



**Gestão de Marketing e
Comunicação Digital**
Mestrado em Marketing e Comunicação Digital
1º semestre – 2022/23 - Código: 84322

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Tema 3

Planeamento de Marketing Digital

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Please stop!



It's tempting to start building a website or social media campaign right away.

However, please stop!

You run serious risks of missing the target audience, tiring target customers with poor communication, getting bad results and wasting time and money from your marketing budget.

It is essential to previously create a digital marketing plan, which **shows the rationale and supports the choices made** (for example, objectives, targets, channels or messages).

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Digital Marketing Plan

A detailed Digital Marketing plan serves as a foundation for the organization and for the execution of Digital Marketing activities. It is important to provide direction and focus to the activities.

The advantages of a marketing plan include:

- Permanent focus on determining, measuring and optimizing Digital Marketing, leads to maximizing the results.
- It improves the effectiveness of the capacity and resources used. E.g., it prevents that - due to a lack of coordination - activities are performed twice or not at all.
- It provides a clear idea of how the Digital Marketing department prioritizes and where to adjust.
- It makes it easier to priorities adjustments to IT systems.

(Visser M., Sikkenga, B. & Berry M., 2022)

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Digital Marketing Plan



Each organization has a different structure and hierarchy, depending on its **governance model and business model**.

Different levels of planning can coexist in an organization, and digital **marketing may have to respond to higher hierarchical plans**.

In organizations with more contemporary management approaches and in SMEs, the hierarchy is usually lower.

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Strategic Marketing



Strategic marketing deals with the way in which customers can be offered **value** in a **sustainable** manner, that is, in the perception of those customers, **superior** and **distinctive** to the value offered by **competitors** and potential providers.

(Frambach & Nijssen, 2017)

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Strategic Marketing



Strategy is about establishing **long-term objectives**, making fundamental **choices about target markets**, about the extent to which the organization approaches the target markets **identically or in a differentiated manner**, the **mode of positioning** and in a broad sense what is put into **the marketing mix**.

A marketing strategy is usually determined for a period of three to five years.

(Visser M., Sikkenga, B. & Berry M., 2022)

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Rethinking strategies and processes

Increased digitization has had a major impact on the choice of **resources and methods** that the organization uses to **structure its marketing strategy**. The array of choices is ever increasing.

Digitization has a huge impact on user/customer interaction. E.g.: a customer's online search behavior, what products they buy and how they communicate online about these products can be tracked exactly.

Digital technology can also be used in an organization's **production or service processes**. This can have far-reaching consequences for ways of thinking and working.

(Visser M., Sikkenga, B. & Berry M., 2022)

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Rethinking strategies and processes

Digitization also influences prices. Due to openness (transparency) on the internet, **downward price pressure has increased.** All prices, product specifications and ratings **are public.** So, retailers have 'nowhere to hide'; price comparison ('shopping around') is easier than ever before. Manufacturers or brokers can opt for **price leadership** and carefully monitor who offers the lowest prices or alternatively **focus on service.**

Price transparency may also lead to changes in the service concept (brokers, notaries) or to new services.

(Visser M., Sikkenga, B. & Berry M., 2022)

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Rethinking strategies and processes



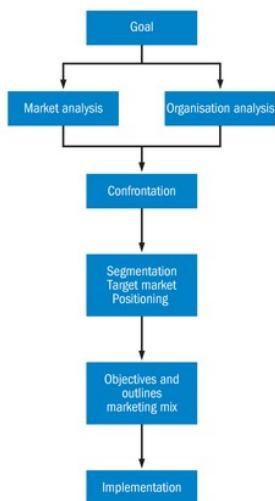
Rapid developments surrounding the internet make it necessary to test the marketing strategy regularly for future sustainability.

(Visser M., Sikkenga, B. & Berry M., 2022)

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The marketing strategy is formulated by answering the following questions:



1. What does the organization want to achieve?
2. What is the current and future situation in the market? What are the opportunities and what are the threats?
3. What are the possibilities and competencies of the organization in the technical, financial and organizational fields? What are their strong points and what are their weaknesses?
4. What conclusions can be drawn from looking at these strengths and weaknesses in relation to the opportunities and threats? What should the organization do to ensure lasting success in the future?
5. How can the organization best segment the market and what choices does the organization make regarding target markets and positioning?
6. What does the organization need to change in order to achieve this? Broadly speaking, what will the new marketing mix look like?
7. What needs to happen in technical, financial and organizational terms to achieve this?

(Visser M., Sikkenga, B. & Berry M., 2022)

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Goals, mission and vision

The starting point for describing a strategy is the definition of **goals** – those more general objectives that the organization will dedicate itself to achieving in a horizon of , at least, 3 to 5 years.

Examples: increased market share, introduction of new products, entering new markets.

These goals are based on the **mission** and **vision** of the organization, which are expressed in the organizational strategy.

The mission is the “raison d'être” of the company. Example: “Reach the largest retailers and be their supplier of choice for paper bags and packaging, which represent the most sophisticated, sustainable and reliable options”.

Vision is the shared concept for the future. Example: “To be the largest European company in paper bags and packaging”.

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Scenarios

There are, of course, many uncertainties. **The future cannot be fully predicted.** We can already find robots at airports and in hotels, but on what scale will robots be introduced? Furthermore, what are the competitors doing: will they opt for digitization or stay with personal service?

Due to the large degree of uncertainty, strategists often work based on scenarios.

A scenario describes a possible future and is based on assumptions and suppositions about developments that are relevant to the market. These should not be 'finger-in-the-air' guesses; each scenario should be supported by solid research.

<https://youtu.be/PTxTW2hrR5g>

(Visser M., Sikkenga, B. & Berry M., 2022)

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Web3 and the future



<https://youtu.be/FExp9YuTzbY>

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Digital Marketing Plan

The strategic direction of an organization is determined for several years. Within the marketing strategy you determine the marketing objectives that you wish to achieve in the long term. This serves as input for the marketing tactics and operations, in which you determine how you can accomplish the marketing strategy in medium and short term.

A Digital Marketing plan is part of this and **usually covers a period of one year**, during which specific components are updated as often as necessary. **Using the agile methodology, the components are reviewed during short iterations.**

(Visser M., Sikkenga, B. & Berry M., 2022)

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Digital Marketing Plan

A Digital Marketing plan can be **part of the marketing plan or a stand-alone plan**. E.g., a separate plan is used in organizations where internet-specific roles and responsibilities are split from traditional marketing roles.

The structure of a Digital Marketing plan is no different than that of any other (traditional) marketing plan. The customer is at the center of both plans and the same components are discussed.

(Visser M., Sikkenga, B. & Berry M., 2022)

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Digital Marketing Plan

Two things are considered when composing the Digital Marketing plan:

- **The customer is at the center:** the plan is written based on customer insights and needs, not products or tactics (outside view).
- **The plan is set up flexibly,** so that there is a possibility to easily update information and to adjust the planning based on novel insights. E.g., a vision for one year and a detailed elaboration per quarter.

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Digital Marketing Plan



Steps to put together Digital Marketing plan:

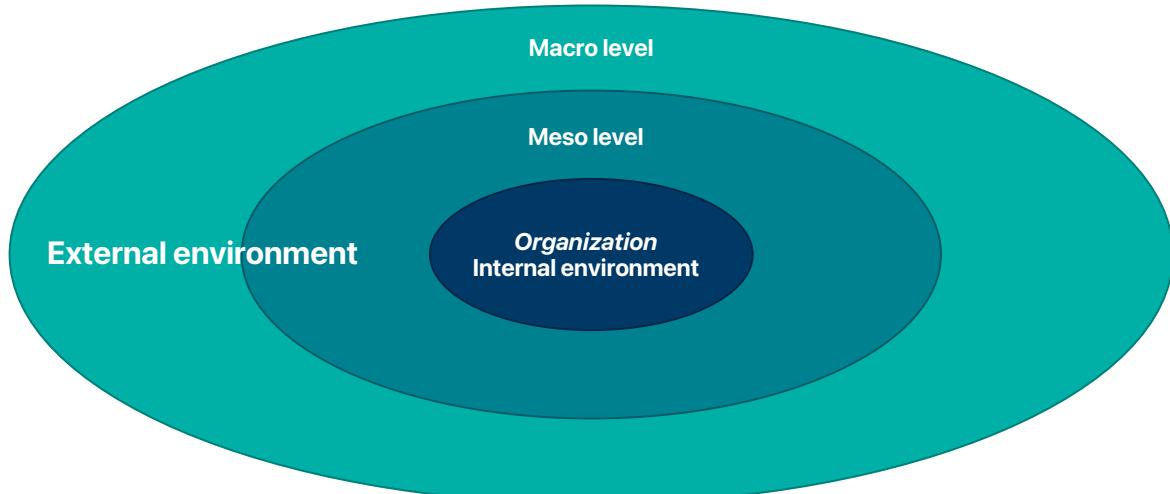
1. **Analysis:** inventory of the current and future situation, resulting in a SWOT analysis.
2. **Objectives and KPIs.**
3. **Strategy:** the way in which the objectives are achieved in the longer term.
4. **Action plan:** activities at tactical and/or operational level, costs and planning.
5. **Evaluation and review.**

(Visser M., Sikkenga, B. & Berry M., 2022)

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1. Analysis / audit – Situation analysis



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1. Analysis / audit – Situation analysis

External environment - involves an analysis of the developments, events and influences to which the organization, the product or target segment is subjected. It contains conditions that the organization cannot change or control.

- **Macro conditions** – political, legal, demographic, social, technological, environmental, economical developments - factors that affect all organizations.
- **Meso conditions** – what are the trends in the specific industry/market that are relevant to Digital Marketing? Specifically consider three groups of relations: target segment (how it uses the Internet, what trends and developments exist within the target segment, how is the online buying process, etc.), suppliers and stakeholders (trends and developments) and competition (competitors online market share, how they use the Internet to achieve business objectives, what developments they have started, what tactics and channels are they using, etc.)

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1. Analysis / audit – Situation analysis

Internal environment

1. **Digital organization itself.** What is the digital mission and what are the digital objectives? The current communications, organization, processes, administration, finances (costs and benefits of the internet activities), IT and people (how many full-time employees and what positions are there within the Digital Marketing organization)
2. **Internet usage: analysis of the organizational performance online.** Online market share, online offer and positioning, what activities is the Internet used for? How is the Internet used for market sensing, customer acquisition, order processing and CRM? What parts of Digital Marketing is the organization doing well and what could they improve on? Is the entire Digital Marketing funnel considered? What knowledge and resources are available to continue to optimize Digital Marketing?
3. **Partners.** Which partners are currently contributing to achieving the business objectives and how do they use the internet to do this? Consider distribution channels, affiliate channels or organizations that sell additional products. Are there online platforms that have a large part of the defined target segment registered with them?

(Visser M., Sikkenga, B. & Berry M., 2022)

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1. Analysis / audit – Situation analysis

To perform a situation analysis, you may choose to use support models. Here are some examples:

External environment:

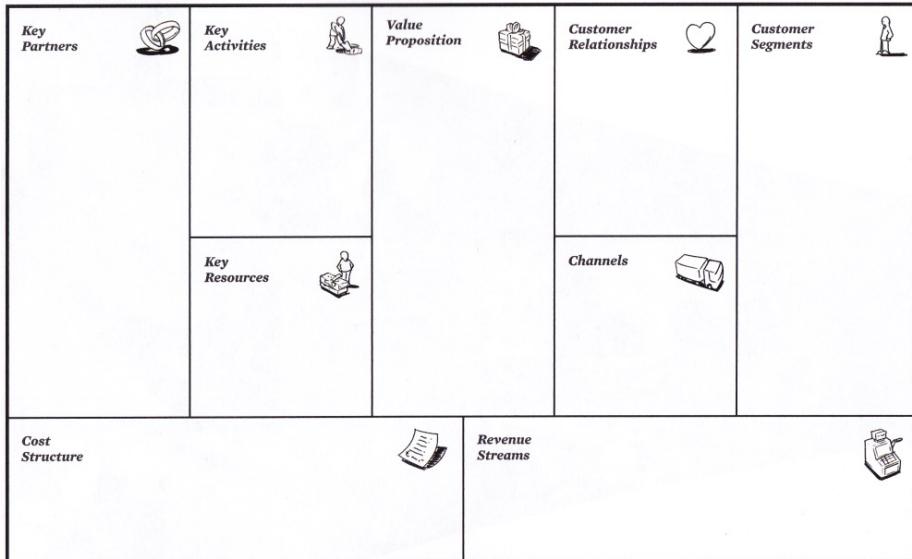
- Macro conditions: PEST(LE) Analysis: https://youtu.be/UYQltp5_1AQ
- Meso conditions: Competitive Forces Model: <https://youtu.be/XCWHSeDU-zk>

Internal environment:

- Business Model Canvas: <https://youtu.be/QoAOzMTLP5s>

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For a large poster-size version of The Business Model Canvas, visit www.businessmodelgeneration.com.

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1. Analysis / audit: SWOT Analysis

Strengths: an aspect of the internal environment that, if taken advantage of, can improve the organization's competitiveness.

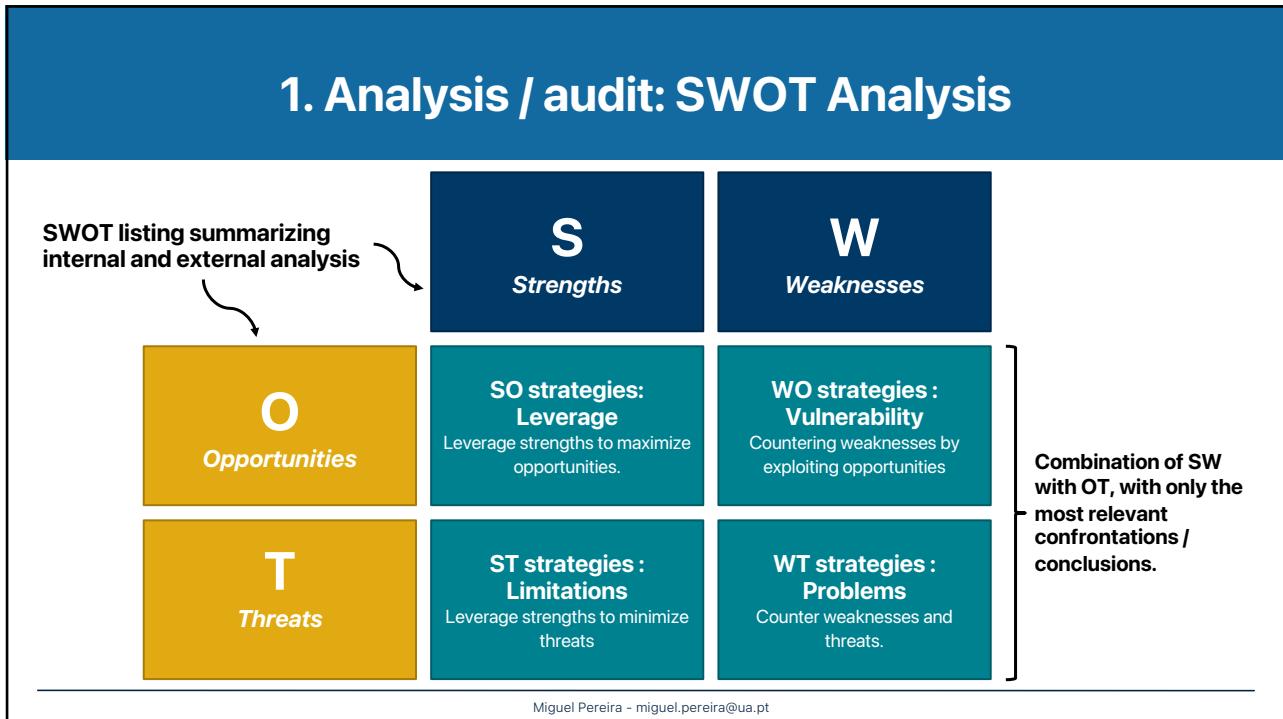
Weaknesses: an aspect of the internal environment that, if not circumvented, can harm the organization's competitiveness.

Opportunity: an aspect of the external environment that, if explored, helps the company to become competitive.

Threat: an aspect of the external environment that can impede or hamper a company's efforts to become competitive.

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1. Analysis / audit: SWOT Analysis - matrix

TABLE 13.1 Example of a SWOT matrix	
Strengths (internal)	Weaknesses (internal)
<ul style="list-style-type: none"> The profit development is good. Digital market position: company has a strong digital market position, third place in relation to the market leader. Market sensing: customers are well-informed and accessible using the database. Customer acquisition: relatively high online conversion rates. CRM: customers are well-informed and accessible using the database. CRM: many followers and engagement on social media. <ul style="list-style-type: none"> Order processing: delivery within 2 hours. Well scoring digital service channels. 	<ul style="list-style-type: none"> Product realisation: product development is strongly technology-oriented. Product realisation: customer satisfaction (online reviews) rate is lower than competitors'. Customer acquisition: low position in search engines for top products, online discoverability is poor. Customer acquisition: relatively high costs for PPC. CRM: digital communication less personalised than competitors. CRM: low retention. No mobile first website.
Opportunities (external)	Threats (external)
<ul style="list-style-type: none"> Economic climate: disposable equity increases by 1.1%. Demographic trends: more over-50s buy online. Technology: new production techniques for devices result in lower costs. Technology/costs: easier to implement AI software. Target segment: increasing use of social media. Increase in marketplaces: in the UK an increasing number of online buyers start their search on marketplaces. Partner has developed a mobile platform. 	<ul style="list-style-type: none"> More stringent privacy legislation. Competition: the biggest competitor is starting an online loyalty programme. More complicated organic discoverability due to decreased click-through results and more complex indexation. Channel conflict: margins are under pressure. Successful affiliate programmes at competitors.

(Visser M., Sikkenga, B. & Berry M., 2022)

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1. Analysis / audit: SWOT Analysis - confrontation

It is possible to assess the situation based on the SWOT. Which opportunities need to be addressed in a very serious way and against which threats must the digital marketer defend face off? **This is illustrated using a confrontation matrix.**

In this confrontation matrix, the internal and external elements are placed opposite each other. These combinations generate issues. Only the most important issues are considered.

Here is an example:

(Visser M., Sikkenga, B. & Berry M., 2022)

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1. Analysis / audit: SWOT Analysis - confrontation

Opportunities:

- Technology/costs: easier to implement AI software
- Target segment: increasing use of social media

Strengths:

- The profit development is good
- CRM: many followers and engagement on social media

Weaknesses:

- Product realization: product development is strongly technology-oriented
- Product realization: customer satisfaction (online reviews) rate is lower than competitors'
- CRM: low retention

Issue:

- Product realization does not sufficiently match the market requirements.
Question: how do we ensure that we are more in line with the market requirements via our product development method?

Possible option:

- Use AI and social media to develop products that are better suited to the target segment/market.

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Digital Marketing Plan



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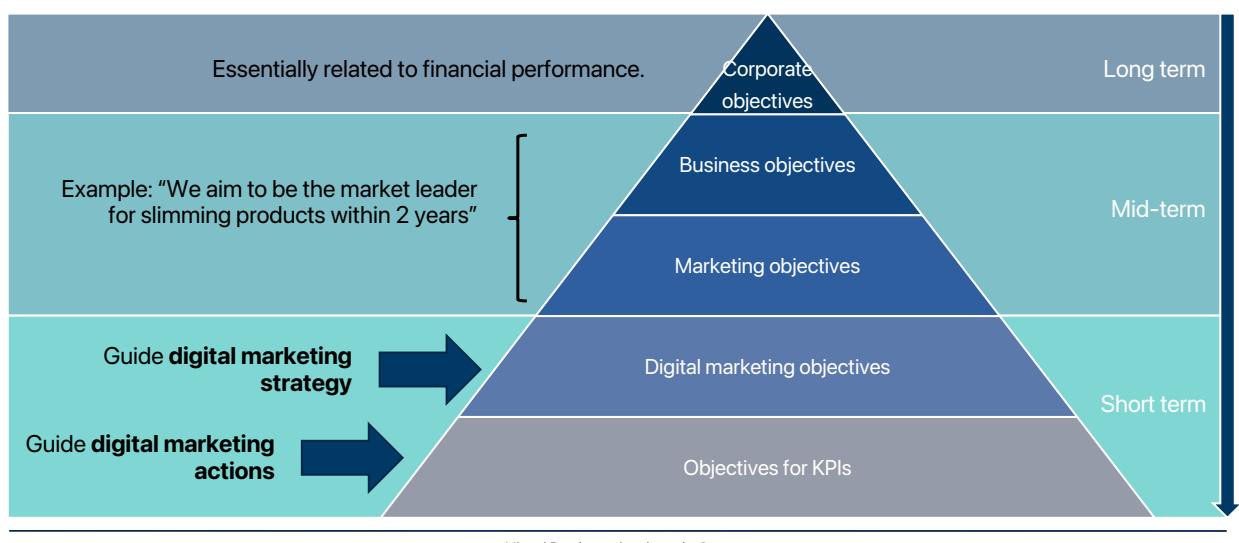
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2. Objectives and KPIs - Hierarchy of objectives



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2. Objectives and KPIs - SMART

Examples of themes for digital marketing objectives: turnover that must be achieved with Internet-related activities, the digital market share in products, brands or product segments, digital brand awareness, etc.

SMART digital marketing objective example: During the year 2022, the digital market share for the "dietary supplements" product segment is expected to increase from 25% to 32%.

+ info on setting **SMART** goals: <https://youtu.be/OXA6gfzFA24>

Specific, Measurable, Achievable, Relevant, Time-bound

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2. Objectives and KPIs - Key Performance Indicators

Key performance indicators - they are defined for shorter periods (e.g., quarter), and help to monitor digital marketing objectives;

- Can be adjusted over time;
- They are usually aligned with the stages of the digital marketing funnel (or other strategic digital marketing model).

Keeping track of statistics is necessary for measuring, monitoring and adjusting the KPIs.

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2. Objectives and KPIs - Key Performance Indicators

Examples of KPIs for the period of a quarter for a website:

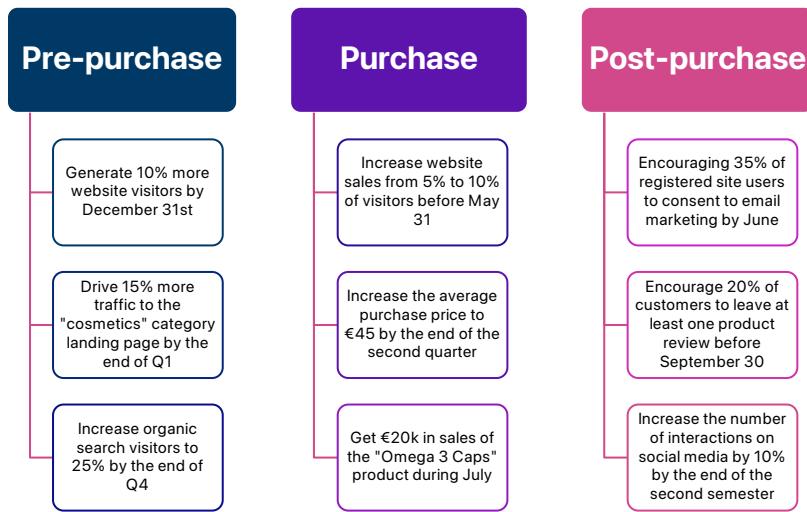
- 100,000 unique visitors on the website per month:
- twofold increase of the number of followers on social media from 10,000 to 20,000
- a higher position within search engines for the product group 'dietary supplements': from an average position of 6 to an average position of 2
- a click-through rate (CTR) of 5% for organic search results
- an average CTR of 0.16% for advertising
- a conversion rate of 10%:
- 8,000 online sales of the 'protein shakes' product in the first quarter
- 2,000 online sales of the 'fat burner' product in the first quarter

(Visser M., Sikkenga, B. & Berry M., 2022)

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2. Objectives and KPIs - Examples of KPIs by stages of the online buying process



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A plan is not a strategy

<https://youtu.be/iuYlGRnC7J8>

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3. Strategy

The digital marketing strategy describes how the digital marketing objectives will be achieved.

It results from a set of points from the confrontation made in the SWOT analysis (**analytical process**), but it also requires some **creative process**.

The evolution of digital marketing is accelerating, so the strategy must be **recalibrated** at least once a year.

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3. Strategy

1. **Segmentation and targeting:** the characteristics, needs and behavior of the target online customers. > one tool you can use is the creation of **buyer personas**.

(Visser M., Sikkenga, B. & Berry M., 2022) - adapted

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3. Strategy – Buyer Personas

Buyer personas help organizations see their products and services from the customer's perspective (Parise et al., 2016, p.416).

An “ideal” persona is based on a real person whose attributes and behaviors coincide with those of a particular population. (Stull, E., 2018)

This concept is particularly useful when a person is working to reach others with an opposite demographic and socio-economic profile (e.g., 21-year-old writing a blog post aimed at high-buying recent retirees).

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3. Strategy

2. **Positioning:** describes how the organization is positioned in comparison to its competitors, but also the online offer in relation to its other channels.
3. **Brand and proposition:** brand description, core values and propositions and how the brand promises are kept.
4. **Digital marketing mix:** incorporating the main features of the positioning and objectives into the core processes for each marketing instrument accordingly.

(Visser M., Sikkenga, B. & Berry M., 2022) - adapted

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3. Strategy – Digital marketing mix

- a) **Market sensing:** how do you collect information about your markets?
- b) **Product realization:** what products do you sell online, how do you organize product development, digital product realization and services?
- c) **Customer acquisition:** what are your starting points for Digital Marketing communication? What tools do you use? E.g.: display advertising, link building, search engine marketing, social media marketing, affiliate marketing and content marketing. In addition, the basic principles for online sales advice, online sales and online pricing are also described.

(Visser M., Sikkenga, B. & Berry M., 2022)

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3. Strategy – Digital marketing mix

- d) **Customer relationship management:** how important will customer relationship management be and how will it be used?
- e) **Order processing:** how do you organize the order processing? Consider the payment process, fulfilment and online customer service, e.g., live chat and social media.

(Visser M., Sikkenga, B. & Berry M., 2022)

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3. Strategy – Digital marketing mix

- f) **Integration and tactics online:** specific to Digital Marketing, the following components are also discussed:
 - **Conversion and content:** description of the method for continuously improving the website's conversion rate based on the statistics (optimization).
 - **Data tactic:** developing and expanding a customer database, keeping the information up-to-date and personalizing based on the data.
 - **Multichannel integration and communication:** integration of the organization's online and offline channels. What collaborations already exist or need to be set up in order to achieve the business objective? A customer encounters the organization in different ways and via different channels. This section describes the intersections and the details.
 - **Social media tactic:** social media is used for campaigns within the Digital Marketing activities, but increasingly also as a sales channel. Social media are also part of the overall organizational strategy, e.g., customer service.

(Visser M., Sikkenga, B. & Berry M., 2022)

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3. Strategy

You can (and you should) adopt a **strategic model** to help you **explain the logic behind your digital marketing strategy**.

There are several strategic models you can use ([see next chapter](#)).

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Digital Marketing Plan



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(Visser M., Sikkenga, B. & Berry M., 2022)

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4. Action Plan

The fourth step consists of creating a detailed plan of action, in accordance with the strategy.

It specifies the implementation of the previously described sub-items (one by one). E.g., the year is divided into **quarters or campaigns**, the next of which is elaborated on in detail.

This provides the possibility to learn from previous periods and to anticipate what needs to be done in the periods that will follow.

(Visser M., Sikkenga, B. & Berry M., 2022)

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4. Action Plan

This last step is to explain the actions by means of:

- **a planning:** an overview of all actions and when they are to take place
- **a budget:**
 - **costs:** investments in the Digital Marketing activities in order to achieve the preconceived goals, the required manpower, the media budget
 - **expected returns and ROI** (return on investment)

(Visser M., Sikkenga, B. & Berry M., 2022)

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5. Evaluation and review

In the final part of the Digital Marketing plan, you must describe **how you will check** whether all Digital Marketing activities are going according to plan and **when and how** you will evaluate the results.

The aim is to learn from everything that is going well as well as from everything that isn't and to constantly improve the quality of your Digital Marketing.

(Visser M., Sikkenga, B. & Berry M., 2022)

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5. Evaluation and review

Using a **KPI Dashboard** helps you to monitor the progress of these indicators in relation to the SMART objective.

Preferably, this is a real-time overview or, alternatively, a periodic overview in which the results are compared with the objectives. At a glance, you can see what is going well and what isn't. This allows for relevant adjustments to be made in real time.

Often a shortfall is displayed in red and a result ahead of target in green.

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Useful resources

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Table 1: Relating OBP steps, KPIs and tactics

OBP Step:	Pre-purchase	Purchase	Post-purchase
KPI #1	Generate 10% more website visitors by December 31st	Increase website sales from 5% of visitors to 10% before May 31	Increase social media engagement by 10% in the next 6 months
Tactics #1	<ul style="list-style-type: none"> • SEO • Social media links 	<ul style="list-style-type: none"> • Improve UX 	<ul style="list-style-type: none"> • New social media campaign
KPI #2	Drive 15% more traffic to the "cosmetics" category landing page by the end of Q1	Get €20,000 in sales on the "Omega 3 Caps" product during the month of July	Encourage 20% of customers to leave a review before September 30
Tactics #2	<ul style="list-style-type: none"> • Google Ads • SEO • Influencers 	<ul style="list-style-type: none"> • Create homepage highlights • E-mail marketing campaign 	<ul style="list-style-type: none"> • E-mail reminders (automation)

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Table 2: Relating tactics, KPIs and buyer personas

OBP steps: pre-purchase, purchase, post-purchase				
Tactics	KPI	Persona 1	Persona 2	Persona 3
Email		Detailed tactic		
Website				
Online PR				
SEO				
SEA				
Blogs				
Social Media				
Social Media Ads				
Mobile				
...				

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