CUBIXEL

Marketing Strategy
TutorPoint

First Edition

Group 2
MEng Software Engineering Project
Department of Electronic Engineering
University of York

2019 / 2020

Document Approval

All authors of the document are required to proofread, mandate, and sign-off before the document's official publication.

Author	Signature	Date
Cameron Smith	*Smith*	22/02/2020

Document Approval

Document Version Control

History of edits and alterations to the CUBIXEL Marketing Strategy, including the document version, date, author, and description of the edits.

Version numbering is based on the significance of change.

Version	Author	Date	Section Modified	Remarks
0.1.0	CS	29/12/2019	All Sections	Document created and basic structure laid out
0.1.1	CS	01/12/2019	Preface and Introduction	Preface and Introduction written
0.1.2	CS	07/12/2019	Product Analysis	Product Analysis section progression
0.1.3	CS	12/12/2019	Product Analysis	Product Analysis section progression
0.1.4	CS	18/12/2019	Product Analysis	Product Analysis section progression
0.1.5	CS	24/12/2019	Product Analysis	Product Analysis section progression
0.1.6	CS	28/01/2020	Product Analysis	Product Analysis section progression
0.2.0	CS	02/01/2020	Product Analysis	Product Analysis section completion
0.2.1	CS	07/01/2020	Market Context	Market Context section progression
0.2.2	CS	09/01/2020	Market Context	Market Context section progression
0.2.3	CS	11/01/2020	Market Context	Market Context section progression
0.2.4	CS	16/01/2020	Market Context	Market Context section progression
0.2.5	CS	19/01/2020	Market Context	Market Context section progression
0.2.6	CS	23/01/2020	Market Context	Market Context section progression
0.3.0	CS	26/01/2020	Market Context	Market Context section completion
0.3.1	CS	20/01/2020	Marketing Strategy	Marketing Strategy progression
0.3.2	CS	22/01/2020	Marketing Strategy	Marketing Strategy progression
0.3.3	CS	25/01/2020	Marketing Strategy	Marketing Strategy progression
0.3.4	CS	27/01/2020	Marketing Strategy	Marketing Strategy progression
0.3.4	CS	01/02/2020	Marketing Strategy	Marketing Strategy progression
0.3.5	CS	04/02/2020	Marketing Strategy	Marketing Strategy progression

0.3.6	CS	06/02/2020	Marketing Strategy	Marketing Strategy progression
0.3.7	CS	07/02/2020	Marketing Strategy	Marketing Strategy progression
0.3.8	CS	11/02/2020	Marketing Strategy	Marketing Strategy progression
0.3.9	CS	15/02/2020	Marketing Strategy	Marketing Strategy completion
0.3.10	CS	20/02/2020	Marketing Strategy	Target Market Section
0.3.11	CS	21/02/2020	Budget	Budget section

Preface

This document is the CUBIXEL Marketing Strategy for the TutorPoint brand and product. It provides the reader with an understanding of what CUBIXEL values and represents. It details the analysis of the TutorPoint product with respect to its strengths, weaknesses, opportunities and threats, as well as an overview and analysis of the private and online tuition industry in which the product resides in. The document serves as a reference for how the TutorPoint brand and product will be marketed, who it will be marketed to, the tools which will be utilised to market TutorPoint, and how these tools will be used. Furthermore, the budget allocated to the CUBIXEL marketed team is detailed.

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1. Introduction

1.1 Company Overview

Cubixel is an eight-person software engineering consultancy and development team based in York, United Kingdom. As a team, we provide software design services to clients and large companies, focusing on full stack development and providing true customer value using agile development practices. We are inclusive to all industries that align with our own company ideals, especially those involved in global change to provide a positive impact to fields of research, and in people's homes.

1.2 Mission and Vision Statement

At Cubixel, we strive to provide companies with the necessary tools to prosper in their respective fields. Our business focus is on the design, implementation, and support of research and academic based software for companies willing to push the boundaries of education and research. Our mission is to lead the way into providing effective and accessible educational services through advanced and innovative means, capitalising on new business opportunities and delivering industry-leading technology.

Our vision for the company is to advance new areas of education and academia through the development of software, to encourage more students into STEM based subjects. Cubixel aims to be one of the leading developers of software for enabling education, research and collaboration. Cubixel plans to expand quickly whilst maintaining its core values and a strong sense of pride in the projects we develop amongst all employees.
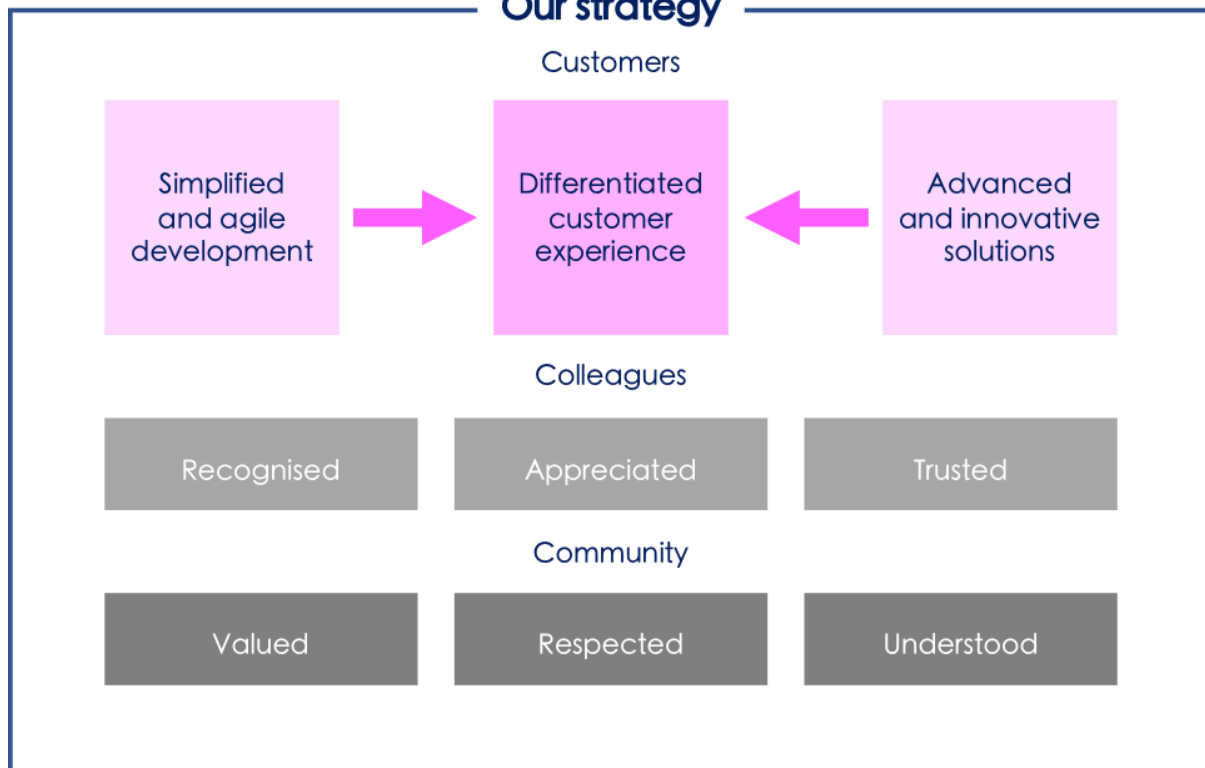
Creating experiences for our customers is at the centre of our strategic framework and is what differentiates us most from our competitors. All actions taken by the Cubixel company with respect to its products, its business and its investments must ultimately support our strategy to deliver a positive customer experience.

Our company strategy has been formed to fulfil the needs of our two other critical stakeholders, our colleagues and our communities in which we do business. For our colleagues, our strategy is to ensure that everyone is recognised and appreciated for the work that they do to bring Cubixel closer to fulfilling its mission, our people are also trusted regarding their quality of work and representation of the company. For the communities we operate in, our strategy is to ensure that our clients feel valued, respected and understood regarding their needs.

Our mission

To make education accessible to everyone through advanced and innovative solutions

Our strategy

Customers

| Simplified and agile development | → | Differentiated customer experience | ← | Advanced and innovative solutions |

Colleagues

| Recognised | Appreciated | Trusted |

Community

| Valued | Respected | Understood |

Our values

| Simplicity | Quality | Innovation |

2. Product Analysis

2.1 Product Overview

TutorPoint is a desktop based, Java application intended to provide a digital lecture environment for both students and lecturers. It is open to any subject that a tutor would like to teach but with a particular focus on STEM subjects at the college and university level. It provides the tools to enable delivery of lecture content live to an audience with instant feedback from users on topics being covered. Users will be able to create an account as either a student or a lecturer and begin watching or producing content on a subject of their choice.

The aim of TutorPoint is to provide an online platform for students and specialists to share, converse and develop their respective fields. The platform is to be structured in a way as to aid education

above any other purpose, incorporating a screen for XML presentations, an interactive whiteboard, and text/video chat. The goal of TutorPoint is to nurture limitless education in all fields globally, enabling new fields of studies and advancement in developing countries and niche areas of expertise.

2.2 SWOT Analysis

In order to best market the TutorPoint product, we want to help the brand lean into what it does well, improve what it doesn't, capitalise on what it can do, and defend against what could challenge it.

Strengths

Agile management and product development

Enthusiastic, determined workforce

Cultured, informal work environment

Minimal bureaucracy in company structure

Weaknesses

Weak brand reputation

Lack of access to key marketing channels

Restricted human resources

Limited online presence

Opportunities

Growing market segment

Unfulfilled customer needs

Competitive product pricing

Networking opportunities

Threats

Current market competitors

Market entry of new competitors

Inability recruit talent

Loss of talent

2.2.1 Strengths

Our strengths are things that we do particularly well at and that distinguish us from our competitors; they are an integral part of the Cubixel company, bringing us clear advantages in our field.

2.2.1.1 Agile management and product development

Cubixel utilises agile project management in order to break down its projects into smaller more manageable tasks in order to be completed in short iterations. Agile project management allows Cubixel to be efficient, effective and adaptable to change. It sees frequent delivery of products to the client and also allows for the client to be involved in the development process, ensuring that the customer is always satisfied with progress, also enabling them to make changes when and where

they see fit. Agile project management also allows our developers to reflect on their progress and efficiency and make changes when necessary.

2.2.1.2 Enthusiastic, determined workforce

The Cubixel staff involved in TutorPoint are entirely dedicated to the creation and success of the product; with committed teams distributed throughout the company. Furthermore, as a start-up company, with little reputation and history, the Cubixel team is devoted to ensuring that Cubixel are a strong contender in its industry, building a path to a brighter future.

2.2.1.3 Cultured, informal work environment

The size and structure of the Cubixel company plays a key factor in the relationships that are fast formed whilst inside and out of the workplace. The friendships established at Cubixel allow staff to work in a collaborative setting with greater efficiency and comfort, resulting in a positive and effective work environment. The informality of the company structure means that communication between staff is effortless and productive and can be conducted face-to-face, resulting in greater company agility.

2.2.1.4 Minimal Bureaucracy in company structure

Minimal bureaucracy is effective for maintaining consistency and efficiency without compromising on creativity when managing a project. Employees are encouraged to take initiatives that can help in efficient project management, which not only increases work efficiency and effectiveness but also highlights our staff value, which increases morale amongst colleagues.

2.2.2 Weaknesses

Our weaknesses are areas in which we lack in competitive strength, in comparison to our competitors, resulting in the (potential) hindrance of the success of our strategy and product mission. Cubixel will utilise its strengths and future solutions to combat these weaknesses.

2.2.2.1 Weak brand reputation

Due to the young age of the Cubixel company and the TutorPoint brand and product, our reputation is incredibly unestablished in our market in comparison to our competitors. Our recent entry to the market means that we currently have a poor awareness amongst customers and potential investors and partners. Our expansion capabilities are limited, a weak brand that lacks this hold on consumer minds cannot lend strength to a new product to capture market share. Our repeat business is diminished, weak brands without customer recognition do not enjoy the same status as a mental shortcut for choice and receive less repeat business as a consequence. Our brand equity is minimised, weak brand names provide little or no brand equity and, in turn, confer no value added onto a product, service or business.

2.2.2.2 Lack of access to key marketing channels

Due to the young age of the Cubixel company and the TutorPoint brand and product, we are very limited in regards to our networking span and therefore, our access to key marketing channels. Due to this, our marketing capabilities and effectiveness is challenged in comparison to our competitors.

2.2.2.3 Restricted human resources

Currently, there are limited staff employed by the Cubixel company each tasked with working on the development of the TutorPoint product; each member of staff is crucial to the progression and success of TutorPoint and therefore, there is limited flexibility amongst colleagues when assigning additional, unanticipated tasks, despite the agility of the company.

2.2.2.4 Limited online presence

The Cubixel marketing team, tasked with marketing the TutorPoint product, are taking full advantage of the marketing channels that are available to them and within their capabilities. However, due to restrictive funding, Cubixel are unable to finance the development and maintenance of a TutorPoint website, therefore, the marketing team are unable to benefit from insights into website traffic and are unable to offer online services to customers.

2.2.3 Opportunities

Our opportunities are openings for us to improve and grow the TutorPoint brand and product. The ability to spot and exploit opportunities can make a huge difference to TutorPoint ability to compete and take the lead in our market. Cubixel will utilise its strengths to capitalise on these opportunities.

2.2.3.1 Growing market segment

With the increasing awareness and demand for private tuition, and more specifically, online private tuition, there is no better opportunity than now for TutorPoint to emerge as a market contender. A growing market segment has the potential to result in an increase of consumers for the TutorPoint product; additionally this could also cause an increase of tutors who would offer their services through the product. Such growth would enable TutorPoint to develop as a brand and product.

2.2.3.2 Unfulfilled customer needs

The online tutoring market is considerably unsaturated, with few similar products and competition. TutorPoint aims to provide a differentiated service to its customers, extending on features considered derivative and offering innovative services unlike that seen in its competitors. Such extended features and functionalities have the potential to make TutorPoint stand out in its market as the more advanced and desirable platform, offering services previously unimplemented in the online private tuition market.

2.2.3.2 Competitive product pricing

The high price for private tuition is the main cause of its lack of availability to those from lower affluent households, which do not have the required income to finance the regular attendance of a private tutor. The innovative services and functionalities that TutorPoint aims to provide are projected to significantly reduce the overall costs of private tuition for its customers, therefore making it more attainable to all backgrounds. Specifically, the implementation of tuition broadcasting on a one-to-many basis will significantly reduce the individual costs of the tuition for each attendee of the livestream. The competitive pricing that TutorPoint will offer has the potential to make TutorPoint stand out in its market as the more affordable and therefore desirable platform.

2.2.3.4 Networking opportunities

As a result of each member of staff employed by the Cubixel company currently being enrolled at the University of York, the TutorPoint brand and product is presented with the potential opportunity to establish significant and mutually beneficial relationships, with the university's students, its staff and with the university itself. A networking opportunity such as this would greatly benefit TutorPoint, potentially increasing its consumers and its exposure. Similar networking opportunities could be seized through the colleges and secondary schools in which staff have recently attended; giving rise to the potential to increase consumers and exposure amongst a wider age bracket. Our potential for such a widely branching network has the prospective to give the TutorPoint brand and product a great advantage over its market competitors.

2.2.4 Threats

Threats to the TutorPoint product are factors that can externally and internally affect the success of our mission. Threats cannot be controlled, however, they can be identified and their effects mitigated.

2.2.4.1 Current market competitors

Despite the online tutoring market being considerably unsaturated, with few similar products and competition, the platforms that are currently leading and competing in the market are well-established and strong. The strength of said contenders has the potential to result in the emerging TutorPoint product being diminished, ensuing a lack of initial traction due to limited awareness and demand, despite the extended services and functionalities that TutorPoint would provide. Furthermore, the replication of these services and functionalities by competitors could also be significantly damaging to the traction that the product receives.

2.2.4.2 Market entry of new competitors

With the increasing awareness and demand for private tuition, and more specifically, online private tuition, the likeliness of new competitors entering the market is high. An influx of products and services similar to TutorPoint could cause the market to become saturated, resulting in increased contest for consumers. Furthermore, new competitors could intend to replicate the services and functionalities that TutorPoint offers, this could be significantly damaging to the traction that the product receives

2.2.4.3 Inability to recruit talent

In anticipation for the growth of the TutorPoint brand and product, the recruitment of additional staff will be of great significance to its continued success. The inability to recruit talent has the potential to result in the downfall of the TutorPoint brand and product as targets are missed and quality of service deteriorates. Additionally, the recruitment of dedicated tutors to the TutorPoint platform is of highest importance; tutors are the intended creators of the services and content that the platform will provide and without sustainable recruitment, the TutorPoint platform will be unsuccessful in providing a reliable and effective educational service to its customers due to demand far outweighing its supply.
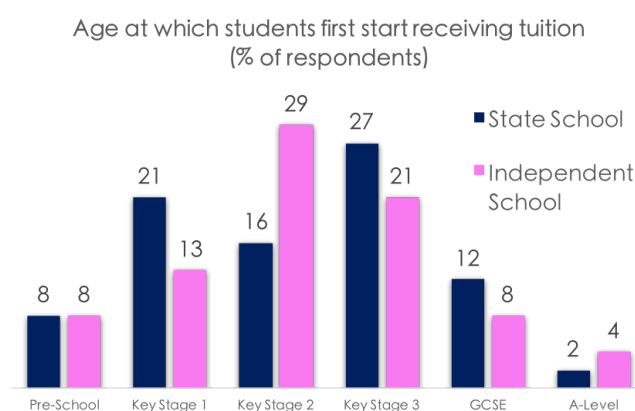
2.2.4.4 Loss of talent

In anticipation for the growth of the TutorPoint brand and product, the value of a skilled and experienced team to its continued success is superlative. The loss of talent, due to unforeseen circumstances, could prove damaging to workflow, morale and could ultimately affect the services that TutorPoint provides. Additionally, the loss of dedicated tutors from the TutorPoint platform, due to unforeseen circumstances, could prove equally fatal; tutors are the intended creators of the services and content that the platform provides and without a adequate number of tutors active on the platform, TutorPoint will be unsuccessful in providing a reliable and effective educational service to its customers due to demand far outweighing its supply.
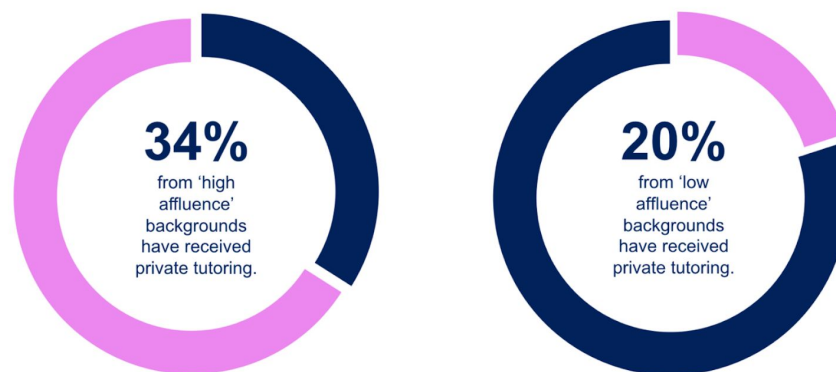
2.3 Market Context

By understanding market trends in our own industry and in others that affect us, we can take advantage of opportunities as they arise and act more quickly to reduce any risks to our business.

The underlying demand dynamics in the tutoring market are robust and attractive. Most children commence private tutoring at KS2 in preparation for SAT examinations and secondary school entrance exams. Many independent school pupils begin tutoring around the age of 8 to 9 years old, while state school pupils tend to start either at KS1 or later at around the age of 10 to 11 years old. As the majority of tutoring occurs at GCSE and A-level, this implies that some children receive tutoring support over several years. Research conducted by Ipsos MORI in 2019 reveals that 27% of 11-16-year-olds in the UK have received private tuition at some point in their academic lifetime; these numbers have been rising since 2005 which saw only 18% of students had received private tuition.

As a result of the fierce competition for places in grammar and independent schools, and for the best universities, many parents consider tutoring to be essential in order to help their child keep up with the other children at school. Tutoring is therefore no longer simply a remedial measure, but is increasingly chosen proactively by parents to give their children a competitive advantage, with 55% of believing that they would be disadvantaging their child by not giving them private tuition, according to Management Consultants. However, data from Ipsos MORI indicates that students who receive private tuition disproportionately come from 'better-off' backgrounds; with those from 'high affluence' households being 14% more likely to have had a private tutor; therefore it is clear that affordability is a key factor in its availability to some students.

Age at which students first start receiving tuition
(% of respondents)

	Pre-School	Key Stage 1	Key Stage 2	Key Stage 3	GCSE	A-Level
State School	8	21	16	27	12	2
Independent School	8	13	29	21	8	4

34% from 'high affluence' backgrounds have received private tutoring.

20% from 'low affluence' backgrounds have received private tutoring.

STEM education has gained importance due to the increasing number of STEM-related occupations. Most industries offering STEM-related jobs employ students from reputable universities and colleges. As students have to obtain specific marks in competitive examinations to enrol in these institutions, students are increasingly opting for tutorial courses. The online tutoring market highlights the growing importance of STEM education as one of the significant factors that will drive market growth. Data published by JCQ shows that STEM subjects accounted for 41% of all A-level subjects taken in 2018, part of a steadily increasing trend since 2016. Higher education STEM subjects have shown similar trends, as data issued by HESA reveals that STEM subjects represented 46% of all enrolments in the UK in 2018.

Additionally, the rising focus on personalisation and adaptive learning is increasing the popularity of micro-learning. Micro-learning enables students to obtain concise and relevant content and address knowledge gaps within a short period. Online micro-learning content has been attracting a wider demographic of students. In addition to the growing importance of STEM education, the popularity of online micro-learning will also fuel online tutoring market growth.

Online learning platforms are increasing in abundance, with providers such as Lingumi and Gojimo becoming increasingly popular. Online subscriptions are attractive due to the relatively lower cost compared with traditional tutoring and as such could be considered a risk to the in-person tutoring model. However, parents are in fact choosing to invest in both forms of additional education, often subscribing to one or more learning platforms, while supplementing this with tutoring at key inflexion points in their child's educational journey.

Some tutoring businesses are actively developing their own online learning tools that will help to make their services more accessible to a wider audience and diversify their offer. For example, Pembroke Tutors is launching an online adaptive learning software called Atom Learning, designed to support in the preparation for various KS2 tests at a more accessible price point than its premium London-based tutoring offering. Additionally, the regional maths and science tutoring business NumberPrep is building a digital platform to reach young people across the UK with its innovative maths engagement programmes.

Tutoring models are evolving in the UK, benefiting from either proprietary technology or IP, employed staff or a centre-based approach; several brands have emerged with credible offerings that have proven the ability to scale.

2.3.1 MyTutor

Online delivery of one-to-one live tutoring by university students via interactive virtual classrooms that record sessions. No contact details for the tutor are provided outside of the platform eliminating the possibility of disintermediation. The business has made a large impact on the market and has benefitted from investment led by Mobeus Equity Partners to support its expansion.

2.3.2 Keystone Tutors

High-end tutoring business offering both on demand and long-term / live-in tutoring. Its tutors are employed full-time and undergo rigorous training at the start of their employment to ensure quality tutoring skills. Its face-to-face offer is supplemented by an online tutoring platform that allows international families to access high quality British tutors.

2.3.3 The Profs

Professional private tutors for school and university level subjects, mostly in highly specialised subject areas. Developed an online tutoring platform that allows remote tutoring and gives the business global reach. Awarded 'Best Private Tuition Provider' at the EducationInvestor Awards 2017.

2.3.4 Explore Learning

Centre-based tutoring model that benefits from its own IP and its reduced cost of tuition due to a group approach. The fact that it accepts childcare vouchers as payment makes it more accessible for families who may not be able to access private tuition otherwise. Explore Learning has 140 centres across the UK in high footfall shopping destinations, and has benefitted from investment by Graphite Capital.

3. Marketing Strategy

This section details the marketing strategy that will be implemented by the CUBIXEL marketing team, to market the TutorPoint brand and product. The following section includes information regarding the industries and demographics which will be targeted by the marketing strategy, the initiatives which the CUBIXEL marketing team aim to achieve through the marketing strategy, and the marketing channels that will be utilised by the CUBIXEL marketing team to implement the marketing strategy. The period of time in which the CUBIXEL marketing strategy for the TutorPoint brand and product will be implemented for the year 2019/20 is from the **27th February 2020 to the 21st May 2020**; during this period, all actions detailed in the marketing strategy will be active and analysed continuously.

3.1 Target Market

Defining a target market is crucial to the initial success and growth of the TutorPoint brand and product; It impacts advertising, as well as customer experience, branding, and business operations. Defining our target market segmentation has many advantages:

By successfully targeting our marketing strategies, we are able to communicate directly to a defined audience; our marketing strategies will resonate more deeply with consumers if they are able to relate directly to the information. Brands that have a large, varied market of customers have difficulty with creating marketing campaigns that speak directly to their audience, target marketing can alleviate this problem, helping to tailor strategies for one specific audience. Marketing to a target audience also enables us to attract and convert high quality leads to the TutorPoint brand and product; marketing strategies that are directed at consumers that we want to target are more likely to attract potential quality leads and customers.

Target marketing is very important in order for TutorPoint to differentiate from its competitors; focusing on a smaller segment of the tuition market will result in TutorPoint standing out among its competitors, as customers identify with the TutorPoint brand and its unique selling propositions. Marketing to a target demographic also has the benefits of assisting TutorPoint in improving its services to its customers; knowing our customers more intimately helps us to reflect on our services from the perspective of the customer, enabling us to understand what services can be added or improved.

Target marketing will also have the benefits of building stronger customer loyalty for the TutorPoint brand and product; the ability to stand out from competitors by reaching customers on a more personal, human level can create long-lasting relationships. If customers can identify with the TutorPoint brand, this can result in us being considered an advocate for our customers specific perspectives and needs, resulting in them being more loyal to our brand and remaining as customers for longer periods of time.

Finally, the benefit of targeting in marketing is that it serves to help the TutorPoint brand and team. Target marketing allows us to be specific about our marketing strategies, initiatives, and brand

direction. It assists us in clarifying our vision and ensuring that everyone in the team is on the same page. A focused approach helps us to fully optimise our resources, time, and budget.

3.1.1 Target Industry

The industries in which the TutorPoint product aims to be a contender include the private tuition industry, the online tuition industry and the home tutoring industry. The private tuition industry is fragmented, consisting of many individual players occupying the market share. The online tuition market is young, with much room for development and expansion, there are also few large players occupying the market share. Home tuition services are scarce, due to a lack of resources and support (financially and academically); home tutors generally consist of legal guardians or hired private tutors and resources are typically obtained from the internet or educational institutions. The TutorPoint product is projected to supply the platform, resources and the academics to fulfil the needs of said industries.

In the past decade before 2013, the private tutoring marketplace had grown to an estimated worth of £6 billion in the UK alone. With 1 in 4 school children in the UK (increasing to 40% in London) using private tutors. In 2013, Global Industry Analysts, Inc. (GIA) predicted that the global tutoring market would surpass $102.8 billion by 2018; this prediction was accurate, with the tutoring industry reaching $112.14 billion in 2018. According to Technavio, the online tuition industry is projected to accelerate over the period of 2018 to 2023 with incremental growth every year, growing at a compound annual growth rate of 15%. In the UK, the demand for private tutoring has increased exponentially, such that the average tutoring agency is reporting a 42% growth in business per year.

According to a 2012 survey carried out by First Tutors, the average agency tutor in the UK charges £22 per hour, with prices increasing among freelance tutors, particular those in London, who often charge in excess of £100 per hour. In terms of subjects, a study conducted by the Sutton Trust found that students are most likely to receive tuition in Maths (77%), followed by English (55%) and science (30%) and figures elsewhere suggest that around 27% of kids use private tutors during school holiday periods.

To summarise, the CUBIXEL marketing team will tailor its marketing strategy for the TutorPoint application for predominantly STEM related subjects, those being Science, Technology, Engineering and Mathematics. Targeting such subjects will enable the marketing strategy to focus on specific demographics of buyers and content providers for the platform.

3.1.2 Target Demographic

Buyer personas assist in ensuring that all activities involved in acquiring and serving our customers are tailored to the targeted buyer's needs. Target personas offer significant benefits in gaining customer insights and cross-departmental alignment; this helps us to ensure that marketing, sales, product development and customer support all have the same view of our ideal customer. Target personas will help us to guide the direction of our efforts for example; they will help to identify, priorities and capitalise on changes that will benefit our customers needs. They will also help to focus and tailor our marketing strategies due to our understanding of who we are marketing to. They will additionally assist us in tailoring our customer services by identifying what our customers' needs and whether we are fulfilling them or not. There are two categories of persona that we are

considering, the persona of the buyers of the TutorPoint services and the persona of the tutors that will use our platform to provide their services.

Name: Joe Bloggs
Age: 36
Occupation: Educator

Description
Joe Bloggs works full time as a tutor at a secondary school. Has been teaching his subject for many years and has a broad understanding of the subject, its industry and surrounding subjects. Joe Bloggs has a passion for his subject and wishes to dedicate additional extracurricular time to helping his students that he teaches every day and other students who want to learn his subject who do not attend his lessons. Joe Bloggs also wants to gain revenue for his tuition sessions.

Goals
Joe Bloggs requires an application in which he can establish communication with students and provide his services in the form of tuition sessions and resources. Such an application would enable him to help improve his students understanding of his subject but also help external students. Joe Bloggs also wants to offer his private tutoring sessions without the need for travelling to his students, he therefore requires a platform in which he can offer private tuition remotely.

Frustrations
Joe Bloggs wants to gain sufficient revenue for his efforts; however, he also wants his tuition to be affordable to his students. Also, Joe has no previous experience of online tuition and therefore requires an app that is easy to navigate and utilise.

Name: Harry Smith
Age: 21
Occupation: Undergraduate

Description
Harry Smith is a full-time student at university and is currently studying for his degree. Sam has a passion for his subject and intends to progress his education into the industry when he graduates. Sam also has an interest in teaching/ tutoring and often assists his course mates or friends in their studies when they require his help. As a student, Sam does not have a financial income, however, he does not want employment due to the time that it would demand from his studies.

Goals
Harry Smith requires an application in which he can easily offer his tuition services to students. Sam wishes to target his tuition to lower academic levels such as A-level and GCSE as he is more confident in his understanding in such subjects. Sam requires flexibility in when he offers his tuition sessions so that it does not clash with his own studies. Sam wants his efforts to be worth his time and therefore is expecting sufficient revenue as justification.

Frustrations
Harry Smith does not want to be tied down by any responsibilities as a result to being a private online tutor, therefore he expects full flexibility as to when he offers tuition.

Name: Alice Foster
Age: 40
Occupation: Accountant

Description
Alice Foster has two children, one of which is 10 and about to start secondary school, the other who is 15 and will soon be sitting their GCSE exams. Alice is concerned with her eldest recent performance in the school reports, which infer that her eldest is underachieving in school. Alice and her Husband both work full time and therefore are unable to dedicate the required time to offer additional support at home.

Goals
Alice Smith requires an application that will offer additional support for her eldest child in the subjects that they are underperforming in. She intends for her child to use the application after school and during the weekend in order to prepare her child for the upcoming GCSE exams; therefore she needs services to be offered during flexible hours such as at the weekend and in the evening. She requires the application to connect her child with a variety of academics that specialize in their required topics and have sufficient experience with similar children.

Frustrations
Alice Smith requires tuition services to be affordable such that she can provide private online tuition to her child when they require it. She also requires that the application is easy to navigate so that the correct tutor can be located and contacted swiftly.

Name: Charlie Davis
Age: 15
Occupation: Student

Description
Charlie Davis is a full-time student at secondary school and will soon be sitting his GCSE exams. Charlie recently sat mock exams which did not go as well as he had hoped and therefore has lost confidence is his ability at school. There are too many students in Charlie's class for him to regularly receive one-to-one tuition with his school teachers, therefore Charlie is alternatively seeking private tuition with external tutors with the financial aid of his parents.

Goals
Charlie Davis requires an application in which he can be connected with a variety of private online tutors which offer tuition in the subjects that he needs to improve in in preparation for his GCSE exams. Charlie requires that the online tutors offer their services with flexible hours such that he can utilise their services after school and over the weekend. He requires that the online tutors have experience with students in similar circumstances or can empathise and therefore can offer efficient and effective help within the small time period that he has before the exams.

Frustrations
Charlie Davis does not have the financial backing to receive regular private tuition and therefore requires that services are affordable and quality for the price he is paying.

In summary, the demographics which the TutorPoint brand and product marketing strategy will be tailored towards include the following. The market strategy will be tailored towards students in full time education, between the ages of 11-16 years old; at such ages, students are participating in a number of key assessments, SATS, CATS and GCSEs, hence the requirement of additional revision or education services in the form of TutorPoint is abundant within this demographic. The TutorPoint marketing strategy will also be tailored towards the parents/legal guardians of students between the ages of 11-16 years old, the reason for this is the same as the reason for why we will tailor to the students, however, it is often the case that the student does not possess the equity to afford additional revision and education services, hence the parents will be targeted. Additionally, it may also be the case that the parent/legal guardian is seeking services such as TutorPoint on behalf of the student, further justifying why they should be tailored to, in the marketing strategy.

As discussed prior, not only must the CUBIXEL marketing team tailor the TutorPoint marketing strategy to the buyers of its services, but also the content providers for the platform. The CUBIXEL marketing team has presumed that a majority of content providers for the TutorPoint application will fall under one of two broad categories: academics, or higher education students. The forms of academics and higher education students that will be targeted are those that possess knowledge within a STEM related topic area.

3.2 Marketing Initiatives

In order to assist the successful implementation and operation of a marketing strategy, it is important for us to clearly define our marketing initiatives for the TutorPoint product. Stating what our marketing initiatives are and how we intend to fulfil them enables us to devise our marketing strategies more effectively, while allowing us to monitor their progression and measure whether they are successful or not. The ability to measure the success of our strategies grants us the additional benefit of being able to make alterations where necessary to improve effectiveness.

The main initiative that the Cubixel marketing team has for the TutorPoint product is to significantly increase its awareness and brand exposure. We intend for this awareness and exposure to be concentrated within three specific demographics, those being: children between the ages of 11 and 16 years old who are studying for their SATS, CATS and GCSE examinations- particularly STEM related subjects, legal guardians who are enquiring into private tuition for their children, and tutors of any academic level who currently or are willing to offer their tuition services. The strategy that the Cubixel marketing team will utilise in order to achieve this initiative is social media. Marketing through social media is a versatile and cost-effective marketing strategy that is used to reach target audiences and develop brand and product awareness and demand. The main way in which this is achieved is through the use of quality and frequent posting of content to the account; doing so ensures that our account appears active to viewers which is more likely to result in them interacting with the account. The content that is posted to the account also needs to be relevant and appropriate in order to ensure that the content resonates and attracts our target audience; doing so increases the likeliness of account interactions. Social media accounts will also be utilised for the purpose of networking, which will be achieved through connecting and communicating with other social media accounts which are associated or similar to the TutorPoint brand; examples of networking opportunities include: students, parents, teachers and tutoring agencies, just to name a

few. The increased awareness and brand exposure from the use of the social media account has the potential to result in increased traffic to the application.

In order to monitor the progression of our social media marketing strategy, metrics will be measured and collated over a certain period of time; these metrics will focus on specific components of the social media account and its activity, enabling us to visualise levels of success in regard to increasing product awareness and brand exposure. This visualisation will additionally enable us to make alterations to the strategy where necessary to increase levels of success.

3.3 Marketing Channels

To successfully execute our marketing strategy for the TutorPoint product and hence achieve our marketing initiatives, it is important to explore the marketing channels available to us that will assist in producing the best marketing outcomes. This section will outline the marketing channels that will be utilised by the CUBIXEL marketing team to execute our marketing strategy for the TutorPoint product, providing insight into how the channels will be used and how we will monitor and measure the success of the channel in achieving our marketing initiatives through metrics.

3.3.1 Social Media

The prime marketing channel that will be utilised by the CUBIXEL marketing team is social media. The two social media platforms that will be used are Instagram and Facebook. Instagram and Facebook are platforms that are widely used around the world and therefore have many benefits in their use. Social platforms will assist the TutorPoint product in connecting with its customers, increase its brand awareness, and boost the visibility of the TutorPoint brand among potential customers, enabling us to reach a wide audience. Social media will also be used by the TutorPoint brand to provide support and engagement with its customers and potential customers; such action will highlight TutorPoint as approachable and caring to its users. The social media account will also be used to portray TutorPoint as an authentic brand, this will be done through the use of relatable, humorous and attractive posts. The fact that the creation of social media accounts is free enables TutorPoint to obtain a lot of value from its social media marketing strategy, provided that the marketing strategy is implemented and executed and monitored effectively as per the following strategy.

3.3.1.1 Content

The TutorPoint social media account posts must meet simple but important criteria before they are uploaded, those are: the post must be eye-catching, utilising bright colours and attractive imagery. The post must fulfil its purpose clearly, said purpose is defined by which category the post falls under; these categories will be discussed subsequently. The post must be socially acceptable, in extension, the post must not be intentionally offensive or inappropriate to any audiences. As previously mentioned, the social media posts that will be uploaded to the TutorPoint social media account fall under three categories: inspirational quotes, humour, and information.

A post categorised as an inspirational quote is simple, such a post will consist of a quote, either inspired by an external source or original, that is associated with subjects related to the TutorPoint brand and product. Inspirational quotes are a popular category of post on social media due to their

simplicity and relevance to individuals that can resonate with the quote. A post categorised by humour will consist of text and imagery with the purpose to influence a humorous response from its viewer, such posts are often referred to as 'memes' by social media users. 'Memes' are easy to produce originally or from the inspiration of similar posts; they can also be easily modified to represent the TutorPoint brand or and what it represents. A post categorised by information will be used by the TutorPoint social media account to provide insight to its audience about the TutorPoint brand, application and development process. Information posts will also be used to make seasonal posts for example, posts referring to national holidays.

All posts made on the TutorPoint social media account will be accompanied with a brief description of the reason for the post, often linking the context of the post to the TutorPoint brand and product. Posts will also be accompanied by 'hashtags', hashtags are used to increase the discoverability of the posts on the social media platform; such hashtags will be relevant to the post as well as the TutorPoint brand and product, enabling audiences to easily discover our posts and account and hence increasing awareness and exposure.

In order to ensure the highest potential exposure of the TutorPoint social media posts, it is important to coordinate when the posts are uploaded. To achieve this, posts must be uploaded during times when social media usage is at its peak among global users. Research carried out by SproutSocial displays the days and times when the global engagement of Instagram and Facebook are at its highest during the week. These statistics will be used to identify the prime day and time in which posts should be uploaded, these tables can be seen below.
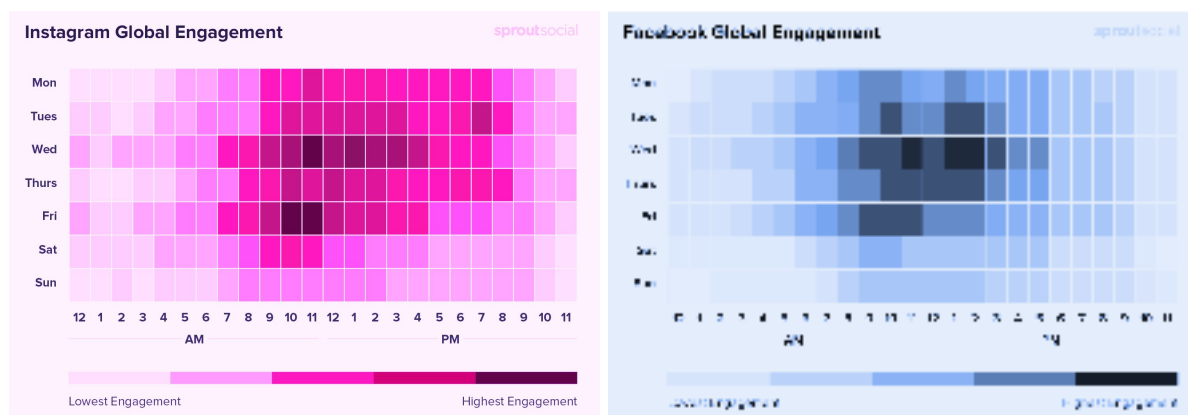
From the tables above, the CUBIXEL marketing team have been able to identify the times in which uploaded content will likely receive the most exposure and interaction for Instagram and Facebook. For instagram posts, posts uploaded to the TutorPoint social media account on Wednesday at 11am and Friday between 10am and 11am are projected to receive the highest exposure and interaction. For Facebook posts, posts uploaded to the TutorPoint social media account on Wednesday at 11am and between 1pm and 2pm are projected to receive the highest exposure and interaction. These days and times shall be used as a guideline as to when posts should be uploaded, however, this guideline is not strict and the marketing team may deviate from the recommended days and times. Posts will be uploaded to the instagram account once a week minimum, however multiple posts may occur in the same week if necessary.. The category of post should rotate, ensuring that the number of posts for each category is kept uniform, hence ensuring a wider and continuous audience interaction with the profile.

3.2.1.2 Networking

Social media networking involves establishing and nurturing long-term, mutually beneficial relationships with other social media users. Such relationships can have the purpose of gaining customers, employing tutors and other forms of staff, and gaining additional channels of advertising and exposure for the TutorPoint application. Social media enables various methods for networking with its users and other social media accounts, all of which will be utilised by the CUBIXEL marketing team.

The TutorPoint social media accounts will network with users who are associated with similar avenues to the TutorPoint brand with the purposes of employing tutors for the TutorPoint app, gaining potential additional channels for growing awareness and exposure for the TutorPoint brand, and forming potential alliances with similar brands and products. Examples of users that we will network with could include; private tutors, teachers and academics, university students, tuition related companies, tuition related products/ applications.

The TutorPoint social media accounts will also network with users who are within the demographic of ideal users for the TutorPoint application (as highlighted in the target personas), with the purpose of growing exposure and awareness, and gaining potential users. Such accounts that will be targeted include; users that are students within the age range suitable for the services that TutorPoint offers, and users that are legal guardians, carers, or teachers themselves, that have children within the age range suitable for the services that TutorPoint offers.

There are various methods that will be utilised by the CUBIXEL marketing team in order to establish network relationships with social media users and visitors to the TutorPoint instagram and facebook profile. On Instagram, the TutorPoint account will initially request to 'follow' a large number of social media accounts that fall under the categories of users discussed above; doing so will motivate such accounts to 'follow back' the TutorPoint account. On Facebook, the TutorPoint account will 'like' accounts and pages that are associated with similar avenues to the TutorPoint brand and product. The TutorPoint social media accounts will actively 'like' and 'comment' on other users' social media content which is associated with the TutorPoint brand and product. The TutorPoint social media accounts will 'direct message' other users which are associated with similar avenues to the TutorPoint brand and product with the purpose of general discussion, relating to social media content or other. The TutorPoint social media accounts will 'tag' other social media accounts, which are associated with similar avenues to the TutorPoint brand and product, in content that the account uploads to its page; such actions will bring TutorPoint to the attention of tagged accounts and develop an essense of association with similar brands and products.

All efforts undertaken by the TutorPoint marketing team in regard to social media networking are with the intention and purpose of gaining 'followers' or 'likes' on the social media accounts, hence correlating to the amount of exposure and awareness being gained by the TutorPoint brand and product. It is common consensus that the more 'followers' or 'likes' that a social media profile possesses, the easier it is to grow further due to the authenticity and legitimacy that such engagement conveys to other users.

3.2.1.3 Metrics

For the purposes of monitoring progression, and identifying regions of success and failure in the implementation and execution of the CUBIXEL marketing strategy and initiatives for the TutorPoint brand and product, metrics will be identified, recorded and analysed continuously throughout the period of time in which the marketing strategy is active. Ideally, the metrics that will be utilised by the CUBIXEL marketing team will display clear cause-and-effect trends between the actions taken throughout the strategy implementation and the result said actions have in favor or against the marketing initiatives; such trends will enable the CUBIXEL marketing team to seamlessly identify and capitalise on actions that manifest positive outcomes regarding marketing initiatives; additionally, such trends will enable the CUBIXEL marketing team to realise and discard actions that manifest negative outcomes regarding marketing initiatives. The marketing metrics that will be measured, monitored and analysed by the CUBIXEL marketing team are; product awareness, product growth, and product demand.

Metric	Measurement
Product Awareness - Profile Visits	The total number of people that have visited/ viewed the product social media account over the period of a week.
Product Awareness - Profile Reach	The total number of people that have viewed/ interacted with any of the posts made by the product social media account over the period of a week.
Product Growth	The total number of people following the product social media account at the time of measurement.
Product Demand	Percentage of surveyed people currently using or looking for the product or similar products, measured at the beginning and end of the development period.

The awareness and growth of the TutorPoint brand and product will be measured through the use of the TutorPoint social media. The social media accounts utilised by the CUBIXEL marketing team provide a tool named 'Insights'; this tool enables the ability to monitor and measure the growth and interactions of the social media account. The TutorPoint Instagram profile and Facebook page are systematically linked, hence, their metrics are considered one in the same.

The awareness of the TutorPoint brand and product will be measured in two ways, both of which will be outlined. One way in which awareness will be measured is through the number of individual visitors that the social media accounts receive; this metric will be notated as 'profile visits'. By measuring and monitoring the number of individual users that visit the TutorPoint social media page, either by searching TutorPoint by name, or interacting with a post, this signifies an increase in awareness for the brand and product, as each individual visit represents another individual who has been made aware. The number of profile visits also signifies how interesting and attractive the TutorPoint social media pages appear to individual and unassociated users. Hence, the higher the number and rate of increase of profile visits, the more successful the social media marketing strategy and initiatives are. The second way in which awareness will be measured is through the number of individual users who interact with or simply see the social media posts uploaded by the

CUBIXEL marketing team for the TutorPoint page; this metric will be notated as 'profile reach'. By measuring and monitoring the number of individual users that see or interact with the TutorPoint social media page or the posts that it uploads, this signifies an increase in awareness for the brand and product, as each individual visit represents another individual who has been made aware. The number of individuals that see or interact with the posts uploaded by the TutorPoint social media also signifies the relevance and attractiveness of the posts to individual and unassociated users. Hence, the higher the number and rate of increase of individuals reached by the TutorPoint social media pages, the more effective the social media posts are to increasing brand and product awareness.

The growth of the TutorPoint brand and product will be measured by the total number of individual users that 'follow' or 'like' the TutorPoint social media pages. A 'follow' or a 'like' from a user signifies that the user is interested in the TutorPoint brand and product, and is engrossed by the content supplied by the social media pages and therefore wishes to remain updated with future supplied content. By measuring and monitoring the total number of 'followers' or 'likes' that the TutorPoint social media accounts possess, this enables the CUBIXEL marketing team to gauge whether or not the content being uploaded is appropriate or attractive to users on the platform; therefore allowing for appropriate changes to be made to the social media pages or the content they provide if and when necessary.

The demand of the TutorPoint product (or products within the same market avenue) will be measured through the use of surveys. The CUBIXEL marketing team will utilise two surveys and each will be done on two separate occasions; one will be done at the start of the marketing strategy implementation period, the second will be done at the end of the marketing strategy implementation period. The objective of these two surveys will be to display the effectiveness and level of success of the marketing strategy for TutorPoint, as implemented by the CUBIXEL marketing team, in achieving the marketing initiatives for the brand and product. The aim of the surveys will be to obtain insight into the awareness into the online tutoring industry and the products associated with it, it will also aim to gauge the proportion of people who have used such products; as well as how they discovered the product, and whether their experience using them was positive or not. The survey will also highlight the age, gender and academic level of survey participants, therefore providing insight into the demographics behind the survey answers. It will be ensured that the survey will be suitable to all participants whether they have experience with online and private tuition, or not; therefore allowing the CUBIXEL marketing team to gain relevant and applicable statistics from a wide variety of persons.

It is expected that the product awareness statistics will deviate depending on the frequency of which content is uploaded to the social media pages, and the success of the content amongst users on the platform (i.e. the number of people that view the posts, like the post, follow the account as a result of the post etc.). In order to assure the highest rate of success in the content uploaded to the TutorPoint social media, content must conform to the categories previously discussed, and content must be prepared to adapt and improve if necessary. Product growth on the other hand is expected to consistently increase at a constant and steady rate; it is anticipated that the number of users that are 'following' or 'liking' the TutorPoint social media pages will not fall and will instead only rise, however, this cannot be guaranteed. In order to assure a constant and steady rise in product growth, appropriate content must be uploaded to the TutorPoint social media pages frequently, the page must appear active, and the pages must remain socially responsive on the social media platforms. It

is expected that the two surveys carried out at the start and end of the marketing strategy implementation period will deviate in two ways. One way that the second survey should deviate from the first is in the number of participants that take part in the survey. Both surveys will be distributed amongst the University of York, the University of York Electronic Department, and amongst friends and family. However, the second survey will be done once the marketing strategy has been implemented and therefore will offer an additional avenue in which to distribute the survey, the social media accounts- hence, it is expected that the second survey will have more participants and will collate additional data. The second way in which the second survey should deviate from the first is in the increased awareness for the TutorPoint product and the online tutoring industry as a whole; such results from the survey should be due to the TutorPoint marketing strategy implemented by the CUBIXEL marketing team.

Marketing metrics will be measured on a daily basis, at the start of every day, however, they will only be recorded on a weekly basis. Metrics will be recorded via the CUBIXEL QA metric tracker on the Monday of each commencing week at approximately 12:00 PM. Measuring and recording metrics in such a fashion will enable the CUBIXEL marketing team to clearly and effortlessly display trends in rises and potential falls in statistics relating to the marketing strategy for the TutorPoint brand and product; enabling them to continue similar efforts or adapt to new ways of thinking or acting, in regard to the marketing of TutorPoint, if and when necessary.

4. Budget

For the CUBIXEL marketing strategy for the TutorPoint brand and product, a total budget of £0.00 has been allocated to the CUBIXEL marketing team.

Social media sites such as Instagram and Facebook are free to use applications, and therefore, the creation of the TutorPoint pages, and the upload of content to such pages does not require any financial backing. The creation and distribution of surveys is also an operation that requires no financial backing. All actions taken by the CUBIXEL marketing team in the implementation of the CUBIXEL marketing strategy for the TutorPoint brand and product will be financed by the hourly rate allocated to each member of the team, that being £12.50 per hour. Actions taken by the CUBIXEL marketing team will include, the creation of the TutorPoint social media pages, the creation and upload of social media content, the continuous maintenance and activity of the TutorPoint social media pages, the creation and distribution of surveys, and the monitoring and measurement of marketing strategy metrics. The CUBIXEL marketing team is estimated to dedicate approximately 5 hours of time to the implementation, maintenance and monitoring of the marketing strategy every week.

Due to the lack of a budget, the CUBIXEL marketing team will be unable to invest in the implementation of marketing actions such as public advertisements. All marketing efforts will therefore be dedicated to social media marketing, with the purpose of achieving the highest possible value for said efforts.