then segment subscribers, sending them different communications so that each subscriber to the database gets an experience that relates to them personally.

### 4.3.2 Segmentation

“Nearly three-fourths (74%) of online consumers get frustrated with websites when content (e.g., offers, ads, promotions) appears that has nothing to do with their interests.” (Janrain 2013). Consequently, the single most important task in digital marketing is to divide the database and treat the customer segments differently, even down to the individual customer through automation.

There are many ways to segment subscriber lists and it all depends on your value propositions, revenue streams and the customer segment that you are required to reach in your digital campaigns. The nature of the business model for each identified revenue stream will determine the criteria in terms of how to segment the list. These criteria will determine the fields that are required in the database to facilitate the following sorting and segmentation;

**(i) *Sort by Online Behaviour Analysis – what they do & when***

One key way in which the IGB can segment the database is by online behaviour analysis. This is concerned with what online users do and when they do it, and includes response and purchase behaviour. It involves looking at the data behind the scenes i.e. the cookie data or the data that the user gives without knowing – their online behaviour and their transactional data.

The behaviour online tells you about their browse history and what products they were looking at and if they abandoned any forms / shopping carts such as the app registration form.

Most email service providers will give you basic information about how they behave such as, which emails they've opened, what they've clicked on, and how often they open your emails. Google analytics provides aggregate information about how your customers, as a whole, behave on your website - what media attracted your customers, where they are based, which pages they visit.

However, with [URL parameters](#) you can collect deeper data on how each visitor interacts with your website which is much more powerful. This analysis tracks the users' behaviour on the website and allows us to get an idea of their depth of interest. It should become a key tool for the IGB as it highlights exactly what the user is interested in. For example if a user visits a page showing the odds of a race at a particular meeting then they should receive content that relates to that race track.

These signals or tags help to ensure that the correspondence with the customer list is relevant and therefore personal. Behavioural triggers enable you to target more effectively and make sales and marketing efforts more efficient and cost effective.

A UTM (Urchin Tracking Module) tag is a tracking marker appended to a URL, and is recognised by Google Analytics as a dimension, just like average time on site, for example. Tagging links with UTM values is a very powerful and valuable tool that gives you the ability to create unique links for different campaigns. These links can be distributed via email, online ads, affiliate programs, or even offline campaigns. UTM parameters or UTM codes are little snippets of text added to the end of your URL to help you track content on the website.

**(ii) Sort by Demographic Profile**

This is concerned with who these users are and involves segmenting by demographics such as age, race, sex, socio-economic status, level of education, income level, employment and so on... and usually involves creating customer personas including psychographics.

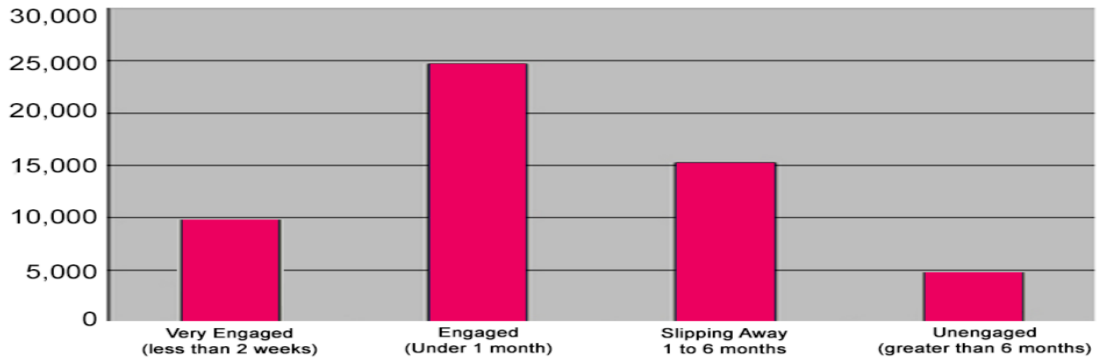
**(iii) Sort by Engagement**

This segmentation involves analysing the level of engagement shown by the subscriber. It is important to set the parameters on how to measure engagement as these parameters differ from business to business.

For example a travel website where users book their holidays sometimes 12 months in advance would have a much longer engagement period than a bookmaker website. Customers' book once a year with the travel site so would hold onto the address a lot longer before unengaging compared to a betting site that would look for weekly or even daily engagement. Subsequently the IGB website would set the un-engage parameter after a much shorter time frame than the holiday website.

Analysing visits to the website is one method of segmenting by engagement. Another method is to look at when the recipient opened the organisation's last promotional email and below is an example of how the results of this type of segmentation could be presented.

**Criteria - when subscribers last opened a promotional email**



Consequently four different types of direct marketing campaigns could be developed out of this type of segmentation. Again the customer segment arising from the revenue stream will decide the type of segmentation that is required.

<u>Segment</u>	<u>Campaign Type</u>
Very Engaged	Loyalty & referrals program
Engaged	Create content of value to the recipient
Slipping Away	Offers & incentives
Unengaged	Win back campaigns

**(iv) Sort by Transactional Data**

This is concerned with the value and how much the users are worth to the IGB and includes loyalty and customer lifetime value measures. Transactional data provides information such as frequency, what products are being purchased and how much is being spent. How often are they downloading content from you and which content are being downloaded?

All of this data should feed into the IGB database. For example if the targeted revenue stream required a customer segment of existing clients who had not bet on the app for more than a week / month then there is a need for the database to include a field that captures the date of the last bet.

Other criteria that might be needed could be the customers' total value to the IGB by track which could involve capturing the value of the transactions, its track location and or the frequency of the subscriber's betting.

**(v) Sort by customer multi-channel behaviour (channel preference).**

Does the subscriber like to contact the organisation off-line or on-line? Does the subscriber like to visit the website, microsite or social media platform using their laptop or by mobile device?

**(vi) Sort by prospects versus current clients**

You may want to treat prospects differently to current clients.

**(vii) Sort by Attitudes**

This is concerned with the users opinions of how they rate the IGB brand, its online services and their experiences compared to competitors. It involves users' attitudes and what they think through surveying perceptions, satisfaction & loyalty drivers.

Customisation and personalisation involves developing customer insight by managing the quality and usage of our knowledge of customers through segmentation.

Segmentation can be used in one of two ways;

- a) To pull targeted lists from the database and send different emails to each identified customer segment.
- b) To customise a single email for different segments using dynamic content. Dynamic content allows you to create one email template with content that varies based on the segment that the recipient belongs to.

Through the use of CRM (customer relationship management), you can provide benefits or added-value information through the opt-in email service by developing an integrated database of customers and prospects. This database can then be exploited using methods such as informing customers of pick 7 jackpot pools or running draws for free stadium entry. The key point is to use the connection with the customer to create ongoing relationships which give you regular access points where you can deliver the appropriate marketing message at the right time.

### **4.3.3 Marketing Automation**

Customer journeys are enhanced by websites that are able to collect data and turn that data into a personalised journey using marketing automation. Google has developed a tool to assess the journey for a typical company in your industry and country. [Click here](#) to explore how marketing channels for large businesses in the home & garden industry in the U.K. can influence the purchase decision. The customer journey should differ for each customer and typical enablers include;

- Marketing automation software integrated into the website
- Planned customer journeys
- Capture of customer data
- Email and mobile contact triggered by customer actions and non-actions
- Creative messages with personalised content
- Integration with online and offline acquisition tools
- Integration with social media platforms

“The Aberdeen Group notes that companies using fully deployed marketing automation see 53% higher conversion rates than non-users. And they also enjoy an annualized revenue growth rate 3.1% higher than non-users” (Marketo 2015).

Marketing automation means that you can set up your marketing sequences so that when a prospect takes a certain action, such as opening an email, or visiting a web page, then that will trigger the next marketing message, which is specifically relevant to them.

There are 2 main types of automation;

- Date triggered messages such as birthdays, anniversaries, deadlines, renewal dates...
- Behaviour triggered messages such as abandoned carts, abandoned register forms or web pages browsed.

The objective is to engage them so that they actually want to receive emails from the organisation. This is achieved through content marketing, presented in a non-formal and non-salesy way that emphasises the useful information that will be of benefit to them. At this stage, we have identified our value propositions and segmented our database into groups that relate to the target audience for each targeted revenue stream. Now we can create scenarios for automation where we will treat each of these groups differently. For example if a user;

- Belongs to a specific demographic group → allocate them to a specific list.
- Opened a high % of our emails → send them an email that relates to high engagement.
- Visited a specific page on the website → trigger a suitable email sequence i.e. if a user is looking at the racing at Waterford then he should not receive a 2 for 1 admission offer for Dundalk.
- Used the contact page to express an interest in using the app → triggers a sales call.
- Performs a large number of actions on the site → indicates that they are more highly engaged, and therefore you should be sending them more detailed information.
- Never opens your emails → need to find out why and ultimately you may decide to unsubscribe them or put them in a dormant list.

The actions of the prospects lead them through a process that is designed to get them closer to engaging with the IGB to 'solve the client problem or satisfy the client need'. In addition it enables the system to predict how engaged or interested the prospect is.

Campaigns that are best suited for automation tend to have consistent content and are repeatable in that the same action by your customer drives the same message from the organisation. In addition automated campaigns should be fully tested because making changes in the middle of a campaign can become complex due to real time communications.

Research from Technology for Marketing and Advertising (TFM&A, 2014) showed that marketing automation gives five main benefits:

1. Personalisation
2. Campaign management
3. Triggered emails
4. Control
5. Insight

Marketing automation creates timely, structured and 1 to 1 messages in real time. It enables the organisation to create unique personalised journeys for their customers. Consequently the contact is likely to feel more valued and more likely to form a longer term relationship with the brand resulting in greater customer equity and profitability.

#### 4.3.4 Data Collection

“Qualitative research methods like ethnography and related tools like persona profiles and customer journey maps dig into what customers really need on both emotional and functional levels. We can then ask about and look for those things in customer feedback and interaction data, leading to more relevant insights. In addition these tools can help firms figure out what they should do in response to issues or trends identified through analytics, leading to more valuable solutions”. (McInnes 2011)

Every subscriber should be dealt with as a recognisable individual with unique preferences and consequently we should know these preferences. To achieve this objective requires customer data and content marketing is the most effective way to get this information that will allow manipulation of the IGB database.

When a prospect registers with the IGB for the first time, you might just ask for their name and email address because you will want to make it as easy as possible for them to register. However as you develop a longer term relationship you can augment that data by asking for additional information (i.e. job title, age etc.) when they download the next useful piece of content.

Another option is to run a survey in line with a competition, where the prospect is encouraged to express their interest in different propositions. The objective is to create a system to collect the data required to develop 1-to-1 relationships with the IGB database by answering questions such as;

- Who are your demographic and what data do they give you directly?
- What forms do you have on your website?
- What other customer touch points do you have where they can fill out information themselves and give it to the IGB?

#### **Methods for gathering feedback include;**

1. **On-line forms** such as the app registration form provide the opportunity to ask for a client’s contact details; first name, last name, and email address. Forms should be kept simple, asking for only the information needed to generate the call to action. Minimising the number of fields is likely to increase the chances of a high conversion rate. If lots of data is required then it may be worth considering a two-page approach. Page one would focus on communicating the proposition and developing the interest with the form information reduced down to a minimum. Upon entering the initial information users are taken to page two where the remaining key data fields are requested. This method is especially effective when the amount of information required can seem at a glance to be time consuming and off-putting.

Another approach is to attain the additional information in stages. For example if the app requests a database field such as a company website address or a LinkedIn URL then other fields (i.e. job title) required for the database might become available by visiting that company website or LinkedIn page. Other customer touch points might ask for a different required field such as ‘date of last bet’ which would allow transaction data (i.e. the value won or lost) to be obtained.

2. **One-on-one interviews with current users** – informal correspondence with users can glean information such as what people really want and how their needs have changed. This could involve emailing users directly or posting on greyhound data to ask a specific question or two but these emails should always be kept short and simple.
3. **Encouraging direct comments** – putting a feedback box at the bottom of a webpage can collect visitor reactions. It can also gather secondary data such as the account name, URL and browser version of the commenter so that you can learn more about their company, website and specific experience on different platforms.

The image shows a feedback form with a dark grey background. It contains three input fields: 'Name \*', 'Email \*', and 'Message \*'. Below these fields is a red 'SEND' button. To the right of the form is a vertical grey bar with the word 'Feedback' written vertically. At the bottom of the form, there is a line of text: 'Please feel free to get in touch, we value your feedback'.

4. **Using online service providers to collect feedback** – research platforms such as [UserTesting.com](https://www.usertesting.com) can actually watch people navigate your websites, mobile sites, landing pages and social media, which can provide useful insights for your digital marketing team.
5. **Surveys** – surveying existing users allows for the capture of real-time, point of experience feedback by using tools such as [XitPoll](https://www.xitpoll.com) as part of a comprehensive touchpoint management program. Customer feedback surveys & exit surveys come in a variety of forms such as website forms, email, social media, IVR (interactive voice response), SMS or telephone.

Service providers such as [SurveyMonkey](https://www.surveymonkey.com) ensure that it is relatively easy to set up, send out, analyse and scale to any size of target audience. These surveys should always be kept to a minimum of 5 questions or less.

6. **Benchmarking competitors** – analysing competitors allows us to define our unique selling proposition (USP) for sales and marketing efforts.

An additional benefit from data collection is that by gathering feedback from users, it highlights how and when we should be communicating with them and any additional support issues they might have.

This in effect gives customers a voice and can serve to drive customer loyalty, adding another layer of two-way communication between the IGB and its clients. Website analytics

is great for understanding what is happening on your website, but to understand why users convert or not, requires input directly from these customers.

- (i) *Social media monitoring* – it is important for the IGB to monitor their users' social presence to determine how the brand is being perceived online. There are many tools available that will identify comments giving them a heads-up to any negative comments before they can spread online (see Section 2.3).
- (ii) *Advertisement tracking* – knowing where to spend your marketing euros is a key element in any digital marketing plan. Ad tracking tools can tell you which campaigns, media and ads receive the most calls or clicks, and which ones resonate best with customers.
- (iii) *Customer journey mapping* – shows the journey a customer takes from the first moment a customer becomes aware of your company to when they use your services. The map highlights each customer touchpoint (any interaction a customer has with the company) and shows how customers perceive each touchpoint whether it is positive or negative.

Companies such as [Touchpoint Dashboard](#) provide a framework that highlights how customers interact with an organisation and uncovers opportunities for where you can improve your customer's experience.

#### **Understanding the different types of data:**



- First party data can give you information such as 'who the user is', how they interact with your business and how they feel about your brand?



- Second party data can give you information such as “what their intentions are and how their needs are changing? How to reach users when they are not on your site and what content is most relevant to them? The identity they manifest with your business partners.
- Third party data can give you information such as what demographic and physiographic segments that they fall into or their interests and intentions.

Data that results in adaptive intelligence is the most productive kind and requires a strong data ecosystem. It combines first, second and third data to create 3 kinds of data. Therefore to maximise the data, businesses should be more open and join the data ecosystem using business partners. The following points will ensure that the organisation maximises its data collection processes;

1. Refrain from hoarding data as you will get a better understanding of your customers by using your data collaboratively with business partners. Most businesses believe that their data must be protected because it represents their competitive advantage. However your database cannot be maximised until data is used collaboratively which means being open and sharing your data with the right business partners in the ecosystem.
2. Access the effectiveness of your data ecosystem by considering the following;
  - (i) *Where is our data coming from – have we undertaken to complete a data audit to map the source of the entire organisation’s data.*
  - (ii) *Is there a culture innovation? How innovative is the firm in terms of data?*
  - (iii) *Does data analytics drive or influence decisions about overall customer management and business strategy?*
  - (iv) *Where is our data coming from – have we undertaken to complete data audit to map the source of the entire organisation’s data.*
  - (v) *Whether you are able to govern the data. Do you have rigorous internal data security and privacy standards?*
  - (vi) *What do your data structures look like? Is there a centralised customer database that captures transactional, promotional, preference and behavioural data?*
  - (vii) *How interoperable is your data with other businesses? Does the organisation share data with any business partners?*
  - (viii) *Can the IGB database produce the right data to fulfil the needs of the firm?*
3. Understand the types of data that is available, and identify those that will most impact your marketing and customer insight efforts. Understand the sources of data that are available both internally within the organisation and externally. This involves identifying ‘the low hanging fruit’ i.e. the data easily accessed that will most impact your marketing efforts in order to advance quickly.
4. Develop data partnership that aligns the questions to the insights. This involves developing data partnerships with relevant third party businesses that will align the questions that you have about your customers with the insights that you are able to derive internally.

While content marketing is the best method to grow a database, another very effective way is to work with partners who already have an email list. Find an organisation that have the kind of subscribers you’re looking for – not a direct competitor, but someone in a related niche. Then create a joint resource or event with them, such as an eBook or a webinar,

promote it jointly, and then swap leads at the end. This usually works best when you already have some sort of email list, so that the other party benefits as well, but if you don't, think carefully about what else you can give them that will make the joint venture worthwhile for them too.

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## 4.4 Email Marketing

Email is one of the most effective methods of digital marketing but can no longer be a standalone channel. Consequently there is a need to embrace strategies that leverage email as the best platform to tie together the customer relationship over time and across all marketing channels. Email marketing remains the digital marketing hub – it is the glue that holds together the entire digital marketing infrastructure.

A coordinated email strategy can tie together the customer relationship over time and can coordinate this relationship across all the marketing channels. Aligning your digital marketing strategy to a multi-channel approach is vital as today's customer seeks relevant and personalised content across all marketing channels including; email, mobile, social, display advertising as well as traditional off-line marketing channels.

Every promotional email should present the user with a landing page. The landing page is what the user clicks onto from the received email and there are more than one type.

- (i) Website – just a link through to an existing web page on the company website
  - Advantages:**
    - *No additional hosting or development costs.*
    - *No development and testing time needed as the page already exists.*
  - Disadvantages:**
    - *The usability and navigation could be based on designs when the website was first created, so the user might get lost or have problems finding relevant information.*
    - *Personalisation and customisation requires permanent alterations to the firm's website which is expensive.*
  
- (ii) Custom landing page – this landing page is created specifically for the campaign resulting in information that is relevant and targeted.
  - Advantages:**
    - *You have flexibility that is not available with the company website and can control the layout, design and UX.*
    - *Ensuring a single page is responsive, is not nearly as costly as re-designing an entire website.*
    - *There are service providers available that can help to create these relevant landing pages such as [Unbounce](#).*
  - Disadvantages:**
    - *It is a new web page so there are additional hosting and development costs.*
    - *The landing page must be spec'd, designed, developed and tested which requires extra resources and time.*

- (iii) Microsite – a mini website built around a specific, single message and CTA (call to action).

**Advantages:**

- *Very flexible and you have total control over layout, design and UX.*
- *Usually the most effective type of landing page.*

**Disadvantages:**

- *Even more hosting and development costs than custom pages.*
- *Even more resources and time than custom pages.*

The decision to go with the firm's website, a custom landing page or a microsite will be based on the content management strategy. Answering the following questions will help to identify the best type of landing page for a particular campaign;

- Is there content that can support and compliment the commercial purpose of the campaign?
- Can customer data be generated using the microsite?
- What is the lifespan of this campaign?

The IGB database is a listing of email addresses for existing and potential customers and as such is an enormous asset to the organisation. Email marketing will be an essential part of any digital marketing campaign as it continues to be a key marketing tool for customer acquisition and retention. This was confirmed by Email Marketing Industry Census 2014, which stated that "email marketing was ranked as the best channel in terms of return on investment, with 68% of companies rating the channel as good or excellent" (Charlton 2014).

"Email generates fantastic results for those who are making the time to adapt their marketing practice to the changing expectations of their customers. One proven way to boost ROI is to make use of functions such as personalization, automation, dynamic content and mobile optimization" (Charlton 2014). The following advantages are just some of the reasons for using email as a marketing channel to maximise the IGB database:

- All the people on the list have an email address, whilst not everyone is on social media – and certainly not all on the same platform. So it's much easier to reach people via email.
- Your inbox also feels very personal – unlike a message on social media – so it's easier to develop real relationships with your leads.
- The open rate for an email campaign is much higher than any other digital marketing channel.

Email marketing success has resulted in more and more brands using some form of email marketing (usually mass mailings). Consequently many customers have learned to filter out this noise. Maximising the effect of an email campaign in today's competitive world requires that you multiply the effect of the campaign by ensuring that your data is used to improve your email marketing from the broader perspective of your web and mobile experience.

This requires a strategy that maximises the data by breaking down the organisational divisions between email marketing and website optimisation that involves;

- (i) Using website data to aid email segmentation by identifying predefined customer segments for email marketing campaigns with a [URL parameter](#) that creates metrics that look at their behaviour from first click to exit.
- (ii) Using email marketing attributes to create a better on-site user experience. The data from email and websites can interact in either direction. This involves using the attributes generated by an email campaign to test and target customer website journey's to make their visit the best possible experience. For example a travel brand using [Maxymiser](#), developed an email campaign to bring users to the website by converting email prospects through their choice of destination.

The brand selected 36 destinations to offer and used each one as a specific variant where the user was brought to the web page for the destination of their choice. This could be very effective for the IGB by replacing destination with track location.

- (iii) Linking the sales team to the email campaign by using email engagement to map the unique identifier to a CRM file and target specific individualised content to that visitor. You can also match up an individual from the aforementioned unique URL to segments or visitor groups defined in the CRM file by placing an individualised identifier in the URL of an email campaign.
- (iv) Testing custom content on your predefined email segments by redirecting them from email to a specific landing page. You can optimize both your emails and landing pages in a single test and combine your analytics for a clear perspective on your user's behaviour.

**User experience – ‘look & feel’**

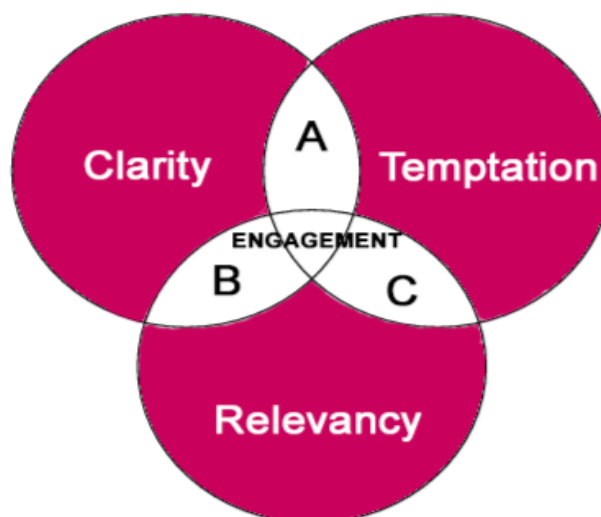
The objective should be to create email correspondence that enhances user satisfaction by ensuring these communications contain the following traits;

1. Temptation – having a campaign that customers feel compelled to engage with.
2. Relevancy – making sure that your campaigns are targeted.
3. Clarity – is ensuring your message gets straight to the point.

A. Emails that have clarity & temptation can create re-engagement.

B. Emails that have clarity & relevancy are open to content marketing.

C. Emails that have temptation & relevancy can become revenue drivers.



### **1. Temptation**

Bizibl Marketing (2015) stated that their “research analysed the emotional impact of successful email campaigns and found people would rather be tempted than amused or informed”. This suggests that recipients engage best with emails that tempt them. Therefore decide on an offer or promotion that will appeal to the customer segment that you are targeting. This can be achieved by determining the purpose of the campaign (i.e. seeking registrations for your latest auction) and coming up with the right incentive for the recipient to open the email and engage the call to action (CTA).

Segmentation ensures access to advanced data that will allow for targeted campaigns that focus on sending the right message to the right recipient thereby ensuring that you are sending the most tempting offer possible to the targeted segment. This data will also determine the language and design of the email. It is also important to use the customers purchase or browsing history to tap into what your website users want to hear about by segmenting the contact list into highly targeted campaigns. For example if recipients are on the IGB website looking at racing in Tralee then they should receive emails about racing at Tralee.

### **2. Relevancy**

The key to a relevant campaign is ensuring your message is highly targeted and is what the recipient would want to see in their inbox. Include first name personalisation to enforce relevancy but also avoid being over familiar as research has shown that it can put some recipients off engaging with the communication (Bizibl Marketing 2015).

Send emails that are specifically related to the recipients’ area. Also similar to ‘temptation’ above, the recipients browse and purchase history will increase ‘relevancy’. Send occasion emails such as tailoring the content and offers around an event that the recipient is interested in such as the Greyhound View programme.

### **3. Clarity**

Research has shown “a strong preference for a direct, open approach” and that people want emails to get to the point (Bizibl Marketing 2015). The subject line should be clear and effective wording which is easy to read, unambiguous and gets straight to the point.

A technique that could be considered is adding a preheader text into your template which is a sentence that follows the subject line. This is visible in your recipient inbox along with the subject as well as within the message text and is widely supported in Outlook and Gmail.

Create a template that is clean and simple with your brand identifiable at a glance of the email. If possible ensure that no scrolling is required. Don’t overload the template with unnecessary images as it could increase the load time. The main header image should be the focus and what follows should be copy that is tempting and relevant, and complements the image. Supplementary information should be available on the website / landing page whenever possible.

Think of all these elements as drawing attention to a call to action (i.e. clicking on a link to register for an auction) by navigating the recipient to see your image, read your copy and respond to your call to action (CTA). Make sure that your CTA is clear and easily accessible. It is recommended to centre your CTA and ensure there is white space either side. Keep the texts of the CTA inviting and you want the recipient to be naturally intrigued to click through and find out more. As well as linking the CTA, add the same link to your header and to all

your images. It's proven that giving instructions is the most effective way to get a click. Other questions that should be considered include; Are the social links essential or clutter? What else is not getting clicked? What else could be clickable?

### **Summary**

1. Track where your email is most frequently opened and test on a continual basis. Experiment and test personalisation in subject lines and emails.
2. Ensure clean and simple email templates that are **mobile friendly**.
3. Put behavioural data to use with granular targeting, dynamic content personalisation and delivery timing to increase relevancy of the message.
4. Use demographic and behavioural data to increase relevancy in order to create offers, promotions and discounts that tempt the recipient.
5. Optimise email campaigns in real time to ensure you are delivering the best possible user experience by setting up automated campaigns that increase engagement.
6. Email should be part of an integrated communication strategy that includes push, in-app, social etc.
7. Always test your email campaign to avoid errors. Test in terms of where the recipient clicks i.e. the call to action (CTA).

### **Transactional Emails**

Transactional Emails are automated campaigns such as post purchase confirmation, receipts and welcome campaigns. These emails offer highly relevant information that the recipient appreciates in a simple and concise manner. These communications engages recipients with your brand and are a good opportunity to effect engagement.

### **Responsive Emails**

Responsive emails have now become a vital requirement because over 60% of people check their emails on a mobile device (Nielsen 2013). The call to action needs to be fully accessible on the mobile device and their click journey should be straight forward.

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## **4.5 Social Media Marketing**

Social media marketing involves the implementation of a social media strategy that will engage with existing and potential clients in a relaxed and informal way thereby allowing the expansion of marketing resources through this interaction on an individual basis. The most appropriate social media platforms for the IGB are Facebook, LinkedIn, Twitter, Instagram, You Tube and Google + and these social media platforms will allow you to open a business page at no cost. Therefore the firm's website should be linked to these platforms even if you never use that particular social media platform – think of it as a free billboard advertisement.

Social media is an important element of the digital marketing mix as social media sites drive a large portion of the interactions on the internet. It allows businesses to move from a company-to-client marketing model to a peer-to-peer influence model by allowing one-to-one conversations that create valuable business relationships that promote sharing and engagement. In the end, your social media strategic objective should be to get followers back to your website and obtain their email address which ensures that you can contact them even if they leave that particular social media platform.

The following five approaches should be adopted in order to ensure that the IGB maximises social media as a valuable marketing tool.

1. *Find out which social networks your current and potential customers use.*

Once you know where your customers congregate online, you can not only market your service to them, but you can market to those with the same interests. There are a few different ways you can find your clients, including:

- Checking your analytics to see which social networks are driving the most traffic.
- Use a social listening service (see Section 2.3), or simply search different social networks to track discussions about the IGB and your competitors.
- Send a survey to your subscribers asking about their social network use.

2. *Make your virtual presence easy to share on social media.*

Word of mouth is still one of the most powerful tools for getting new customers, and in the digital age, those conversations happen on social media. With AddThis Sharing Buttons, you can easily facilitate the sharing of your services on the top social networks.

3. *Sell your service through social media.*

In 2014, 53% of those who shopped online used smartphones or tablets, up from 41% the previous year (Google 2015). Those users are also spending more time on social media apps. Twitter and Facebook offer ad units with buy buttons that will drive traffic to race meetings. This in effect leads to full e-commerce platforms for businesses that will result in a brand's store being located on the social network.

4. *Promote special offers through social media.*

If users see value on one or more of your social networks then you have a direct line to them to market products and offers. Consider hosting a giveaway on Twitter with a unique hashtag, or a coupon or freebie through Facebook offers.

5. *Make your social activity about more than products.*

Your social posts should be about more than just pushing product. Create compelling content; link to interesting news items that relate to the greyhound industry; participate in trending topics; or highlight bloggers who create services that complement greyhound racing. Use your social footprint to create a community and engage on a one-on-one basis. Answering questions and responding to feedback, especially when it is negative goes a long way toward building trust.

### ***Social media advertising***

The act of building up a solid base of social media followers is a slow process and it is difficult to control who follows you on social media. Consequently the people who follow might not be the best prospects in terms of generating revenue.

In addition, only a small percentage of your followers are going to view any communications or posts that are sent which means that you either spend a lot of time continually posting or develop a massive following on the social media of your choice.

However advertising on social media is a much more efficient method to reach the prospects that fall into the client personae and drive them to engage your call to action (CTA). LinkedIn, Facebook and Twitter are extremely targeted so that if you are looking for a 20 – 30 year single males in Dublin then you can easily reach them.

In addition it is very cost efficient compared to other forms of advertising and measurement is detailed allowing you to see exactly how your advertisement is performing in real time. Therefore advertise on social media to begin with and then worry about building up organic audiences after your social media advertising has been completed.

#### 4.5.1 LinkedIn

LinkedIn is the channel with the people who have the most money to spend and the authority to spend this money. “LinkedIn has developed a solid footing by becoming the main portal for businesses and professionals to establish a presence online... and LinkedIn generated the highest visitor-to-lead conversion rate at 2.74 per cent, three times higher than both Twitter and Facebook” (Digital Marketing Institute 2012). LinkedIn is a database that needs to be developed and cultivated over time. Within LinkedIn you can create a number of unique databases and to maximise results then you need to be connected to as many people as possible.

LinkedIn is the professionals’ social network and is specifically designed for business referral generation with one in three professionals being members. There are 3 key reasons why LinkedIn should be one of the IGB’s key social media platform.

- (i) **Media** – according to the Arketi Media Group over 94.2% journalist and editors are now on LinkedIn as it provides instant access to key industry experts. This saves them time going through the reams of press releases that they receive on a daily basis. Therefore LinkedIn is a channel that can generate free media exposure on a constant basis which ‘is a powerful way to boost your credibility in the marketplace, get your message in front of thousands of people and position you as an authority figure within the industry’ (Pirouz 2014).
- (ii) **Lead Generation** – LinkedIn can get a marketing message in front of decision makers as more than 61% of people use it as their primary professional network. It allows you to search, find and connect with thousands of potential clients in an instant and cost effective way, and generates more leads for B2B companies than any other social network (Pirouz 2014). Consequently this would be the IGB’s number 1 e-tool to develop a night at the dogs for Christmas parties.
- (iii) **Joint Venture Partnership** – involves partnering with businesses that the clients use before, during and after they use the IGB’s products. The aim is to get IGB marketing messages in front of the partner firm’s client base. This means you can broadcast your message in front of thousands of relevant contacts that have already built trust with your joint venture partner. The fact that 49% of LinkedIn members are key decision makers opens up opportunities to identify and form strategically beneficial partnerships through LinkedIn (Pirouz 2014).

Consequently there is a need to develop a system for how the IGB goes about generating contacts and this is where LinkedIn can become a very valuable tool. For example before your next meeting, visit LinkedIn and look at their profile of the contact that you are meeting. Spend just a few moments seeing the people they are connected to and what they do. Then at your meeting you can bring up any contact that you are interested in and if appropriate look for a referral from your existing contact.



The IGB's LinkedIn business page should be connected to all its clients and employees. LinkedIn should be used to identify potential clients and to determine if anyone in the IGB knows these potential clients through another network such as a sports club. Every employee should list out everybody that could be invited to their wedding / funeral and then connect with the people on that list.

LinkedIn works by letting you contact people two levels deep so the firms' employees should make as many relevant connections as possible. When you have identified with all the relevant potential clients that apply to a firm then use the 'Follow Company' feature that allows you to follow these potential clients that you would like to contact?

LinkedIn groups are a type of database that can be joined and the other members in these groups have lists or databases that can be worked into your sales funnel. An even more powerful database is a group that you have started and are running and will allow you to market your business for minimal daily effort. They are a great way to add to your connections and therefore grow your list of potential clients.

Identify the LinkedIn groups that have a synergy with your targeted client persona and are geographically relevant to the business. Then these relevant LinkedIn groups should be joined which then allows you to send 'in-mails' which is a free communication channel to potential clients as well as sharing content through comments and articles that are appropriate with a view to forming a relationship with these key individuals.

Marketing is about staying in front of the right people with the right message which means it is important to maintain regular activity and consistency. You should be regularly sharing valuable content that promotes just how exciting a night at the dogs can be. You should engage in conversations and connect with people on a regular basis spreading your message all over LinkedIn.

Community is the key word when considering LinkedIn. Need to develop your own community such as a LinkedIn group or to become a critical element in groups already established through content. It is through these communities where you become an essential member that will position you as an expert in using a night at the dogs to raise funds for the club / society.

Encourage employees to have an optimised LinkedIn profile that is linked to the firm's company page and actively sharing the firm's content and news. Ensure they optimise their own profiles by;

- Including a professional headshot
- Including keywords in job titles
- Link to company website under "Websites"
- Add Twitter handle
- Claim unique URL and then drop it into email signatures
- Write a summary in the first person and include keywords.
- Under "Specialties", list all skills one on top of the other to make it easy to read.
- Make sure to add plenty of skills in the "Skills" section

## 4.5.2 Twitter

It is a strong signal of online affinity for your business when you are being followed on Twitter. These self-selected prospects are indicating an active interest in your brand and are asking to hear more from the company. Twitter is one of our most effective prospecting channels as it allows for continuous, real-time engagement with your customers and prospects. Make sure that your Twitter handle is short, as you are only 140 characters per post. Also having a short Twitter handle will help your followers when they re-tweet you.

*By becoming someone's follower on Twitter accomplishes four goals:*

1. You identify Twitter accounts that will be relevant and interesting to your organisation and industry.
2. You let people know that you're on Twitter, and encourage them to follow you back.
3. You associate yourself with a specific group of industry experts and thought leaders, and demonstrate your interest in the space.
4. Twitter is a great platform for engagement, so once you follow someone on Twitter you can work on starting a conversation.

### **Management Twitter Tools**

The following five tools can be used to manage your Twitter followers.

1. [tweepi.com](http://tweepi.com)
2. [friendorfollow.com](http://friendorfollow.com)
3. [untweeps.com](http://untweeps.com)
4. [refollow.com](http://refollow.com)
5. [foller.me](http://foller.me)

They can help you get rid of people who aren't following you, reciprocate follows, clean-up inactive followers, and follow new people based on similar interests.

## 4.5.3 Facebook

Facebook allows your business to be available to people on a trusted, popular platform, where prospects can see "real" people (their friends, family or colleagues) interacting with you and your brand. This sets the stage for you to build stronger, more immediate relationships with them.

### **Facebook's timeline and how you can take advantage of them:**

- The "scrapbook" style lets you prominently display key snapshots of your business' brand, marketing focus, and gives you the ability to tell a story and to highlight your company's milestones.
- Interactions, comments on fan pages, and "likes" about your company appear in a user's news feed. "Likes" will also appear in a box at the top of the page.
- The ticker shows a live stream of friends' activities and conveniently lets users "like" a page without leaving their own newsfeed. In other words, Facebook users can easily see when their friends are interacting with or commenting about your brand & they can do the same.

- The timeline offers more branding and lead-capture options. The large cover image presents plenty of room for your branding and marketing images, so you can capture the eye of a potential customer and get them on your page. You can also pin images to the top of your page and highlight certain images to enlarge them.

Facebook's Algorithm personalises users' newsfeeds and inserts posts it thinks will interest them. Therefore the content you create and share is your "make-or-break" component on Facebook. It is essential to have your posts' appearing on your fans' newsfeeds in order to maximise Facebook. This algorithm rewards pages in the newsfeed based on the number of interactions a page receives. An interaction can be defined as a summary of "likes," posts, or comments about the page.

Facebook Features include:

1. *Facebook Groups* - The Group feature is useful for demonstrating your company's expertise in an area, and gathers like-minded people to share ideas. Creating a Facebook Group is a great way for businesses to create awareness, increase inbound links and foster loyalty.
2. *Facebook Lists* - Facebook launched this feature in response to Google+'s circles, so it functions in a very similar way. You can subscribe to and organize lists for different topics or influencers you want to follow. As an example, you might have a list for competitors. Through lists you can easily view and post to select groups or a company, which makes it easier for you to monitor and engage.
3. *Facebook Promoted Posts* – Promoted posts show up in the newsfeed of all your fans and are visible to their friends as well. It becomes a sponsored story that is seen by more people than a regular post, so be sure that your message contains strong content and powerful images.
4. *Facebook Ads* – These adverts are competing in a noisy environment so they need to contain eye catching pictures and compelling content.
5. *Facebook Apps* – Before the timeline changes took place, you could capture "likes" via your welcome page by gating your content and encouraging users to "like" your page for access to this exclusive content. This has gone away with timeline. Now Facebook gives you the option to feature up to twelve apps. Four of these apps are shown by default, with the remaining apps under the fold and only visible by clicking and expanding the tab on the right.

Although you cannot move the photo app as the default, you can control which other three apps show above the fold. It's important to optimise these three and rotate them frequently with fresh offers.

Allowing you to change the apps appearing above the fold is one of the most interactive and engaging portions of the timeline and your best chance to showcase a call to action or an offer.

#### 4.5.4 Google+

Google+ is quickly becoming a key part of any organisation's social media strategy. Boasting 300 million active monthly users and 22% of online adults visiting Google+ at least once a month (DRM 2015), this social network is growing very quickly as Google has made a Google+ account mandatory for all Gmail users. Google+ also plays a major role in 'SEO' by making it easier to show up in search results and "links shared on Google+ will be optimized more than those which are shared on other social networking sites" (Just Creative 2015).

Google+ features include:

- **About Page** – This page gives a fantastic opportunity to give a quick overview of what going greyhound racing is all about. You can also link back to specific pages and services from this page directing potential customers to the most important pages on the IGB website.
- **SEO Benefits** – Google search results greatly favour those who engage with Google+.
- **Categories** – Google+ allow up to 10 categories to provide the most appropriate descriptions for the greyhound industry.
- **Google Events** – This feature allows Google+ users to send out customised invitations to anyone regardless of whether or not they are Google+ users. It syncs beautifully with Google Calendar and shows up automatically when a user confirms for an event. In addition to sending out invites to webinars, work functions, parties, etc., Google Events can also send out invites for Google Hangouts.
- **Circles** – This functionality allows a marketer to segment their followers. Through Circles, marketers can develop personas and communicate highly segmented messaging to each audience allowing more authentic dialogue with your prospects.
- **Hangouts** – This functionality allows for video conferencing that is highly integrated with other Google applications ensuring a quick and easy way to connect teams and get face time with a client.

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## 4.6 Search Marketing

Search Marketing is an important element in digital marketing as it ensures that potential clients can find the firm's website and social media platforms by encouraging click through when the user types a specific keyword phrase. Search marketing divides into two distinct categories;

1. Search Engine Marketing (SEM) – buying traffic through paid search listings and usually involves pay per click (PPC) which are advertisements charged by the number of clicks arising from the listing.
2. Search Engine Optimisation (SEO) – earning traffic through unpaid activities in the natural or organic listings by ensuring your virtual presence is set up to maximise the search engines' algorithm (i.e. Google's algorithm in 99% of cases).

The fact that SEO is natural in that the users' specific search input generates the listing (due to relevancy) means that it is more powerful than paid listings that appear as advertising to the user. Consequently SEO should be exhausted before engaging in paid placements or sponsored links because pay per click (PPC) is competitive and cost per click (CPC) inflation can lead to higher costs than other media. If natural SEO is possible then it will almost always deliver a lower CPC.

The following activities will naturally enhance the visibility of a web site on search engines;

- (i) *Extensive keyword research*
- (ii) *Page title and META description tag development*
- (iii) *Page headline and sub-headline development*
- (iv) *URL / link title tag development*
- (v) *Picture Alt Tag development*
- (vi) *Google sitemap and web directory submission*
- (vii) *On-page content development*
- (viii) *W3C Analysis*
- (ix) *Website navigation review*
- (x) *Website architecture review*
- (xi) *Benchmarking*
- (xii) *Reputation management*
- (xiii) *Strategic link-building strategies*
- (xiv) *Custom SEO and analytical website reports*

### **1. Search Engine Marketing (SEM)**

[Google AdWords](#) is by far the most important paid search platform, followed by [Bing Ads](#). Pay per click (PPC) is a channel that ensures that your web pages can be easily found by people that are actively searching for your brand. Paid search advertisements appear at the top of a search engine, and in some cases along the right-hand side. The main benefit is that PPC allows you to target your most valuable audience since they are seeking you out as opposed to channels where you reach out to them.

Matching your advertisements' text, offer, and landing page content to the keyword that you are bidding on is important. If what is searched for and what is offered is disjointed then you'll be paying for clicks that don't bring any value. This will also indicate to the search engine that your advertisement is low quality, and as a result, you'll be forced to pay more to have your advertisements seen in the future.

Ensure to include your brand name, as well as those of your competitors when selecting keywords to bid on because appearing beside them will ensure that buyers who are only familiar with your competitors will discover you. It may seem strange to bid on your own name, but when a buyer searches for your name or term, you don't want your competitors' listing appearing above your own.

### **2. Search Engine Optimisation (SEO)**

Search Engine Optimisation (SEO) is important to ensure that potential clients can find the firm's website and social media platforms by encouraging click through when the user types a specific keyword phrase into Google. However natural SEO is not as simple as in the past where it followed familiar patterns and as long as you used the right keyword, the right number of times on a page then you would rank and as long as you did that more than your competitors then you would outrank them.

Nowadays keywords are just one piece of the SEO puzzle and to really do well in SEO we need to understand context and intent. The Google algorithm now considers meaning and understands context such as where the searcher is and their online history and interests. Therefore we need to rethink about SEO in terms of an ecosystem and while all these tools

help us to look at part of this ecosystem, the aim should be about understanding the whole of the ecosystem.

Big data is changing search marketing as “90% of the data in the world today has been created in the last two years alone” (ScienceDaily 2013). And all this extra information comes at a cost which is that you can spend huge amount of time trying to use multiple platforms to maximise all the information and you can spend too much time analysing data instead of developing and executing direct marketing campaigns. The solution for big data is to use the technology to manage and analysis this data. The aim is that you get a picture of what happens before people visit your website as well what happens when they are on your site i.e. the whole ecosystem.

A website has an ecosystem with regard to links, content and the thousands of search terms that your site could show up for. In order to get this picture of the whole ecosystem, you should consider everything - not just the links, or the design, or the user journey, or the presentation, or the text on the page. So how do you pull all these data points together and analyse them?

- It involves looking at the structure of the website, at the URL structure.
- How many words do you have per page and what do these words mean?
- What is the relevance of the website in terms of the people who are searching for your business?
- How streamlined is the layout of the website and does the users journey flow seamlessly.
- Is it mobile friendly, does it look good on a desktop as well as mobile?
- How fast is the website and are the technical factors up to date?

Also there is other data to consider such as competitors. Every time a website shows up in search results means that it has competition – not just rival companies in your sector but others such as news organisation, Wikipedia and so on... basically anybody who is occupying your space in search results is a competitor. So in order to analysis this ecosystem there is a need to have multiple data points and to aggregate the data as it is this collection of information that allows us to gain the required insights.

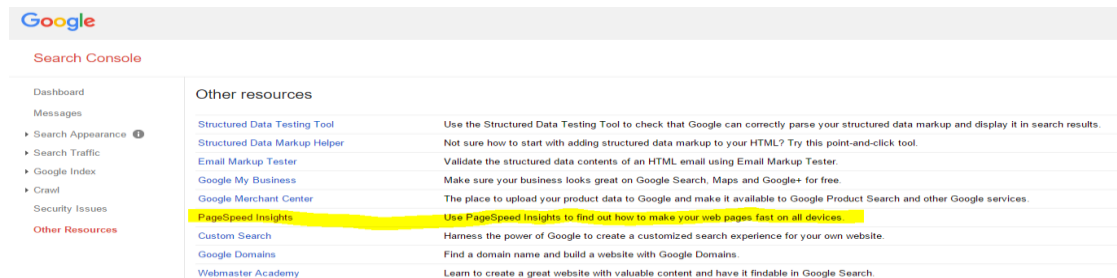
For example if you are seeing a traffic spike for your website, it could be because there is an increase in visibility due to a particular keyword, seasonality or one of your competitors has disappeared from the rankings. And because of all these possibilities there is no way to work out why things are happening without multiple data points such as population statistics, impressions, traffic, sales, footfall, seasonality, weather, customer data, previous year data, benchmarking and so on. The overall aim is to have the data from these multiple data points in one place i.e. the IGB database.

Sophisticated SEO tools such as the 12 listed below allow us to analysis back links, competitive works and choices as well as analysing what people are searching for, writing about and sharing. The net result is that these tools have given us more insight into our traffic and our user journey.

The combination of these tools and an explosion in data has allowed us to make more informed decisions on such things as the website design process based on user behaviour.

## 1. [Google Webmaster Tools](#)

Google's Webmaster Tools is a free, novice-friendly resource that explains the fundamentals of Google search and helps you to modify a web page for better results. For example, Google's Fetch tool allows you to see a particular URL as Google sees it, which is critical when troubleshooting for poor SEO performance. The information returned can even help you isolate problematic code when you believe your site's been hacked. Each week users are allotted 500 fetches. If you come close to hitting your limit, you'll see a notification on the report. Another feature of Google Webmaster Tools is PageSpeed Insights.

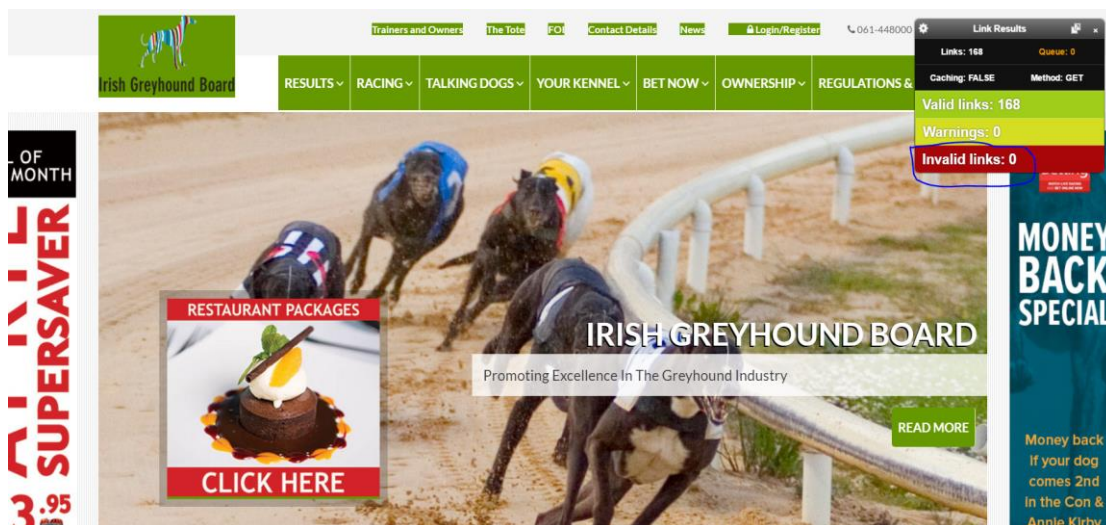


This tool measures the performance of both your desktop and mobile site in terms of speed. With mobile search queries surpassing desktop searches, page speed is becoming increasingly important to businesses that want to hold on to their visitors.

The PageSpeed Score ranges from 0 to 100 points. A higher score is better and a score of 75 or above indicates that the page is performing well.

## 2. [Check My Links](#)

Check My Links is a link checker that crawls through your webpage and looks for broken links and is a free extension from the Chrome Web Store. It makes it easy to check out and therefor fix links that do not work on your website. Broken links on a website can adversely affect your ranking on Google, Yahoo and Bing.



For example, if we run the IGB website through 'Check My Links' – the results can be seen circled in blue above. There are 168 valid links and no invalid link which 'Check My Links' is able to detect in a matter of seconds.

### 3. [SEO Report Card](#)

SEO Report Card by UpCity is a free tool that lets you analyse your website to determine how it stacks up against your competitors. In exchange for a bit of your contact information, SEO Report Card will serve up a report that covers the following:

- Rank Analysis – a snapshot of where your website ranks on Google, Yahoo, and Bing! Your ranking is based on the main keyword you selecting when putting information in to build the report.
- Link Building – a detailed account of the number of sites that link back to your site.
- On-Site Analysis – a look at how successful you were in incorporating your main keyword throughout your site.
- Website Accessibility – a section focused on your site's load time and ease of accessibility for crawlers.
- Trust Metrics – an overview of your site's level of trust or authority.
- Current Indexing – an indication of how many of your site pages have been indexed.

### 4. [Website Grader](#)

Website Grader is a free online tool that generates personalised reports based on the following key metrics:

- Performance – looks into your site's page size, requests and speed.
- Mobile Readiness – checks to see if your website is mobile-friendly in terms of responsiveness and viewport settings.
- SEO – determines if your website is easy to find -- by both humans and bots. This determination will take factors like page titles and meta descriptions into consideration.
- Security – looks for elements like an SSL certificate which serves as a way to prove to visitors that your site is both authentic and safe for contact information submissions.

All you need is your website URL and an email address to get started. Simply plug in your information and you can expect a score (1-100) as well as a detailed report in just a matter of seconds.

Aside from Website Grader, HubSpot also has a handful of paid SEO tools to help you better direct your efforts. For example, within the HubSpot Blogging App, users will find as-you-type SEO suggestions. This helpful inclusion serves as a checklist for content creators of all skill levels.

HubSpot customers also have access to the Page Performance App, Sources Report, and the Keyword App. The HubSpot Marketing Platform will provide you with the tools you need to research keywords, monitor their performance, track organic search growth, and diagnose pages that may not be fully optimized.

### 5. [Found's SEO Audit Tool](#)

The SEO Audit Tool by Found is a free easy-to-use tool for marketers looking to identify and solve common SEO errors on a website.

Simply enter your URL and receive an instant automated SEO audit of your site. Found's SEO Audit Tool is broken down into three main parts:



- Technical issues – takes factors like domain canonicalization and XML sitemaps into consideration.
- Content issues – focuses on influential factors like keywords and meta data.
- External link analysis – evaluates the quantity and quality of external links.

#### 6. [Varvy's SEO Overview Tool](#)

This free SEO auditing tool provides users with information regarding their domain strength, links, image SEO, social counts and mentions, page/technical SEO, page speed, and more. An important section of this report focuses on the strength of the images your website employs by analysing the alt text. If you're using too many words, missing alt text, or the alt text appears weak, the tool will notify you to any necessary changes.

#### 7. [Moz Pro Tools](#)

The Moz Pro subscription serves as an all-in-one tool for increasing your business' search ranking. There is a free 30-day trial and then paid plans range from \$99 to \$599 per month. This collection of research tools provides subscribers with the resources needed to identify SEO opportunities, track growth, build reports, and optimize their overall efforts.

For example, the Crawl Test tool uses a web crawler to analyse up to 3,000 links on a given URL. Users then receive an email report that details the data for each page the site links to which identifies crawlability factors such as duplicate content and redirects that could be influencing your SEO performance.

#### 8. [WooRank](#)

The WooRank's in-depth site analysis helps marketers reveal opportunities for optimization and improvement. It has a free 14-day trial and then paid plans range from \$49 to \$149 per month.

The analysis takes into account the performance of existing SEO initiatives, social media, usability, and each report is divided into eight sections:

- |                        |           |           |              |
|------------------------|-----------|-----------|--------------|
| 1. Marketing Checklist | 2. SEO    | 3. Mobile | 4. Usability |
| 5. Technologies        | 6. Social | 7. Local  | 8. Visitors  |

The analysis uses 70+ metrics to highlight SEO opportunities and makes it easy for users to download PDF reports.

#### 9. [Screaming Frog SEO Spider](#)

The Screaming Frog SEO Spider is designed to crawl websites, examining the URLs for common SEO issues. The 'lite' version is free and the paid plan is \$160 per year. The Java program is fairly intuitive, with easy-to-navigate tabs and allows you to export any or all of the data into Excel for further analysis.

For example if you're using Moz to monitor your links or rankings for specific keywords – you can create a .csv file from your spreadsheet, make a few adjustments for the proper formatting, and upload it to the tools.

#### 10. [Remove'em](#)

Remove'em allows you to clean up artificial or unnatural links that have the potential to damage your search ranking. It costs \$249 per domain or a subscription option starting at \$99 per month. This tool scans your backlink profile and turns up a list of contact

information for the links and domains you'll need to reach out to for removal. Alternatively, the tool also allows you to export the list if you wish to disavow them using Google's tool.

11. [SEMrush](#)

SEMrush provides analytics reports that provide insights into your competitors' strategies in display advertising, organic and paid search, and link building. Prices range from \$69 monthly up to \$549.95 per month.

12. [Buzzsumo](#)

BuzzSumo provides analytics reports that provide insights into your competitors' strategies in display advertising, organic and paid search, and link building. Prices range from \$69 monthly up to \$549.95 per month.

It can be used to monitor your competitors' content thereby allowing you to make comparisons and improve your website's performance. This analysis can be sorted by the average shares, shares by network, content format, the day published, content length and most shared domains.

The tool lets you find the influencers in your industry and get to know what they are sharing online. You can also choose to get alerts via email based on a number of things – when an article mentions your keyword, when an author publishes an article or when your competitor publishes a post. Prices range from \$99 monthly up to \$999 per month.

13. [MajesticSEO](#)

Majestic surveys and maps the Internet and has created the largest commercial link intelligence database in the world. This Internet map is used for a variety of uses surrounding online prominence including link building, reputation management, website traffic development and competitor analysis.

As link data is a component of search engine ranking, understanding the link profile of your own, as well as competitor websites can empower rational study of search engine positioning. Majestic is constantly revisiting web pages and sees around a billion URLs a day. Majestic is available at variety of price points, including a free registration and subscription options start from £29.99 per month.

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## 4.7 Content Marketing

A major objective of this report is to develop a marketing framework that is proactive and promotes a night at the dogs above the competition. Inbound marketing (Halligan & Shah 2009) uses content, social media and search marketing to generate demand. Content marketing is an essential component as it ensures that the subscribers fit the buyer persona that the IGB are targeting. Content marketing attempts to direct a targeted audience to the firm's website or landing page to collect their contact information in return for content that adds value. Greyhound View and the Shelbourne Park T.V. would be a form of content marketing but it can also be delivered in the following forms;

- Articles
- App
- Blog posts
- Brochure
- Business Tool
- Case studies
- Cheat sheets
- Checklists
- E-books
- Email
- Infographics
- Kits
- Large definitive guides
- Podcasts

Reference guides • Slides • Surveys • Templates • Videos • Visual content • Voucher for your services • Webinars • Whitepapers • Workbooks

The best way to use content marketing is to give away a piece of valuable content, preferably for free, in exchange for the users contact details and contact permission. These pieces of content should be designed to attract the kind of client you want in your database and the content used should be;

- (i) Something your prospects really want that is genuinely useful for them.
- (ii) Related to your core business offering.
- (iii) It has to be short. An offer that can be digested easily will be more attractive than perhaps a more substantial offer that will take potential clients hours to understand and use.
- (iv) The aim is to get the right people to sign up to your offer, so make it as easy and pain-free as possible for them. That means free and simple to use.
- (v) It should be different from your competitors. Make the offer in some way unique and stylish.

Ensure that links to these pieces of content are posted throughout your virtual presence i.e. your website and social media networks, and build up the audiences for those platforms. One of the most effective methods to attract realistic prospects is to advertise your content marketing efforts on social media to your carefully chosen target audience.

The development of the content can take a lot of time and resources, and there are many different types of content delivered in different forms to different places on different access platforms. These elements of content marketing can be planned and managed by considering the following elements:

- (i) Content engagement value – which types of content will engage the audience – is it simple services information, a guide to buying service(s), or a game to engage your audience?
- (ii) Content media – can include plain text, rich media such as Flash or Rich Internet applications or mobile apps, audio (podcasts) and hosted and streamed video. Even plain text offers different format options, from HTML text to e-book formats and PDFs.
- (iii) Content syndication – can be syndicated to different types of partner sites through direct submission by email, feeds, APIs, or micro formats. Content can be embedded in sites through widgets displaying information delivered by a feed.
- (iv) Content participation – effective content today should enable commenting, ratings and reviews. These also need to be monitored and managed both in the original location and where they are discussed elsewhere (i.e. social media).
- (v) Content access platforms – includes digital access platforms with such as desktops, laptops, mobile devices and even paper is a content access platform for print media.

#### **Personalised Content versus Dynamic Content**

- Personalised content puts data from the database as content in the email.
- Dynamic content uses data from the database to determine the content that will go into the email. For example the IGB could use dynamic content by developing an email with content based on each track. The user inputs the track that they are

interested in and then the email is automatically tailored specifically to these preferences using logic based automation.

Solis & Szymanski (2014) stated that “both consumers and businesses have shifted the way they purchase products and services, but more important, they have shifted the way they research and find these products and services.” Therefore it is vital that all marketing efforts are focused on helping them to find the IGB and inbound marketing through content marketing is the best practice strategy for achieving these aims.

The aim should be to create a relationship with these potential clients by offering something of value in exchange for the ability and permission to communicate i.e. their contact details. The content offer is usually sent through social media or an email campaign and again segmentation is a vital component in the development of a subscriber list that fits the criteria of what the IGB considers to be the target audience.

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## 4.8 Mobile Marketing

Mobile marketing is promotional activity designed for delivery to mobile devices, usually as a component of a multi-channel campaign. Segmentation is even more important in mobile as every customer will have a combination of different preferences on how they want to be communicated with and it is very personal medium.

Customer engagement can be channel specific and mobile messaging is an effective medium to connect to these different channels. Mobile messaging strategy should attempt to understand the customer journey and layer on the messaging based on their preferences and where they are most likely to engage for that individual user. Once understood then automate a process via machine learning to create campaigns that leverage ‘In-App’, ‘Push’ and ‘Email’ ensuring that they are not spamming their users with messages that are hitting them from all directions.

Therefore there is a need to set up a process that ensures recipients do not receive the same message via ‘In-App’, ‘Push’ and ‘Email’ and this process should occur through segmentation such as setting up a campaign for Push that is sent to users who opted out of email or vice versa. Alternatively there are third party service providers who can automatically prioritise the best channel for every individual subscriber based on their best historical response channel type from the available channels for that individual.

This is a complex process because each individual customer is going to interact with you through different touch points and also communicate with different devices in specific ways. Making sure these elements work together efficiently is a key component in enabling an effective multi-channel campaign that is not off putting to the user.

Using the example of the subscriber who has opted into everything – how do you decide which channel to use? You need to consider the following questions in detail to determine whether email, push, in-app or social is the best channel for that individual subscriber.

- The goal that you are trying to drive – is it to view an article or re-finance a home loan? Consider the complexity of the actions that you want to drive before selecting the message type because if subsequent actions are very difficult then it should be done on a PC / laptop and that message should be sent by email.

- Next think about the content they are going to share - how much or how little because Push is limited in characters so for a bigger announcement or things that need multiple lines of direction then email or In-App should be used.
- Channel Availability – where is your audience for this message going to be able to be connected with?
- Response Rate – Do you need the customer to respond right away? Is it a time bound offer – if so then consider Push. If it is not particularly time sensitive then email is a good option because the user might read it more than once.
- Timing – how quickly do you want to get the message in front of the user? If you need the user to see it immediately then Push is the best option whereas email is going to be pushed into the background and the user will have to seek out the email.

#### ***When to use email?***

The more complicated the action the more likely you will want to use email as a delivery mechanism. It can support longer form content, better brand and design and is available to all users who have opted-in. It has a lower response rate than Push and In-App and is ideal for non-immediate needs.

#### ***When to use push notification?***

Its main advantage is to bring users back into the App and incentivise action. Messages are short and research has shown that the shorter the message the higher the response rate. It can be sent to all App users who opt-in and has a very high response rate. It is pushed directly to the user's phone so it is immediate and hard to miss.

#### ***When to use in-app?***

The aim of In-App is to guide the user through the App experience. In-app messaging enables marketers to have direct communications with web and mobile app users – in the moment – when they are already engaged with your company or product. The messages are shorter than email but can be longer than Push depending on the In-App template used (full page, banner, and standard notification).

It is again similar to Push in that it requires an App but unlike Push it really doesn't require any opt-in. It has got a very high response rate in that it is impossible to ignore when the user is in the App. It is immediate as it requires being in the application.

#### ***When to use social media?***

Facebook, for example, is different to email, Push or In-App. Rich customer data is used to power other messaging channels to run adverts on Facebook (it could easily be LinkedIn or Twitter) either on your audience as a retention tool or to a [lookalike audience](#) as an acquisition tool.

It is best suited for campaigns that have been successful on Facebook already. The message format is short typically advert format and is only available to users who have connected their Facebook profile to your App or whose email is verified i.e. matches with their Facebook profile.

Together each of these four channels creates a complex mixture. Each messaging channel has subtle differences so it is vital that they work in tandem to deliver the best possible experience for your audience.

### **Tactics to boost app retention**

- Convey your value proposition immediately. Highlight the service that the IGB is solving through this app.
- Highlight the key actions (CTAs) that you want your customers to take to get full value of the experience.
- Using incentives to encourage those key actions (CTAs).
- Make every interaction for customers easy.
- Measure the impact of everything as apps are a data rich platform.

### **Opt-outs and uninstalls**

For every potential reward to a mobile messaging campaign such as an engagement or a conversion, there are also risks. It is important to react quickly to opt-outs and uninstalls that may happen as a result of a campaign.

Questions that should be considered in the event of opt-outs and uninstalls would be;

- Was the push notification sent at a time when the customer was too busy?
- Was there too much interaction too soon after the customer started using the app?
- Was the call to action (CTA) too direct or pushy?

Considering these questions helps you to arrive at why the opt-out occurred and allows you to implement beneficial changes to your marketing communications.

### **Tactics to reduce opt-outs and uninstalls**

- Get the personalisation right – sending information that is not relevant to that individual customer is the quickest way to getting an app uninstalled. Therefore having a full view of the customer across all channels is a must have attribute requiring a fully segmented database integrated into all of the IGB's customer touch points.
- Keep messaging short and to the point – there is a reason that the number of characters are limited for push notifications as research has clearly shown that shorter messages perform better overall. Save the more complex messages for more suitable channels such as emails.
- Consider the timings and frequency of your messages – customers want contextual and relevant messages but they don't want them all the time especially if they are opted-in to email as well. If you are not careful about the sequence that you use to send your messages then you might end up spamming them with too much too often. Research has shown that over messaging is a main reason why people opt out of applications.
- While location based messaging has a lot of appeal – brands need to be very careful of location triggers as it can often become a very 'spammy' experience to the customer.

### **Mobile Marketing Options**

Mobile Marketing is in fact, real time marketing – getting the right marketing message to the right user at the right time and the ways to communicate the message can be divided into the following areas;

**1. Bulk Messaging** is used to distribute bulk SMS and MMS at high volumes. It is the simplest, fastest and cheapest way to reach large numbers of mobile users. However the technology is over 30 years old and has limitations including;

- Users must leave the app in order to respond to an app-related text message.
- SMS supports only text which limits both the user's ability to communicate, and the developer's ability to create a great user experience.

Native Messaging (IP messaging) is a better option for bulk messaging compared to SMS as it offers a wealth of additional functionality

**2. Mobile Websites** or Responsive Websites have become a 'must-have' feature and ensures your website is readable on any device. Not catering for smartphones, tablets and notebooks will result in losing over 60% of your target audience (Nielsen 2013).

**3. Mobile Commerce Apps** – there are 3 main types of mCommerce apps;

- *Retailer Apps* – some retailers prefer to build their mCommerce apps in-house (i.e. Walmart) while others use an existing platform such as Carrefour which uses [Powatag](#).
- *Shopping Apps* are developed to help shoppers and there are many types;
  - \* [Redlaser](#) allows users to scan barcodes and shop for the lowest prices, online and locally.
  - \* [Pounce](#) allows users to take a picture from print adverts, circulars and catalogues, and then buy the product via the app in just a couple of clicks.
  - \* [Shopkick](#) is a product discovery and retail rewards app. It grants users rewards or 'kicks' for simply walking into a participating store, scanning products, linking credit cards and making purchases and these rewards can be redeemed for gift cards. Shopkick is the number one shopping app with six million users.
  - \* [Amazon Seller](#) is an app that allows sellers to quickly react to customer queries and create new product listings.
- *Loyalty Apps* – there are two main types;
  - (i) Coalition loyalty programs serve multiple merchants sometimes spanning several vertical sectors. Consumers can spend or redeem loyalty points across multiple retailers i.e. [Avios](#).
  - (ii) Merchant or brand funded loyalty programs are run by a single merchant and typically supports engagement with a single brand but also can involve cross-brand partnership.

For example, 'My Starbucks Rewards' is a loyalty program that enables [Starbucks](#) to capture valuable data on its customer base. Customers can use the app in any store worldwide and it combines loyalty with payment. It has the technology to provide its customers with value and convenience. Customers use the app on their smart phones to make payments via their credit card and at the same time accumulate

loyalty points. The app also uses push notification to send the address when you are near any Starbucks store.

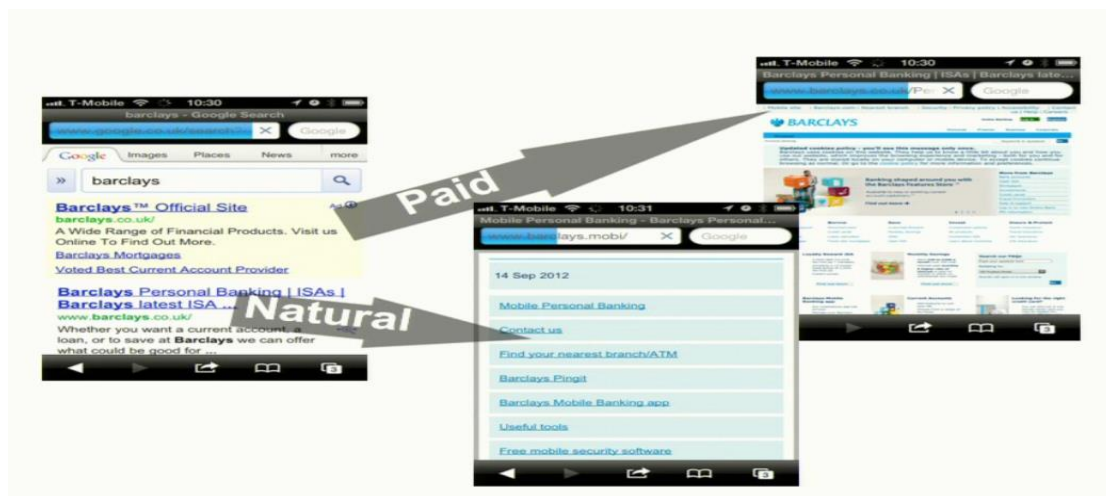
In 2012 customers used the app to prepay for more than \$2.9 billion worth of future purchases. Starbucks mobile app is now used for 10% of **all** Starbucks transactions in the US.

[CardStar](#) uses geo-targeting to send deals at the right place and time and measures results.

[Apple Wallet](#) has replaced Apple Passbook allowing iPhone users to store coupons, gifts, movie / concert tickets, airline boarding passes, loyalty passes and even the credit and debit cards you use with Apple Pay.

Here again a responsive design is vital and means that you don't have to create, submit, manage, and update Apps for each device type (e.g. iPhone, iPad, Android Play Store, Windows).

**4. Mobile Search** is concerned with what links are produced when a user uses both natural and paid search, and whether they are readable on a mobile device. Therefore it is important to apply diagnostics to the search results and where these links take the user to.



In the example above the search in yellow is their paid search and that link takes the user to an ordinary desktop site which cannot be read on a mobile device. The bottom search result is the natural link and this takes the user to a mobile optimised site. Therefore you have the ridiculous situation that they are actually paying Google to deliver a poor experience to their users.

**5. Mobile Video** is growing as it becomes easier to produce quality productions through third party platforms and linking YouTube and social media is critical to brand video marketing success. Examples of these third party platforms include;

- [Looplr](#) is a video sharing platform for smartphone and tablet users that enables them to create, view and share their videos within a social networking concept. It's first a social network and then a video distribution platform. The users shoot, share and watch videos from and with other members from the Looplr community. Therefore the purpose of Looplr is that you watch and share videos that are made with tools existing on that platform.



- [Virool](#) is a self-serve social video advertising platform that allows anyone with a video to reach their desired target audience on social, mobile phones and niche sites. Advertisers can start a campaign for as little as \$10 and can target the exact individuals they would want to reach with their videos by leveraging every social network.
- [OkHello](#) is a social networking app that lets users create video chats and share photos, stickers, texts and more. Users can create rooms where they invite or add people to their contact list for a group video chat. Users give OkHello permission to use their information using Facebook Connect. The aim of the site is to capture and use the information of their users so it is worth examining their [privacy policy](#) as it is extensive.

**6. Mobile Social** – social media is baked into the mobile operating system (OS) which means that mobile should be made the social media hub of the organisation. If you build social into an app, you know who they are, as soon as someone leverages their social media account via a log-in or sharing a tweet from inside your App. The advantage is that you know who they are and how they are interacting with your App as they have to be verified users on their relevant Facebook, Twitter or LinkedIn account.

In addition, it makes it easy for users to share content out of your App and easy for organisations to share content into the App. This is achieved by baking in your own twitter / Facebook feed which allows people to keep up to date with what's going on. All this information is incredibly relevant, timely and location specific.

Using social during the log-in process takes out all the pain that was associated in the past with creating new accounts, so by leveraging this will remove any barriers that users might have with engaging with the App. Advantages of using a social media login are that it is easy to implement, one less login / password to remember and quick.

Disadvantages would include privacy concerns about sharing too much information. Therefore provide an alternative for them to create an account and industry best practice would be to also allow them limited access to the App with no login so users can try it out before creating an account.

**7. Mobile Ad Networks** – these are companies that connect advertisers to web sites that want to host advertisements and examples includes; [Admob](#), [Millennial Media](#), [Chartboost](#), [Tapjoy](#) and many more.

**8. Mobile Games Marketing** – many mobile games are developed and sold within a native app, published on app stores. However to run on a wider range of devices, some are based on html5 or basically browser based games. Browser based games are played over the internet and are usually F2P (free to play) and can be played on multiple devices. They are free to download but offer in-game purchases or in-app purchases at critical points in the game allowing the player to progress or buy time. Paid games have lost market share due to improved quality of freemium games which is a trend that is expected to continue.

King.com's Candy Crush Saga is a good example of monetarising a game of skill. Early in play the levels can be completed without spending any money but as the levels of difficulty increases, the players will get the option to spend money to progress. When they have been marked as a spender then the difficulty ramps up with the aim of getting them to spend again – shifting it from a skill game to a money game where the players ability to spend money is a primary determinant of their success. In addition it uses social media to apply peer pressure to increase spending.

**9. Proximity marketing** is the localised wireless distribution of advertising content associated with a particular place. Transmissions can be received by individuals in a location where they wish to receive them and have an Internet enabled device with GPS enabling it to request localised content from the relevant servers.

**10. Mobile Advertising** – currently the five most used mobile advertising channels;

- (i) *Organic & Paid Search: the main search engines are Google and Bing.*

**Advantages** – search marketing is very powerful because it allows you to reach users who, by searching for keywords relevant to your product, have expressed an interest in your company and to potentially become a customer. This is a proven channel online, and very applicable on mobile.

**Disadvantages** – limited in scale as before people can search for your brand or product name specifically, they need to first know it exists. The number of people that know about your product is finite, so there is a “paid search ceiling” that limits your scale. Additionally, paid search can become expensive depending on how competitive your target keywords are. This is where developing other mobile advertising channels plays a big role in an organisations continued mobile growth. The stronger your other channels are, the higher your search ceiling will be.
- (ii) *Facebook Mobile Ads: App Installs, Sponsored Stories, ‘Promoted Page Posts’.*

Facebook has various ad types, and the company is often testing new formats. All Facebook ad formats are native, appearing as posts in the mobile newsfeed of their users. Facebook’s targeting is called inferential or behavioural targeting. The targeting is based on the user-submitted demographic data and on Facebook ‘Likes’ and ‘Interests’.

**Advantages** – Facebook ads perform very well and they’re not expensive. The targeting capabilities are great and the ads are attractive and blend with the layout of the surrounding content, appearing—visually speaking—more as ‘valuable content’ than as ads and the effectiveness of this channel is no secret. In Q2 of 2013 alone, over 8,400 different advertisers purchased Facebook mobile app install ads.

**Disadvantages** – the more targeted and granular your desired demographic, the less relevant volume will be available. Performance tends to diminish because Facebook behaves very similarly to a direct mailing list. Usually the relevant audience that fits within your target is probably a lot smaller than what you might initially expect. Besides, you can only “hit the list” so many times before you saturate your audience and experience lower conversion at higher prices. To continue to scale on Facebook over time, you are then forced to ‘loosen up’ the granularity of the demographic you were targeting which will hinder your performance. Therefore the first Facebook campaign will usually drive the best performance of any channel you test, but do not expect the level of your initial success to hold without rigorous management.

- (iii) *Native Mobile Ads: Ads placed directly within mobile content.*  
 The industry classifies native ads on mobile as ads that match both the format and style of the surrounding page. Typically, targeting is contextual which means that ads are only shown when they are relevant to the content being displayed on the mobile device.  
**Advantages** - these are attractive ads that appeal to mobile users. There is potential for scale, depending on how many mobile sites relevant to your product adopt native mobile ad formats. Performance for native ads is also very good as a result of the contextually relevant targeting.  
**Disadvantages** – can be more expensive than mobile banner ads and other options. In addition not every relevant site will have native mobile ad formats available, so scale is currently limited.
- (iv) *Mobile Banner Ads: Desktop banner ad concept applied to mobile devices.*  
 Mobile banner ads are available in rectangle and square formats. The ads are placed within mobile websites, and sometimes can be purchased as ‘page take-overs’.  
**Advantages** – it’s comparably fast and easy to take mobile banner ads live. A high percentage of mobile sites have adopted this format, mainly due to the similarity to desktop display ads, and costs are low. Additionally, there are lots of vendors that have access to a wide reach of mobile sites and can thus help you increase scale quickly.  
**Disadvantages** – the targeting in mobile banner ads tends to be irrelevant in that the content and/or audience have little relevance to your product. With the limited screen real estate available on mobile, formats tend to be very ‘in-your-face’ which causes a negative reaction. The convenience of getting campaigns started quickly is due to the plug-and-play nature by which the same ad is re-used in multiple websites—irrespective of how unpleasing it looks in relation to the unique design of each site. Ultimately, this format lends itself to a “spray and pray” approach which leads to unappealing ads, combined with poor targeting, and worsened by a negative reaction from users’ can equal poor performance.
- (v) *In-App Ads: Desktop display ads applied to mobile apps.*  
 Same concept and design as desktop display/banner ads, appearing inside mobile apps. Often emerge as a pop-up banner while the user is interacting with the app.  
**Advantages** – Highly scalable as advertisers can scale quickly with in-app ads. There is a lot of available volume in this channel because a high percentage of mobile apps are still exploring the best ways to monetise their growing user bases.  
**Disadvantages** – New users driven by the in-app ad format have a low lifetime value. Typically, targeting is poor. In-app ads are often placed alongside entirely irrelevant content and conversions result from “passerby-shoppers”, likely outside of the optimal target audience. Due to the pop-up nature of this ad format, a high percentage of clicks on in-app ads are accidental. As a consequence, performance is plagued due to the negative impact of accidental clicks that results in costs going up and conversion rates going down.

There is a need to cater and design for only one ‘web’ and there should be no distinction between the ‘mobile’ web and ‘desktop’ web. Everything needs to be responsive and optimised as well as being designed for a ‘touch’ experience and be touch enabled. Sites becoming context aware is a key trend with relevant information at the relevant time.

Google's [Eric Schmidt](#) coined the phrase 'mobile first' in 2010 and it is even more relevant in 2015 with over 60% of traffic from a mobile device. Consequently it is vital to design for the mobile experience as a priority and not a 'lite' version so that you give users the best possible experience no matter what platform they are using. This will improve the user experience (UX) on all platforms thereby helping to improve your content, design and usability.

Become agnostic (compatible) when it comes to devices and resolution where it does not matter what devices browse into your site through tools, codes, frameworks and snippets that can handle anything that lands on the website. Finally understand that data is no longer the limiting factor through the advent of 4G and LTE (Long-Term Evolution). While it is a good design to keep the size of your files and assets to a minimum, data has become less of a concern going forward due to increased speeds and ubiquitous network connectivity.

### Benchmarking

Regardless of how your push notification, in-app, or email strategies are performing, you need to consider, "How do they compare to industry benchmarks? What's the average for my industry? How are competitors doing?" Industry benchmarks answer many of these questions as highlighted below which show opt-in for the real estate industry in the US at a very healthy 79.7%.



(Kahuna 2015)

Therefore at 79.7% American users of real estate apps are more susceptible to opting in than in other industries and getting customers opting in to push messaging is critical to the overall success of your application.

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## Section 5 – Actions

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### 5.1 Introduction

Action is the detailed working out of strategies and tactics which eventually translates into a series of actions that has to be carried out and checked for any mistakes. Who does what, when and which processes are required to make things happen? Mintzberg distinguished between ‘realised’ and ‘unrealised’ strategies, stating that for a strategy to have been realised exactly as intended was a ‘tall order’. We need to quickly adapt if this occurs and implement contingency plans to ensure the organisations strategic direction is maintained and an emergent strategic approach will be adopted (Mintzberg, 1978, 1987).

Chaffey & Smith (2013) believe that up to 40 per cent of marketing expenditure is wasted through poor execution. Bossidly and Charan (2004) suggested that ‘execution is the missing key between aspirations and results’. Consequently if the action stage is the weakest link in the planning process then there needs to be a system in place to monitor this process.

“Execution starts with the assumption that the biggest problem facing companies today is a gap between what they want to achieve and their ability to achieve it.” (Cummings 2006). The actions that we implement to execute our strategy are crucial in the success of our plan, and any failure on our part can lead to a loss of sustainable competitive advantage which “is an advantage over competitors that cannot easily be imitated” (Lynch 2006).

Each tactic e-tool is a mini project, producing a series of actions or processes that requires a project action plan for each tactic project, with key steps allocated to specific people with specific timescales. What actions are required to create and optimize a web site, to develop a Pay-Per-Click campaign, or execute an opt-in email campaign?

Consequently there is a need to apply Gantt charts, critical path analysis, flow charts or whatever project management approach is deemed most suitable to that particular tactic project. Although most e-marketing plans would not necessarily contain a mini-project plan for every single tactic, these project action plans for each tactic will need to be drawn up at some stage, after the main e-marketing plan is completed.

Each tactical e-tool requires careful planning and implementation. Diligent attention to detail and good project management skills are required whether building a web site, search engine optimization (SEO), a viral campaign or an opt-in email campaign. Success in all these actions requires good implementation.

The best strategy in the world will achieve nothing if it does not cascade down into detailed tactics which are carefully actioned. The activities are going to include: project management schedules, meeting deadlines, meetings, memos, phone calls, chasing people, careful preparation, constant checking and attention to vast volumes of details (Chaffey & Smith 2013).

The first step in the execution is to create a project plan, and a Gantt Chart is the most obvious method to project-manage the strategy. In the creation of the project plan, we should involve all the key players in the company who will be involved in the execution of

each of the steps, to ensure that we have their commitment to complete the tasks in the allotted time scale, or to make adjustments to the plan as required.

The action that needs to be taken by the IGB in terms of maximising their sales & marketing capabilities has been listed below under the main headers used for this report – ‘Situation Analysis’, ‘Objectives’, ‘Strategy’ and the different e-tools that make up ‘Tactics’:

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## 5.2 Situation Analysis

The IGB needs to establish the greyhound industries current position in terms of its marketing activities through situation analysis because the IGB cannot plan into the future without knowing its current position. The following actions should be the first carried out in this process;

- A team of IGB’s senior management should be selected to expand on Section 1.3 to create a relevant and comprehensive SWOT analysis.
- Key performance indicators (KPIs) should be developed through situation analysis that will help form the basis for the objectives of the organisation (see Section 1.2). Once these KPIs have been established then they should be measured and reported on a monthly basis. Every KPI should have a member of staff assigned with the responsibility for that analysis and a budget set aside to ensure it has the resources necessary for measurement thereby achieving accountability.
- KPIs should be developed for mobile marketing to ensure that the app is being maximised (i.e. app service quality and promotions such as push notifications).

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## 5.3 Objectives

The development of the greyhound industries objectives should immediately follow the situation analysis. Coffey & Smith’s (2013) 5Ss framework which is discussed in more detail in section 2 is a useful tool to generate the specific objectives.

- ‘Sell’ – re-open Harolds Cross as it is one of the few profitable tracks in the IGB’s portfolio. Dublin has the largest population with the largest disposable income to spend in Ireland (Section 2.2).
- ‘Sell’ – reintroduce the pick 7 jackpot which in the past has had pools in excess of €500k and numerous pools of €75k. These jackpot pools increased attendances at all tracks by creating unbelievable excitement that resulted in people outside Dublin visiting their local track just to bet into these jackpots and watch the action.
- ‘Sell’ - increase sales on the tote by reducing the percentage take which is currently too high and adversely affecting turnover. Industry best practice indicates that the price elasticity of demand for tote products is elastic meaning that large increases in price tend to have an adverse effect on turnover.

- ‘Savings’ - the obvious ‘low hanging fruit’ would be the booking office that is costing €500,000 per annum. (Section 2.5).
- ‘Sizzle’ – reintroducing the ‘Greyhound View’ programme would add more sizzle and it has been successful in the past. Likewise Shelbourne Park T.V. would also fall into this category (Section 2.7).
- ‘Sizzle’ is concerned with branding and involves extending the brand online which allows you to reinforce brand values in a new medium. The greyhound industry needs to develop a strong image and tagline that relates to the individual tracks. The Go Greyhound Racing domain name linked to each individual track was a good idea and should be implemented.

## **5.4 Strategy**

- Send an email to all members of staff and post on greyhound data to stakeholders looking for their suggestions and opinions in order to get a comprehensive list of all the ‘value propositions’ (see Section 3.3) that relate to the greyhound industry. The aim is to tap into the expertise of the staff / stakeholders who are the people best positioned to identify all the revenue streams that add value to greyhound racing.
- Apply the Business Model Canvas to each identified value proposition to identify the revenue streams and target markets that add value to the IGB. This process will identify the relevant customer segments and distribution channels that relate to each revenue stream.
- Corporate strategy best practice indicates that the implementation of joint venture partnerships with key industry players is a strategy that the IGB should develop. This involves partnering with businesses that your customers use before, during and after they buy your product with the aim to get your marketing messages in front of that firm’s client base (Section 3.3).

## **5.5 Website & App**

- I have emphasised the importance of on-line behaviour analysis (see section 4.3) which will allow us to zone in to areas of interest every time someone visits the IGB / gogreyhoundracing website. This is achieved by using URL parameters and UTM (Urchin Tracking Module) tags that should be managed by the IGB’s IT department.
- The IGB’s IT department need to address the problems customers are having with streaming live races. Service level agreements (SLAs) should be examined and service providers put under pressure to correct bottlenecks.
- Alternative service providers and options should be reviewed in terms of the IGB’s cloud infrastructure to find the best option for live streaming in terms of cost and service. It is not acceptable that IGB customers are experience continuous buffering when they have a bet and go to watch the race live.

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## 5.6 Maximise the Database

- The IGB needs to identify all existing and potential revenue streams in order to maximise the database. The nature of the business model for each identified revenue stream will determine the criteria in terms of what is required to segment the database. This will identify the database fields required for each revenue stream.
- A database management system (DBMS) such as Microsoft Access should be selected and designed to produce easy-to-access segmented lists for the customer segments identified by the marketing department. Microsoft Access makes sense for most businesses because it is part of the Microsoft Office 365 bundle.
- Determine if the fields contained in the IGB database are not extensive enough to segment the customer segments required for efficient digital marketing. Data collection is required to extend the scope of the database and again the business model for each revenue stream will determine the fields required for collection.

Analysis is required to determine what forms are currently on the website and what data are they collecting? In addition other customer touch points should be examined to determine if potential customers can fill out information themselves and give it to you.

A starting point is to follow a typical customer's journey taking note of all the customer touch points where information can be collected all the way to the act of placing the bet or booking the meal.

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## 5.7 Email Marketing

- Ensure that the IGB are using non-responsive email templates in their email marketing. Non-responsive email campaigns waste money by losing over 60% of the target audience (Nielsen 2013) as well as damaging the database because "61% of mobile users who used their mobile device to visit a website that was not optimised for mobile, visited the website of a competitor" (Lightfoot 2014).
- Develop landing pages that are consistent in terms of 'look & feel' with what the user sees on the email that they just clicked. The landing page must be a continuation from where the email CTA ended.

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## 5.8 Social Media Marketing

The most appropriate social media platforms for the IGB are Facebook, LinkedIn, Twitter, Instagram, You Tube and Google + and these social media platforms will allow you to open a business page that should be linked to the industries website. The following action should be implemented to maximise the IGB's social media presence.

- The IGB's website has links for Facebook and You Tube but should also be linked to the LinkedIn, Twitter, Google + and Instagram.



- There is a lack of consistency in branding that needs to be streamlined. The domain name gogreyhoundracing.ie which was registered to link up the individuals tracks in terms of sales & marketing was never used but the twitter handle @shelbournepark is being used but is not linked to any website. Do the other individual tracks have individual social media accounts as there needs to be consistency and all social media platforms should link to the website?

### 5.8.1 LinkedIn

- **Market your LinkedIn company page**

Ensure that all company employees have personal LinkedIn profiles, are linked to the IGB company page and that the company logo is showing up on their personal profiles. This is achieved if they go into their experience section and if the company is not listed then they would need to click on Edit Profile > Add Experience > Add a Position, and start typing in the company name and choose IGB when it appears from the drop-down box.

Also employees should be encouraged to have an optimised LinkedIn profile that is actively sharing the firm’s content and news. Ensure they optimise their own profiles by;

- Including a professional headshot
- Including keywords in job titles
- Link to company website under “Websites”
- Add Twitter handle
- Claim unique URL and then drop it into email signatures
- Write a summary in the first person and include keywords.
- Under “Specialties”, list all skills one on top of the other to make it easy to read.
- Make sure to add plenty of skills in the “Skills” section

Consider hiring a professional photographer to ensure that their LinkedIn profile is professional and offer each employee help in writing their LinkedIn copy. At the very least, you want to make sure that all your employees have your company page and your company logo in their profiles.

- **Develop your LinkedIn campaign**

Developing a LinkedIn campaign can be split into two distinct phases – research & execution.



### 1. Research Phase

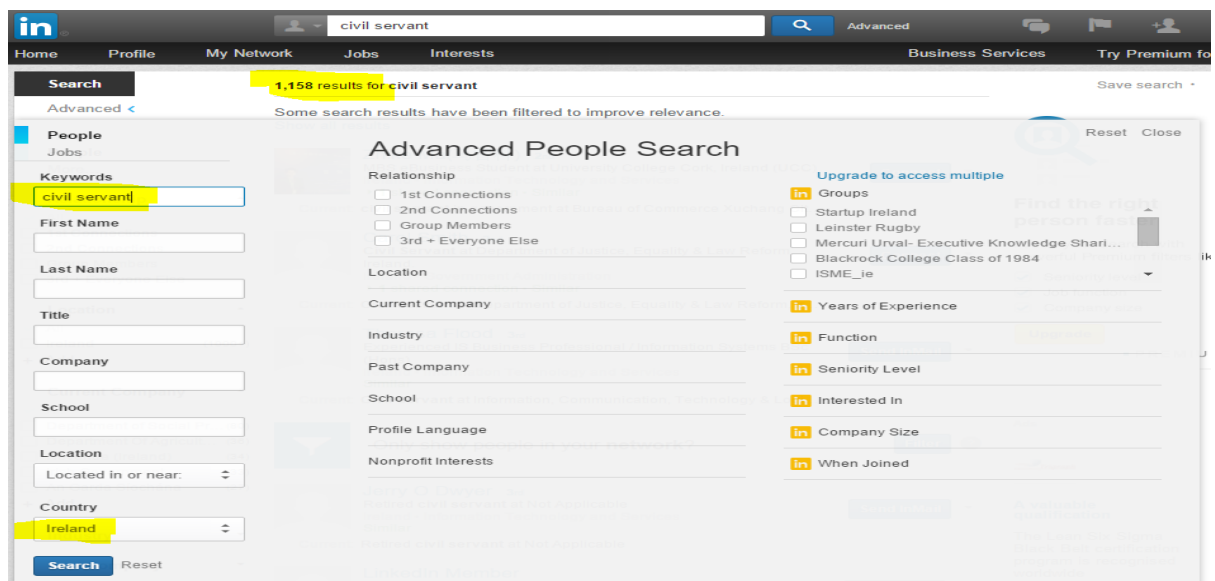
The objective of using LinkedIn is to develop a communication channel with new contacts that fits the persona of the particular customer segment. Therefore you need to identify the personas as outlined in Section 4.3 to ensure that you establish your target audience in order to find and engage with exactly the right prospects on LinkedIn. When you have connected to this audience then it is vital to segment these contacts to ensure that every correspondence is relevant to them, similar to email marketing which is outlined in section 4.4.

However with LinkedIn you need to consider the following traits when segmenting the connections;

- Which industry am I going to target?
- What is the profession of that particular individual?
- What is the organisational role of that person?
- What is the size of their company that they work for?
- Where is the company located?

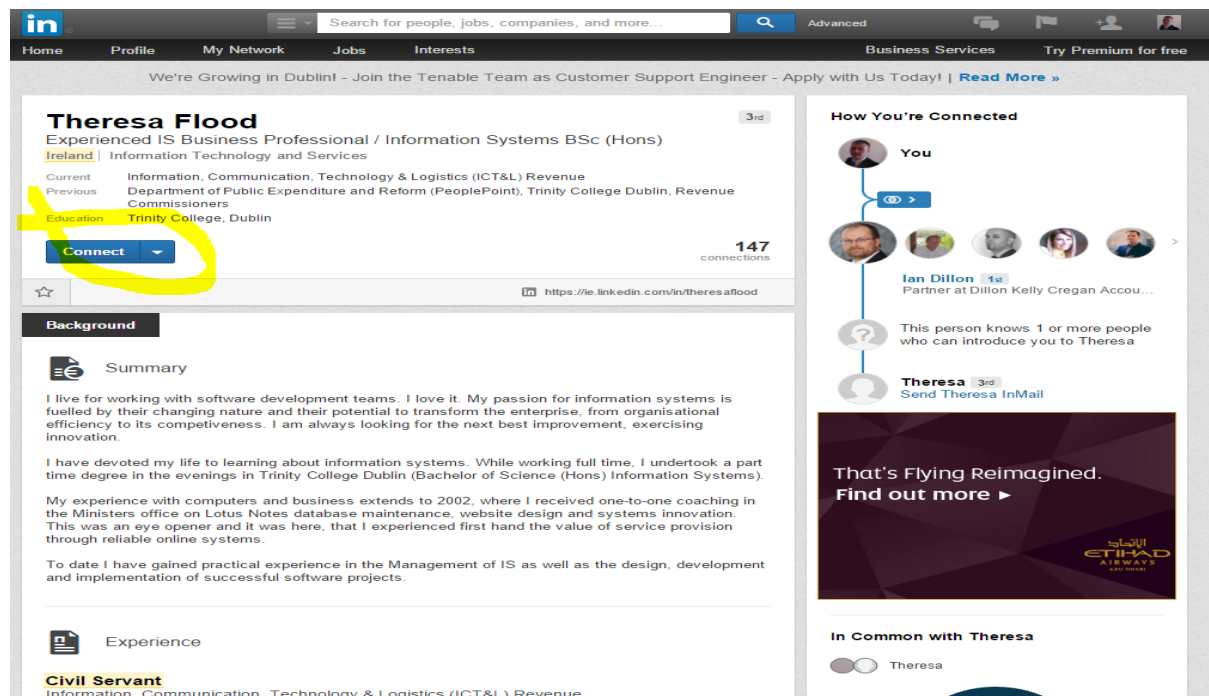
Establish your business presence using company & showcase pages and all of the IGB's senior managers should build a compelling LinkedIn profile page. Best practice suggests that you build leads through your personal LinkedIn page and not the company page because it is a social networking site. The next thing to do is segment the database. LinkedIn allows you to segment your contact within various folders / sections by tagging. This will ensure that your invitations and in-mails are relevant and personalised in order to build the correct rapport with your target audience.

Segment your existing contacts and use your ideal client profile to build tags in LinkedIn. For example if you read that civil servants in Ireland had all received a pay substantial pay rise then maybe they might be open to celebrating with a night out at the dogs. We might use the advanced search feature as shown below;

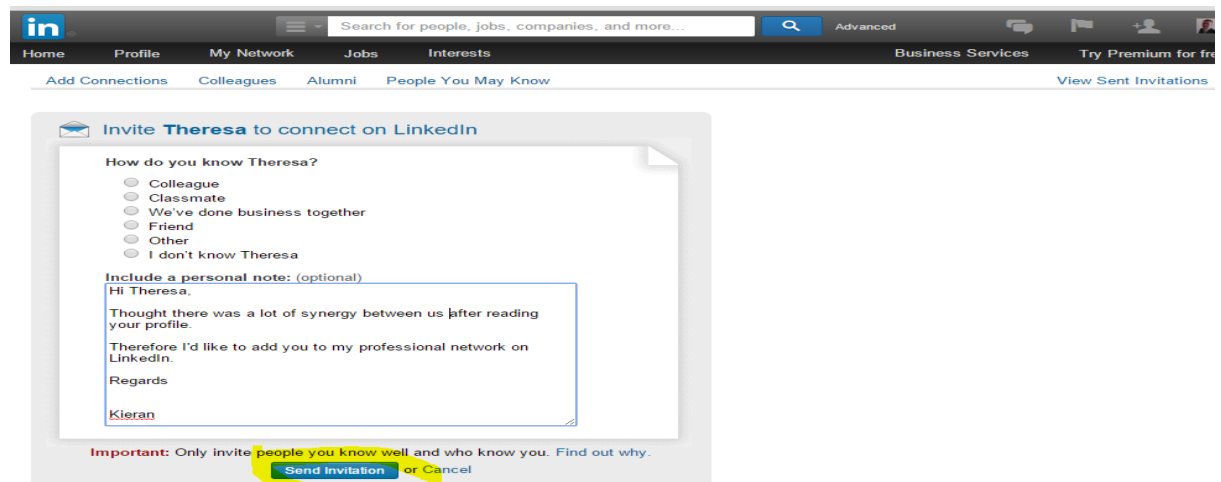


The above search generates a list of 1,158 civil servants in Ireland and this list could be segmented into a folder called 'Civil Servants'. From this list you are able to hit 'connect', and LinkedIn will send out a generic invitation for everybody on this list to connect.

However this would be an error as you should personalise these invitations. LinkedIn allows you to send up to 72 invitations per day so go in and open up the first contact's profile. This will open a new tab for that particular contact and in order to qualify for an invite you should ensure that they have a reasonable amount of detail on their LinkedIn profile.



There are a lot of opinions about quantity or quality when it comes to connections but if they do not have a photo or a substantial number of connections or have not completed a summary then they probably don't log into LinkedIn very often and will take a long time to respond to your messages – it really depends on the business. Once you are happy with the connection simply hit 'Connect' highlighted in yellow above and personalise your message as shown below.



Now that you have used the advanced search feature to find a list of ideal client profiles that you can connect with – best practice suggests that you want to have around 400 contacts to create a sales funnel which should take around 10 days and is a good amount for measuring. So take 400 connections and begin email marketing to them which brings us to the execution phase.

## 2. Execution Phase

This phase is about converting the connections that have been tagged into LinkedIn folders into leads that ultimately generate revenue for the business.

- (i) Build a relationship with your connections over time. Do not connect with a potential lead and then immediately send an in-mail or email about how great your company or service is as they do not know you from Adam at this stage. It will come across as pushy, salesy and even desperate. Instead send out 4 messages that contain content that is targeted, timely and relevant to that individual connection every 2 weeks. The sole aim at this stage is to build trust with the connection. Then on the 4th in-mail promote your call to action.
- (ii) Develop the call to action which will appear in the 4th email to the connection. What is the next best step in order to generate revenue for the IGB? It might be a link to the app registration form or to book a restaurant table online. If that is not carried out by the connection then a phone call to outline the benefits of the app and the fact that it costs nothing to register and you do not have to bet. It just means that if you see a dog running that you want to be in the future then you are registered and ready to go.
- (iii) Once the campaign has been implemented then you should always test, measure and improve that campaign on an ongoing basis.

### 5.8.2 Google +

- Create Google + page for the greyhound industry and link it to the company website. There are huge benefits linking to the company website to a google + page in terms of search engine optimisation (SEO)
- Ensure that the 'About Page' has links to the web pages containing the race cards for the next race meeting.

### 5.8.3 Facebook

- Select an image that encompasses greyhound racing and ensure that it appears on each of the social media platforms to create consistency. The image on the IGB Facebook page at the moment is a meal deal and might be better used in a different channel such as an email campaign as greyhound racing is not just about a chicken burger, chips and a bottle of beer.



#### 5.8.4 Twitter

- Find contacts to follow by importing your contact databases using tools that Twitter provides. Then, broaden this action by following those that your followers are following – where relevant. Be sure to also follow people that your competitors are following.
- Do a search for experts in the field who are tweeting. You can find people to follow on sites like Wefollow.com or Twibes.com.
- Ensure to follow back relevant people and companies that are following you. You don't want to upset prospects, customers or partners by not following them!
- Twitter provides easy search functionality so that you can find people that are talking about your company and your industry. Spend some time trying out different searches and hashtags that are relevant to your business. Once you find the people who are contributing most to the conversation, start following them.
- Create lists. By creating a list you can easily segment people who you are following. For example you can create a list for customers betting on the app and people booking a table in the restaurants.

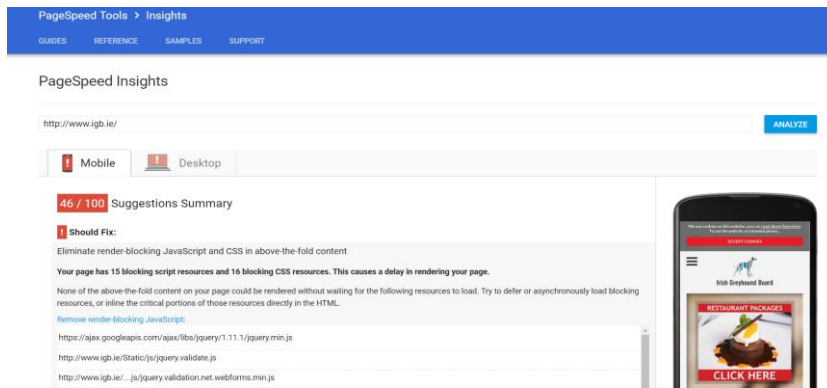
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### 5.9 Search Marketing

- Search Engine Optimisation (SEO) should be fully implemented before the IGB engages in pay for click (PPC) advertisement because it is free and more effective than Search Engine Marketing (See section 4.6).
- Maximising SEO involves researching all the relevant keywords that apply to the greyhound industry, ensuring that these keywords are used in the websites META descriptions and page titles. Other techniques that should be used include page headline and sub-headline development as well as URL / link title tag development and picture alt tag development.
- Analyse the traffic onto the IGB website looking for traffic spikes and lows. Using the SEO tools listed in Section 4.6 attempt to identify the reasons for the increase or decrease in visibility for the website.

The reasons need to be identified to maximise search marketing and could include a new keyword being included, seasonality, back links or a competitor disappearing from the rankings.

- The Google Developers PageSpeed Insights tool, [click here](#) highlights reasons why your site is being slowed down and will give you a rating out of 100 and indicates that “Your page has 15 blocking script resources and 16 blocking CSS resources”. This causes a delay in rendering your page”. Therefore to maximise the IGB website these script and CSS resources should be removed – see [Remove Render-Blocking JavaScript](#).



- Test search results to ensure that links produced through search marketing are readable on a mobile device. Section 4.8 shows an example where a link from a paid search takes the user to an ordinary desktop site which cannot be read on a mobile device. The natural search link takes the user to a mobile optimised site so that you have the ridiculous situation that an organisation is actually paying Google to deliver a poor experience to their users.

## 5.10 Content Marketing

- Develop a team to come up with a system to produce greyhound racing related content through newsletters, videos, T.V. and emails. For example the 'Greyhound View' Programme was a major attraction to the public, owners, breeders, trainers, sponsors and syndicates when it aired a decade ago.

## 5.11 Mobile Marketing

The following is a process to follow when developing or updating an app

- Justify the app – why does the IGB want to develop this app and how much budget is going to be set aside for development. State the specific utility value for the users and define the goals for the IGB and the end users.
- Build the app – How will this app integrate functionality? How will consumers interact? How often will you update data and functionality? Test before going live by getting a beta group of 50 to 100 people on diverse smartphones and tablets. If it is browser based then ensure that it works across all platforms; windows, google android and iOS.
- Consider using social media during the log-in process which will take out all the pain associated with creating new accounts, thereby removing any barriers that users might have with engaging with the App. Advantages of using a social media login are that it is easy to implement, one less login / password to remember and quick. Disadvantages include privacy issues.

- Submit the app – Be aware of the submission routine and approval timelines for relevant app stores.
- Promote the app – what type of marketing and promotion will be adopted for the app. The app should be the feature of an email campaign in 2017 to all subscribers in the IGB database. The aim is to send push notifications to users informing, when and where the big race meeting / meal offer is taking place.
- Measure the app – be aware that measurement happens through the apps store in terms of measurement and purchases but also in analytics in terms of mobile OS.
- Update the app – try to have built in dynamic content that allows you to consider the frequency of data updates in real time. Also schedule functionality upgrades to maintain usage levels.
- Mobile Diagnostic – a core mobile diagnostic needs to be in place before you deliver your mobile strategy. What is going to happen when users come to your digital properties on their mobile phones – does it actually work? Analysis the success of your mobile infrastructure by examining the following 3 key areas;
  1. Mobile email – must use a responsive design. Open up your brand emails to see how they look on a mobile device.
  2. Mobile search – apply diagnostics to the search results and where these links take the user to ensure that the landing page is mobile friendly (section 4.8).
  3. Mobile social – everything in the social channels will be mobile optimised. However the problems come when you start putting links particularly to your website.
- Mobile Services – target your audience and consider what device that they are most likely to use. Then consider the functions that they use within that device. If we consider teenagers and senior citizens as a simple example it might pan out as follows;

<b>Target Audience</b>	<b>Teenagers</b>	<b>Seniors</b>
<b>Device</b>	Smartphone	Desktop
<b>Service</b>	SMS or IP messaging	Facetime
<b>Use</b>	Texting friends	Facetime with family

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## Section 6 – Control

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### 6.1 Introduction

Digital marketing comes down to plain luck without the appropriate control mechanisms. Control questions whether you know if you are succeeding or failing through web analytics systems that regularly measure and monitor KPIs such as the number of visitors, durations, enquiries, subscriptions, sales, conversion rates, churn rates, loyalty levels and more. Control needs to be built into a plan that specifies how often and who reports on the control criteria (e.g. usability testing, concept testing, A/B testing, website statistics analysis and external trend spotting).

Every companies long term objective should be to use their on-line presence to develop repeat business and Day (1997) noted that a web site's purpose is not to have a "one-time-only" interaction with customers, but to build a long-term relationship and consequently, customer-focused measures should also be used to determine performance. Essentially, all the objectives listed in the objectives section need to be measured and monitored and time has to be made for a regular review of what's working and what's not – performance measurement & diagnosis.

Control questions that need to be answered include;

- Have you achieved the objectives, is the strategy working, did you choose the right tactics . . . have you spent the money and time wisely?
- Who are the right customers and are you targeting them?
- What do these customers like and how many of them become repeat customers?
- Which e-tool works best?
- How much does each customer actually cost you?
- Do you need to examine the data every day, week, month or quarter?

Performance should be measured against detailed targets based on the objectives and should be reviewed and revised frequently to ensure a quick reaction if something is not working. This will result in constant improvement through regular detailed measurements by adopting an emergent strategic methodology. This lean / agile process involves the idea of iteration and the incremental delivery of the solution through trial and error where error is used as a source of information. If every tactic project provides you with information about what does not work, you start zooming in on a solution – so every attempt becomes valuable, more like an expense than an error.

Control measures allow us to check to ensure that our objectives meet the SMART criteria especially the time element which is critical. Consequently we should plan for a specific time period for appraisal of the system which will allow us to implement any changes to the functionality if we are not obtaining the required results. Similarly, if a particular aspect of our changes is working better than expected it could be possible to develop further.

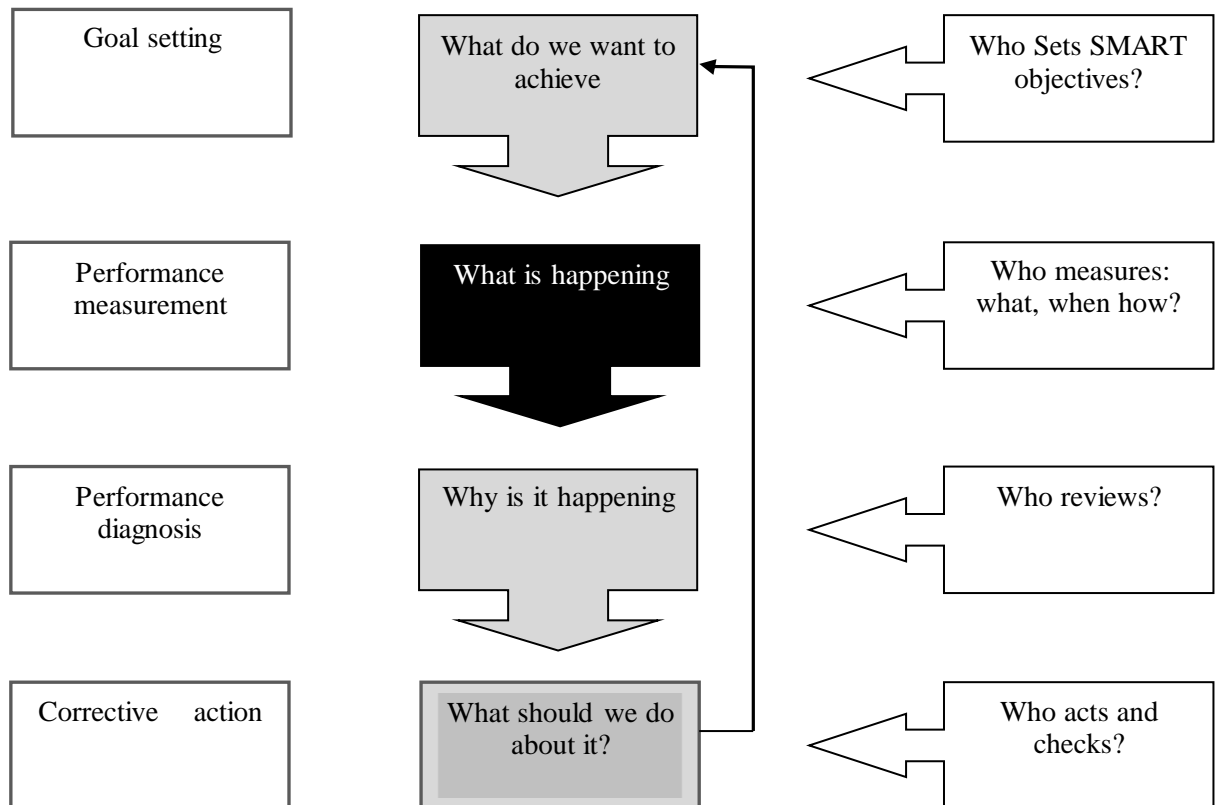
The control process should specify the metrics, the frequency of reporting, who measures and reports, to whom and who takes appropriate actions arising. If something is wrong, you need to have control systems (reviews) in place so that you find out and correct the problems early rather than late. Equally, if something is working unbelievably well, you need to know so you can learn and perhaps accelerate the success.



“Sales, leads, awareness, attitude and ROI are the most common metrics used to manage or control the business. Regardless of which KPIs are used, remember that metrics are more useful when you compare first, across your industry (note: it is also interesting to compare with scores from excellent businesses outside your industry sector); and second, backwards to see any trend. So where do you get this information? Many of the metrics concerning visitor behaviour are available from web analytics. Collection by other information systems or processes is required for key measures such as sales, subscriptions, attrition rates and conversion.

Standard practice should ensure that data from the different sources are compiled into a monthly or weekly report and are delivered and reviewed by the right people. Decide which metrics need to be reviewed daily, weekly or monthly, and by whom. The e-marketer must know which tools are working. That’s why the ‘channel source’ of sales or enquiries is useful – if a particular banner ad doesn’t pull customers, drop it and try another until you find one that does. This can be monitored in much more detail – measuring variations in each tactical tool” (Chaffey & Smith 2013).

The diagram below provides an overview of the control process.



**eMarketing eXcellence (2008)**

In the model above, the control process is defined in the central column. The control process has a feedback loop to allow for adjustments to be implemented. The outer columns relate to the stage in the control process. For example “What do we want to achieve?” is determined by “Goal Setting” in accordance with SMART objectives. The key question is who sets the SMART objectives for each goal. The goals should be clear and relate to the needs of the business.

"Many e-business benefits – such as better customer service, increased responsiveness, and faster deliveries – are intangibles that are difficult to translate into monetary benefits". (Welling & White, 2006, p.4)

Chaffey & Smith (2008) noted that “performance is measured against detailed targets based on the objectives and strategy”. We have already outlined the objectives, based on the company’s strategy, in section 2 and in order to appraise their performance we can use web analytics to get information on visitor behaviour to our website.

We will also have to utilise other systems for the measurement of other KPI’s, such as sales. Traditional methods of measuring web site usage do not provide the data that are required for effective evaluation (Phippen et al., 2004). Inan (2002) has contended that the internet now represents a business channel in itself, rather than just an advertising tool; as such, he has argued that a more holistic approach to web site measurement is required.

Inan (2002) also warned against the dangers of using basic metrics (visits, page views, unique visitors) as the only measurement tools for determining web site performance, and has stated that an organisation’s e-business initiative should be integrated with offline processes and channels as part of an overall business strategy.

The information obtained can be accumulated into a balanced scorecard “which provides a framework for managing the implementation of strategy while also allowing the strategy itself to evolve in response to changes in the company’s competitive market and technological environments ” (Kaplan and Norton, 1996b).

“Strategic management with effective performance measurement systems provides the tools and techniques for driving the business to the desired location” (Hacker & Brotherton 1998). The balanced scorecard allows management to review the performance of the website allowing corrective action to be made.

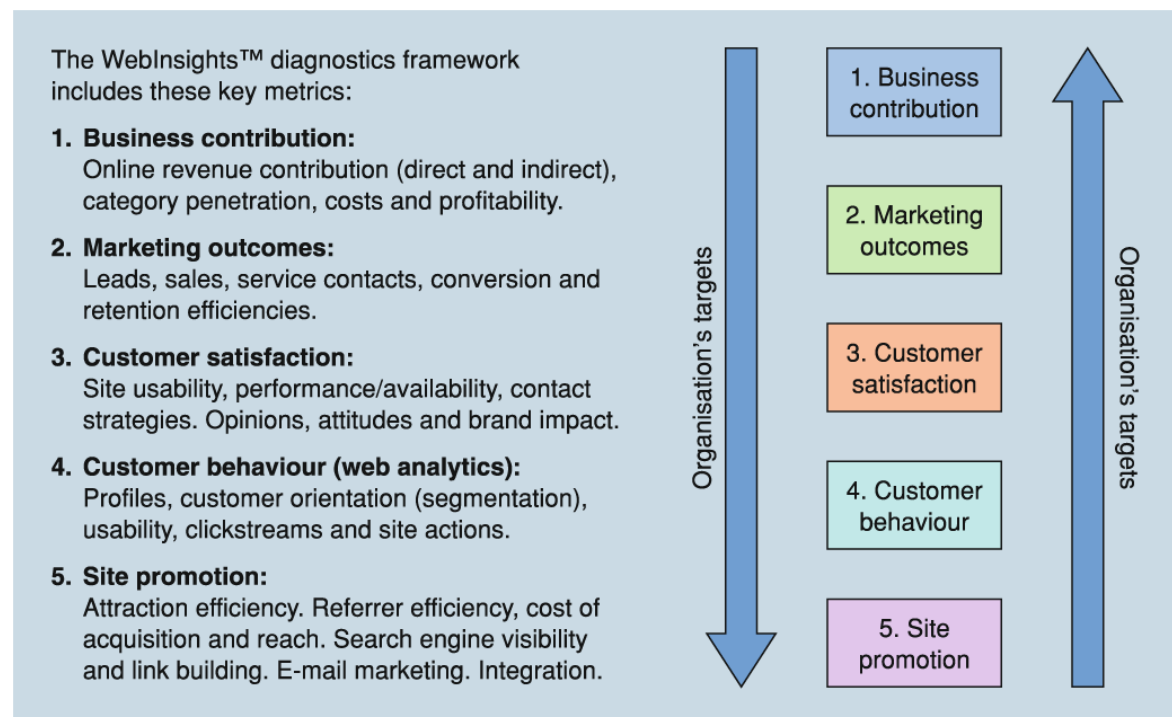
On the basis of a review of 22 evaluation studies published between 1996 and 2001, Kim et al. (2003) identified six web site evaluation criteria that can be useful in the control process, namely:

- (1) business function
- (2) corporation credibility
- (3) content reliability
- (4) web site attractiveness
- (5) systematic structure
- (6) navigation.

## 6.2 Control Diagnostic Framework

Chaffey & Smith (2013) proposes a diagnostics framework for e-marketing metrics as displayed below which is designed to:

- Identify objectives when developing an E-marketing plan
- Check that you have considered the full range of measures for managing online channels – “the KPI gap”
- Use as a team based tool for brainstorming KPIs
- Show the relationship between different measures – which are the Key Performance Indicators that indicate the effectiveness of online strategy and which are the performance drivers which indicate the efficiency of the processes.



The five diagnostic categories for e-marketing measurement from the framework presented by Chaffey (2000) Source: Chaffey 2003 *Internet Marketing*

“Control is about monitoring whether your objectives are being achieved and then modifying the tactics and actions to ensure they are”. (Chaffey & Smith, 2008) and we should ensure that adequate controls are implemented to allow our plans to be modified as required.

Finally, control also includes competitive intelligence, monitoring your competitors – what they’re doing; what they’re repeating; what works for them; what they’re not doing.

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