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Improving Digital Marketing for Attracting the Target Customer Segments

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Abstract

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The thesis focused on improving existing digital marketing practices for better attracting target customers for a small healthcare company. This need arose due to the company's wish to attract more customers and explore how digitalization can benefit the company and the customers.

The thesis was conducted using the applied research approach, via qualitative data collection methods, such interviews, document analysis, observations and benchmarking. The current state analysis investigated the company's existing digital marketing practices, especially focusing on its website. The results of the current state analysis guided the literature and best practices search. Both the input from the current state analysis and existing knowledge helped the proposal building in the next step.

The proposal was developed in four steps. First, by focusing on creating/updating the website content. Second, by improving/re-designing the appearance of the website. Third, by introducing the web- analytics tools. Forth, by considering a wider utilization of other marketing types/channels.

As the outcome, the thesis recommended the steps for the case company how to attract more customers by improving its web-site, as well as recommended considering other marketing practices that are used on the internet. These include digital channels such as search engines, email, websites, social media, etc., which would help to connect with current and prospective customers. The key message for the case company was to create marketing that will be targeted at the right audience, within the right place, at the correct time, which is especially relevant for a small, new healthcare service provider with limited resources. Digital marketing allows such a healthcare provider to target specific populations, easier to communicate with them, and thus create a more personalized experience.

Keywords:	Healthcare, web analytic, re-development, digitalization, SEO, SEM, buyer persona

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1   Introduction

Modern world of Internet has opened a gate to a wide variety of opportunities for businesses. Computers, smartphones, tablets and different gadget can connect users of different social media and platforms with their friends and families, as well as can help them earn customers and do business conveniently. With billions of internet users worldwide, digital marketing gives companies a chance to reach people who are using internet, spend time and money, and search what they need. Digital Marketing also gives small-scale companies an opportunity to take part in business alongside their gigantic rivals and reach to target customers in real time. This transition of information in digital media is amazing and helps to boost business.

Digital marketing is a strategy of using websites, mobile devices and other social media as a tool to help reach company customer base. It also creates awareness and promotions of goods and services. These technologies can be used for any size of a company or business model with less investment and high success rate. The basics of traditional and digital marketing strategy are remaining the same in creating strategy to deliver the right message to the right people. However, the potential and benefit of digital marketing is significantly exceeding those of traditional marketing.

"Digital marketing typically refers to marketing campaigns that appear on a computer, phone, tablet, or other device. It can take many forms, including online videos, display ads, search engine marketing, paid social ads and social media posts. Digital marketing is often compared to "traditional marketing" such as magazine ads, billboards, and direct mail. Oddly, television is usually lumped in with traditional marketing." (MallChimp 2021. Glossary: Digital Marketing.) Thus, basically any marketing that uses electronic devices can be used by marketing specialists to convey promotional messaging and measure its impact through their clients´ customer journey.

This Thesis strives to use the opportunities provided by modern digital marketing and help the case company, a small-size enterprise in Finland, to attract target customer segments in the digital market.

1.1 Business Context

CrossPoint Healthcare Oy is a Finnish family-owned company offering high-quality cleaning and home care. The company is a service provider approved by numerous municipalities all over Finland, actively growing in service offerings and workforce. The company offers professional cleaning services for homes and companies in the Uusimaa and Päijät-Häme regions.

The company considers its customers as important partners and strives for a fruitful relationship where both parties can develop. Currently the most popular service offering of the case company is the home care service aimed at supporting the client in those daily activities that the client does not perform themselves. For example, in addition to the services provided to the elderly, the company also offers home care of substitute caregivers and help to those recovering from illness or surgery. One of the main customer segments relate to the services for municipal home care. (Crosspoint, 2019)

1.2 Business Challenge, Objective and Outcome

The company aims to grow via increasing the number of customers and workforce, which is envisaged to go hand in hand with increasing customer services and better meeting the customer requirements. The company believes that both enlarging the workforce and increasing number of customers can be achieved via better digital marketing.

Currently, in the company digital marketing continues to develop but maintaining visibility and reaching the right customer at the right time are still a big challenge for the company. Since, based on marketing theories, social media and search engine optimization (SEO) of the existing web-site are the primary marketing channels for small and medium business, the company decided to improve especially in these areas.

The objective of this thesis is *to improve Digital Marketing via better use of website and attracting the target customer segments in the digital market.*

The outcome is *the recommendations on improving the web-site for the case company on creating effective web-site to attract target customer segments for this type of a company.*

1.3   Thesis Outline

The scope of this thesis is to develop a marketing plan of Crosspoint Healthcare Oy in order to improve digital marketing via better use of website and attracting the target customer segments in digital market.

This thesis contains seven (7) sections. Section 1 is the Introduction which contains the business challenge, objective and outcome of the thesis. Section 2, Method and material tells what research approach and methods are going to be used in this thesis. Section 3 is the current state analysis which describes and evaluates the current marketing process of the company. Section 4 is the literature review, exploring the existing best practice and studies that are related to the topic of the thesis. Section 5, Building the proposal, presents the proposal for the case company how to improve its digital marketing. Section 6 Validation, evaluated the proposal and gathers final development ideas for it. Section 7, Conclusion shows how the study meets the objective.

2   Method and Material

This section describes the method and materials, the research approach, research design and data collection and analysis used in this thesis.

2.1   Research Approach

The research approach is a choice of methodology that "consists of broad assumptions to detailed methods of data collection, analysis, and interpretation. It is therefore, based on the nature of the research problem being addressed" (Chetty, 2016). A research approach requires a choice of a research family, a research strategy, and research methods, such as a decision to use experiment, surveys, archival analysis, action research or case studies, and certain research techniques such as interviews, workshops, document analysis, etc.

According to Kananen (2013), research is like "a philosophic umbrella of science that contains data gathering, analysis, and interpretation methods typical to each approach." Generally, *research families* are classified as applied or basic, i.e., fundamental, qualitative, or quantitative (Kothari 2002: 2-4). Applied research aims at creating an answer to a problem, while fundamental research is aimed toward improvement of theory and expanding fundamental knowledge.

Another basic division between approaches is embedded in qualitative and quantitative research methods. Quantitative research is stated or expressed in numbers; here, advanced statistical analysis or mathematics are used to test, confirm theories, and assumptions. Research results are usually reported in graphs and tables. Quantitative methods deal with a systematic way of investigation by using numbers and measurable forms. It also answers questions to validate relationships with measurable variables to explain, forecast, or control a phenomenon. Types of quantitative methods incorporate survey research, correlational research, etc. (Creswell, 2013). While *qualitative* research analyzes qualitative data that consists of text, images, or artefacts instead of numbers, and it is usually done by doing questionnaires, observations, conducting interviews, etc. (Streefkerk, 2019). Qualitative research collects data using conversational methods, and the responses collected are essentially non-numerical. Most popular qualitative methods include interviews, focus groups, text analysis etc.

(Koto, 2022) Sometimes, it is important to use both qualitative and quantitative approaches within the research, which is known as a mixed approach.

In terms of *a research strategy*, especially in the business field, case studies, action research, and design research are often regarded as research strategies rather than separate methodologies (Kananen 2013:25-40). These research strategies are often applied to lesser-known phenomena or various innovations and are based on non-numerical data that is often difficult to measure, such as interviews, seminars, observations, documents write, etc.

In this study, the research family is applied research, using qualitative research methods, which aims to gain a better understanding of the subject study. In this thesis, applied action research (Design research) is utilized, because the goal is to solve a certain problem and improve the current situation to the better. The research data include analysis of internal documents, interviews and observations for exploring and analyzing the present situation concerning the study's problem. Applied action research (in the sense of: Kananen 2013: 20-23) is selected as the type of research approach due to the fact that the study is primarily focused on solving the hand-on business problem, this it belongs to the realm of applied research.

2.2   Research Design

The research design of this Thesis is divided into five stages. Figure 1 below shows the research design of this thesis.
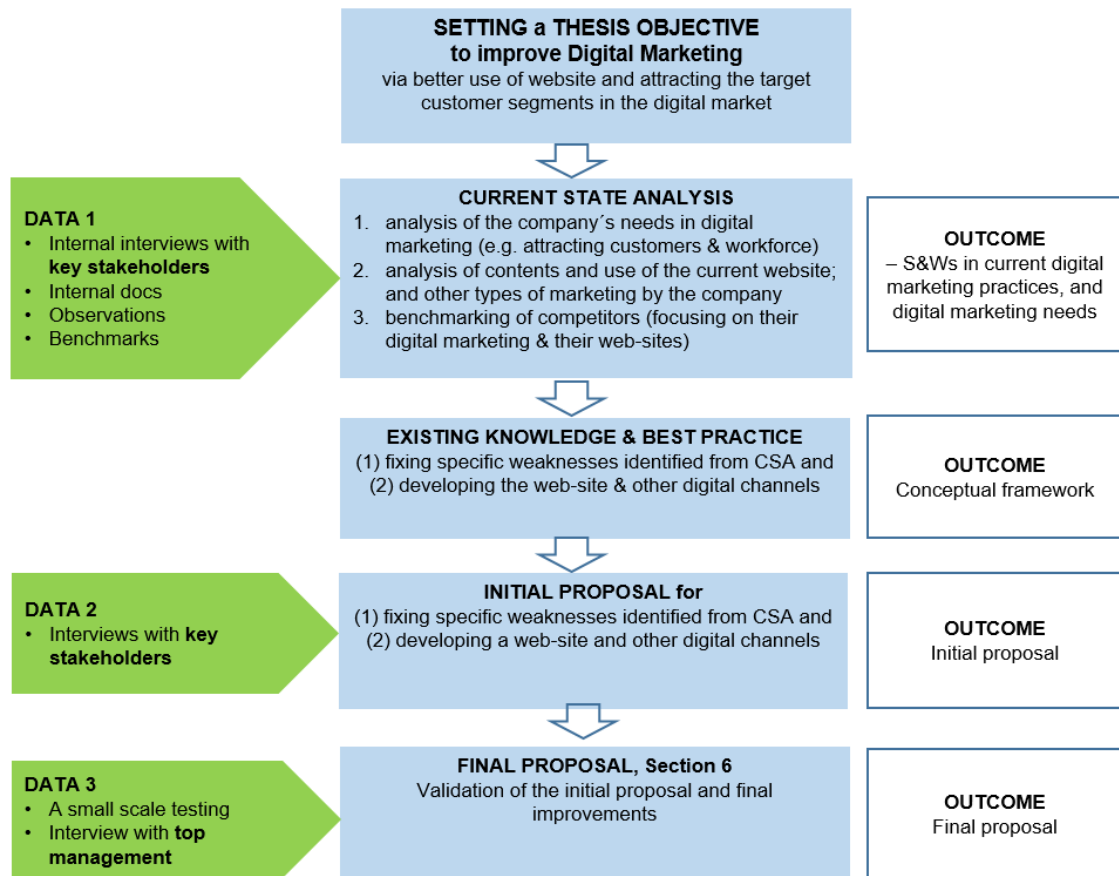
Figure 1. Research design of this study.

As seen in Figure 2, the objective of the study is to improve the digital marketing at the case company via better use of website and attracting the target customer segments in the digital market. Initial data, or Data 1 collection, was gathered for the current state analysis and mainly consisted of the key stakeholders' interviews and meetings. In this stage the purpose of data collection was to analyze the existing website through its content, target customer segments and the needs in digital marketing. The outcome of this stage is the identified strength, weaknesses and needs in digital marketing.

After the current state analysis, the next stage of the study was to find relevant best practice in order to fix the specific weaknesses and develop a web-site. Based on the inputs from the current state analysis and ideas from literature and best practice, the proposal fir the case company was built.

For the Proposal development, Data 2 collection was gathered via an interview with stakeholders for improving digital marketing at the case company. This initial proposal was then subject to validation and further development suggestions by the key

stakeholders at the company. For validation, Data 3 collection was conducted with the help of an interview with the top management for collecting further modification, and final improvements for the proposal.

2.3   Data Collection and Analysis

This study gathered data from several data sources. Table 2 shows details of Data collections used in this study.

Table 1.   Details of Data collections used in this study.

	Data source/ Participant, role	Data type	Topic, description	Date, length	Documented as
	Data 1, Current state analysis				
1	Internal interviews with **key stakeholders**	Interviews (5)	- Target customers, their needs & other needs in digital marketing - Strengths & Weaknesses of current marketing & web-site	25.2.2022 / 60 min	Recordings & Field notes
2	Internal docs, surveys, feedbacks, customer references	Docs, customer feedbacks, qualitative and quantitative feedbacks from previous projects, (internal analytics)	- Target customers, their needs & other needs in digital marketing - Strengths & Weaknesses of current marketing & web-site	25.03.202 / 90 min	Written responses
3	Observations	Observations	Monitoring of existing website and comparing the initial feedback from customer feedback	March 2022 / 30 min each	Notes
4	Benchmarks	Web-sites & competitor digital marketing	Searching and comparing with competitor website S&W	02-04.2022/ 2 months	Notes
	Data 2 for Proposal building				
5	Key stakeholder	Interview	Qualitative feedbacks of Strength and weaknesses of current web-site	April 2022 / 2-3 hrs	Report
6	Development of web-site (web designer)	Testing with a mock web-site	Development and improvement of proposed mock web-site	April 2022 / 2-3 hrs	Notes
	Data 3 from Validation				
7	Customer-stakeholders (3) Product owner of Crosspoint Healthcare	Pilot testing Face-to-face Interview	Validation and evaluation of proposed improvement Validation, evaluation, final improvements	May 2022 May 2022	Recordings & Field notes Recordings & Field notes

As seen in Table 1, the data collection was divided into three rounds. In the first phase, internal interview with the stakeholder was conducted to define the target customers for digital marketing and also to evaluate what are the strength and weaknesses of the website. In the second phase, building proposals, qualitative interview with the key stakeholder was conducted with the goal to develop the current digital marketing. In the third phase, a validation/evaluation discussion was held with the case company's top management. At this stage, the final evaluation and correction of the proposed digital marketing improvements will be done before implementation.

3 Current State Analysis of Digital Marketing in the Case Company

This section of the thesis presents the results from the current state of the existing digital marketing in the case company. The focus is to analyze the content of the website, target customer segments and other needs in developing digital marketing for the case company. The outcome of the current state analysis is to identify the strengths and weaknesses in the current digital marketing practices and needs.

3.1 Overview of the Current State Analysis

The intent of the current state analysis is to examine the current digital marketing within the case company, which is conducted in four (4) parts. The general analysis is gathered based on the results of the interview with the key stakeholder, feedbacks from existing customers, observations of the current website and those of competitors in digital marketing.

First, the interview with the key stakeholder helped to gain an overview and evaluate the current digital marketing and current website. This part describes how the existing website serves its purpose.

Second, data was gathered and analyzed from internal documents and customer references which provided better understanding of the current state of the case company, which areas need improvements, including the strengths, weaknesses, opportunities, and identification of threats in digital marketing.

Third, observations were done on the existing website. The goal was to understand the existing website strengths and weaknesses in terms of searchability and visibility with the different search engines.

Lastly, the analysis also included comparing the case company website vs. competitors. The analysis was done by using search engine. Comparison was done against the existing website with competitors with large market shares and better known to the market. This analysis gave understanding about the website strengths and weaknesses, as well as the areas for development towards optimization and improvements to implement with the case company.

Additionally, the analysis also considered wider observations by the company nurses and customers as one of the sources of data where feedbacks and comments were made to better understand the services and what they are currently lacking and what requires improvement or an opportunity to have additional services to meet the customer needs.

3.2 Description and Analysis of Current Digital Marketing of the Company

The case company aims to meet and solve the problems that are being faced by the Finnish Healthcare System and its faculties. One of its duties is to provide healthcare services to adults and elderly alike allowing them to continually reside at home despite their ailments or disabilities. It also aims to provide a good working environment that will serve as a haven for employees and clients. The business aims for growth; it has gained stability though it is stagnated. The stakeholder wished for everyone to be proactive to work towards growth. However, it does not currently have not enough people nurses/clients/cleaners (i.e., workforce) to push it forward.

The main goal of the case company is to win a tender/s that will serve as a huge step for growth. As the key stakeholder described it:

> *This will also help the company to achieve the goal of providing employees with competitive salaries and better work environment. Its wish is to bridge the gap between employers and employees. (Stakeholder 1)*

Based on the discussions with the key stakeholder, as well as other staff in the case company, they believe that no matter how advanced Finland is with regards technology, health care e.g., hospitals are left behind the information age. Although on a municipal level, everything has been updated and modernized, communication between nurses and patients has lesser changes so far. As the key stakeholder expressed it:

> *The older generation's refusal to upgrade their technological advancement is one of the biggest factors why the movement for healthcare has been snail like. (Stakeholder 1)*

By using digital marketing, the company aims to assure that:

> *"…their clients that the employees hired are competent and worthy of their trust, and for employees to feel the sense of security." (Stakeholder 1)*

As per with the key stakeholder, the current website does serve its purpose. Namely, municipalities to whom the case company provides services might be able to use the website to verify the existence of the company, while other verifications are done through more secured channels. However, it does not bring new clients, nor nurses for that matter.

Moreover, the key stakeholder, as well as the other key staff members believe that the web-site does not look appealing. The key stakeholder also described it wider as:

> *It is too heavy. Even the company's name itself is too English for the Finnish point of view. There are a lot of changes that must be done within the structure of the company. Modification can be started from the name itself. The financial structure can also be modified as it is splurging more funds than what it brings in. (Stakeholder 1)*

According to the key stakeholder and some other key staff members, there has been constant attempt of changing the website. However, *"so far nothing really suits what the company is aiming to portray"* (Stakeholder 1). As summarized by the key stakeholder:

> *The aim for the website is to appear clean, minimalist, professional and with shear elegance. However, despite the demands it should still not appear to be intimidating. (Stakeholder 1)*

Summing up, although the case company has a working web-site, there is growing dissatisfaction with it among the key stakeholders and other key staff, as it has a number of serious drawbacks. There is a vision of the company that is expressed most clearly by the key stakeholder, how the improvised website should look like, and which aims it should serve. The other areas for development as for the current web-site, and more generally the current digital marketing, are also analyzed separately below.

3.3 Other Development Areas Identified from the Analysis of Current Digital Marketing

The analysis below goes deeper into the evaluation of the current digital marketing, and empirically website, and the results categorized into the following groups of findings.

3.3.1 Challenges in attaining new customers

Another challenge with the current web-site is that, although the current web-site serves it main purpose (i.e. as a company's reference and representation, especially for bigger clients such as municipalities), it does not function to attract the new customers. Importantly, the company aims to attract both types of customers - municipalities (big public customers) and private individuals. The company also currently believes that

> " This current website, though important, serves mainly as the client's method to confirm the company's identity. The process of attaining customers can only be maximized when used synergistically with another website." (Stakeholder 1)

Thus, based on the result of the interview with the key stakeholder as well as wider discussions with the other staff, digital marketing of the case company requires optimization to increase customer attractive and awareness, to improve sales & marketing at the company.

3.3.2 Lack of analytical tools & monitoring analytics

Additionally, digital marketing requires also analytical tools that should help the case company to gather data in monitoring the website internally. Moreover, the current web-site does not have any regular monitoring capabilities about the interest from potential customers (such as the number of views, clicks, time spent on the web-page, etc.), nor staff who take care of it. It was admitted by the key stakeholder as a clear drawback:

> "Thus, just by the website, the number of current customers (attained via this current web-site) would be hard to decipher."

Analytical tools should have the capability to collect data and show in an easy format (e.g., a dashboard; Google analytics, HubSpot etc.) how many visitors visit the website, how much time they spend there, what information they search and find/ fail to find, etc. Moreover, these analytical tools should be easy to use (i.e., meet the needs or requirements) for the end-user, i.e. the company and its staff.

3.3.3 Need for better Search Engine Optimization

Another big area for improvement was identified as search engine visibility and the need to accelerate site traffic. Based on the result of interview with stakeholder, the current type of website is using search engine optimization. However, the current website has a major problem that the key stakeholder wants to resolve as soon as possible; especially the traffic and searchability of the website.

3.3.4 Lack of Paid Search Engine Marketing

Paid search engine marketing is one of the considerations of the key stakeholder since the current website is not adding new opportunity with case company. The company is willing to invest to have new website or upgrade the system that can address the problem of the website; searchability and traffic to increase the number of visitors and for the company growth.

3.3.5 Need to incorporate more Traditional Marketing (e.g., video & online conferencing)

One way of improving the digital marketing and working with more traditional customers (such as public sector organizations and older customers) is to incorporate some elements of doing traditional marketing and business development. One such move could be having videos on the web-page (e.g. video testimonials from satisfied or loyal customers) and a conference meeting (for example, for presenting the benefit and new discoveries in the market) to attract more potential customer to avail the services. The benefit of traditional marketing could give the case company more confidence and credibility with more traditional clients. However, this type of marketing has been considered weak by some company's professional especially during COVID19 where it hindered the face-to-face meetings. At the same time, customers have got more used to

an alternative solution, i.e. physical meeting being shifted to online conference, which is more flexible and not time consuming, and therefore can be used also after Covid.

3.3.6 Need to care for Social Media Marketing

Interview with the key stakeholder explains that the case company has social media account, however, no one is assigned to monitor and do social media marketing. Social media marketing has a big impact nowadays in business and marketing. It not only helps the company to connect the market, but it also gives the opportunity to expand and improve awareness of the target market. This will also give insight to the customer and their family how is company work and satisfy the existing customers by uploading and sharing images, videos, and other activity of the case company. The company has started considering more closely the value of social media, and this need would require further investigation.

3.3.7 Still more focus on Affiliates / Referrals

Referral or affiliate marketing is also one of the sources of client of the case company. It is considered one of the most powerful methods due to the credibility of the person who refer, and this opinion is also shared by the case company. This method helps the company to encourage existing customer to promote the healthcare services of the company with their relatives and friends. This method needs to be incorporated to digital marketing, which requires finding a good way how to best obtain/create such reference and how best to use them.

3.3.8 Consider changing from Email to Market Automation

Email marketing is considered one of the most effective promotion methods for raising awareness among the prospect clients. Emailing marketing material will help to boost the service awareness, generate leads, maintain good relationship with existing customer and drive the sales. However, email marketing also involves responsibility (e.g. GDPR and limitations to reaching private individuals with advertisements set by the law) and not as simple as just sending something to customers. Among interesting know-hows, there is, for example, a method called triggered email marketing that interests the case company as it can boost interest to further emails (after implementing this email strategy via the company´s campaign, the customer can become more responsive which

can lead to better result). The case company is also using email but not as a marketing method, i.e., only to introduce the services of the company to the target customer. Currently, the major role of the email is to communicate and respond from the contractor of the city that handles the aged citizens and for the billing and maintenance of the company.

In the future, the company is interested to possibly consider more advanced tools for doing email marketing, for example, via marketing automation.

Summing up, other improvement areas of digital marketing should be the main emphasis of practically the company's overall marketing strategy. Never has it been possible to maintain such regular contact with clients and nothing else can deliver the kind of personalization that digital data does. The more it embraces digital marketing's prospects, the more it will be able to realize the company's growth potential.

3.4   Competitor analysis and comparison vs. the company's current web-site

Lastly, the analysis also included comparing the case company´s content of services and its website vs. competitors. The analysis was done by using search engine, and finding and examining the web-pages of selected competitors. Comparison was done against the existing case company's website with the competitors with large market shares and better known to the market, as these companies are considered the main competitors by the case company.

3.4.1   Selected competitors & their self-presentation in digital marketing

Koti-Medi (competitor 1) offers professional and individual care, home nursing, home care, and hospice services. "Our professionally trained nurses and our qualified support team guarantee a safe and reliable care in your own home environment. Caring, appreciating and individual care are our top priority in all situations. Professional care at the patient's own home speeds up recovery, supports coping at home and eases the care responsibilities of relatives and loved ones. We also provide hospice care at home, respecting the wishes of the patient and their relatives." (Anon., n.d.)

Piika & Sisko Oy (competitor 2) (in the areas of Home care) is a producer of social and health care services registered with the Regional State Administrative Agency and Valvira. "With these experiences in mind in 2007, we decided to set up Piika & Sisko Oy and the starting point was to do things the old-fashioned way. We want to restore the quality of Finnish social and health care to the excellent level that we all deserve. We promise to meet you with respect and warmth and, as a rule, arrange a small team – or even the same person – to help you." (Sisko, n.d.)

Attendo (competitor 3) is the largest private provider of care services in the Nordic region. "We provide services ranging from elderly and we offer care, rehabilitation and housing services to Finns from Hanko to Ivalo, and we also provide high-quality therapy and child welfare services. Approximately 14,500 Attendo employees work to ensure that each of our residents and customers receives the services they need in a way that suits them social care to health, medical and dental care. We believe that everyone has the right to live a full life. Our job is to make it possible for everyone living in an Attendo home." (Anon., n.d.)

CrossPoint Healthcare Oy (case company) is a Finnish family-owned company providing high-quality cleaning and home care. "We are a service provider approved by numerous municipalities all over Finland, and our growth continues to be strong. As a company, we want you to have the courage to make your life look your own, you dare to aspire to. Our home care services are aimed at supporting the customer in day-to-day operations that the customer cannot perform themselves. Home care is suitable not only for the elderly, but also for carers' substitutes and for those recovering from illness or surgery. To ensure the best quality, we work closely with municipal home care." (Crosspoint, 2019)

Summing up, KotiMedi provides personal and professional care, nursing home, home care and palliative care services, also provides home palliative care, respecting the wishes of patients and their loved ones. Piika and Sisko Oy (in home care) are health and social service producers registered with the state and regional regulator Valvira. Attendo employees ensure that each of our residents and clients receive the services they need in a way that works for them, from social care to healthcare, medical and dental care. CrossPoint Healthcare Oy is a family business in Finland providing high quality cleaning and home care services. To ensure the best quality, work closely with the city home care service.

3.4.2   Focus areas in presenting services & other areas by competitors

The presentation in digital marketing (here, in various companies´ web-sites) always point to those key features/characteristics that the companies consider critical for winning the customers. These features or characters typically include:

First, one of the key features is the content of the service, as well as the area where the service is available (i.e. it can be delivered). Having unique or premium service can contribute of controlling price and it will also encourage the customer to buy or avail the services offered. However, having the same service and too many competitors will lessen the profit margin.

Second, *the pricing strategy* for healthcare and cleaning services needs to consider some factors, such as the services attributes, target audiences, and ultimately, the marketing objective. These factors are influenced by the customer demand for service(s), competitor pricing and market share. Therefore, it is important to know what competitors offer and how they charge. *Setting price* requires lot of consideration, if the price is too low, it means throwing out the profit and if the price is too high, possibly losing of customer will occur. Also, the price can hardly be hidden, since customers want to know it for making a purchasing deduction.

Third, the customers are also making decisions based on the so-called *quality/price ratio.* Majority of the website visitors and clients are looking for the best value (or the current cost) vs. service quality. In this market, the majority of the competitors are charging on the hourly base rate. Pricing with competitive and exceptional services is typically putting case company to better position in the market and thus helps to win the customer.

Table 2.   Focus areas on presenting services by selected competitors (service content, pricing, etc).

	Description	Company			
		Koti Medi	Attendo	Piika & Sisor	Crosspoint
1	Services Offered				
	Cleaning	✓	✓	✓	✓
	Healthcare	✓	✓	✓	✓
	Pricelist / Vat	✓	✓	✓	✓
	Call-to-action	✓	X	X	✓
2	Company Information				
	Mission	✓	✓	✓	✓
	Vision	X	✓	X	X

	Board of Directors	✓	✓	X	X
3	Contact Information				
	Email	✓	✓	✓	✓
	Contact number	✓	✓	✓	✓
	Address	✓	✓	✓	✓
	Map	X	X	✓	X
4	Testimonial	✓	✓	✓	✓
5	Job Vacancies	✓	✓	✓	✓
6	Linked Social Media				
	Facebook	X	✓	X	X
	Twitter	X	X	✓	X
	Google	X	X	✓	X
	Instagram	X	✓	X	X
	LinkedIn	X	✓	X	X

After determining how the competitors are performing in digital channels, it demonstrates how a company's competitive environment affects how it operates and how it modifies its business strategies to compete effectively. Because healthcare services face competition, evaluating rivals' strengths and limitations is critical. Any company that sells the same or similar products or services is considered a competitor.

Summing up, the presentation in digital marketing (here, in various companies´ web-sites) always point to those key features/characteristics that the companies consider critical for winning the customers. These factors are influenced by the customer demand for service(s), competitor pricing and market share. In this market, most of the competitors are charging on the hourly base rate. Pricing with competitive and exceptional services is typically putting case company to better position in the market and thus helps to win the customer.

3.4.3   Analysis of Websites/Home Pages by Competitors

The comparison and analysis of the web-sites (i.e. home pages) of competitors shows how other websites encourage visitors (i.e., potential customers) to read more about the company and get engaged. Website homepage acts as the showcase window of the company that provides visual and verbal identity and creates good first impression with the goal of keeping the visitors in browsing and eventually contacting the company.

For this end, companies are selecting various *strategies* to present their information. Some of the competitors are targeting the heart (i.e., emotions, feeling) of their visitors

by building the image of security and safety for their family once they avail their services by e.g., sharing *testimonials* from their existing customers; while others present how professional they are by sharing their *mission and vision* or other proofs of professionalism, or building visions of how they will help their customers.

The tactics include using relevant photos (of smiling, confident people of the customers´ faces looking similar to the target customer group) and colors (bright, lively, vivid, so creating the impression of reliability, bright future and positive emotions). These strategies and tactics are shown in Figure 3 below via a selection of print-screens from the competitors web-sites that demonstrate the use of most typical strategies and tactics used by competitors.

Figure 2. Samples of the competitors´ and case company's "Home Page" web-sites demonstrating their adopted strategies and tactics for presenting information.

As seen from Figure 3, the competitors´ images contain happy faces and lively colors, as well as strategically appeal to "the heart" (i.e., via evoking positive, joyful emotions) as well as to "the brain" (i.e., via demonstrating professionalism).

At the same time, the case company is having a short and simple website which is concentrated on presenting the services and addressing the frequently asked questions of the customers. Figure 4 shows the case company's web-pages for the same content as analyzed for the competitors above.

Figure 3. Samples of the competitors' and case company's "Our Services" web-pages demonstrating its adopted strategies and tactics for presenting information.

As seen from Figure 4, one of the current problems of the case company is that the website relies only using one strategy, which is appealing to the brain" (i.e., it stressed the professional characteristics) and also somewhat missed to engage the visitors via tactics of presenting this professional information (i.e. it uses only very light colors, and thus seems somewhat empty and bleak). After comparing these selected strategy and tactics of presenting information vs. competitors´ choices, a conclusion can be made that this choice could contribute to making the visitors to move quickly to some other website (a more engaging one), and thus misses on the opportunity to attract new customers.

Instead, in this part of the case company's website, under the *"Our Services"* headline, where the most critical information is presented, the web-site would require strategies and tactics that would become an absolute "attention-grabber" and could literally "chain" the visitor to the presented information. They should not only convey the answer to their problem or what they are searching for, but also give an emotion impetus to contact the company and use its services.

Here, possible winning tactics could include building credibility by showing awards, certificates (i.e., in support to the "brain" strategy) as well as to demonstrate happy customers´ and personals´ faces; bright, lively colors, and otherwise create an impression of the company as a good, reliable choice for its customers (i.e. in support to the "heart" strategy). On the content side, the website should contain customer feedback or testimonial to give confidence to the visitor that the company has been tried multiple times before, by the customers in similar circumstances with similar needs, and it has the ability to provide the high quality services they are offering. The web-page should also find the ways to highlight the benefits that the customers will get in availing the services, including the content, location and price of services (not forgetting the quality/price ratio).

Another important element of the self-presentation of the case company via its web-site is the *"Contact Us"* web-page. It is one of the most important parts of any website as it provides the channel to get in touch with potential customers. However, most of the websites (also competitors´) overlook this part and thus miss the opportunity to engage with potential customers. Here, on the "Contact Us" web-pages, the case company is very straightforward and simply suggests to leave the contact details of the client by filling up the required form.

Figure 4. Samples of the competitors' and case company's "Contact us" web-pages demonstrating its adopted strategies and tactics for presenting this information.
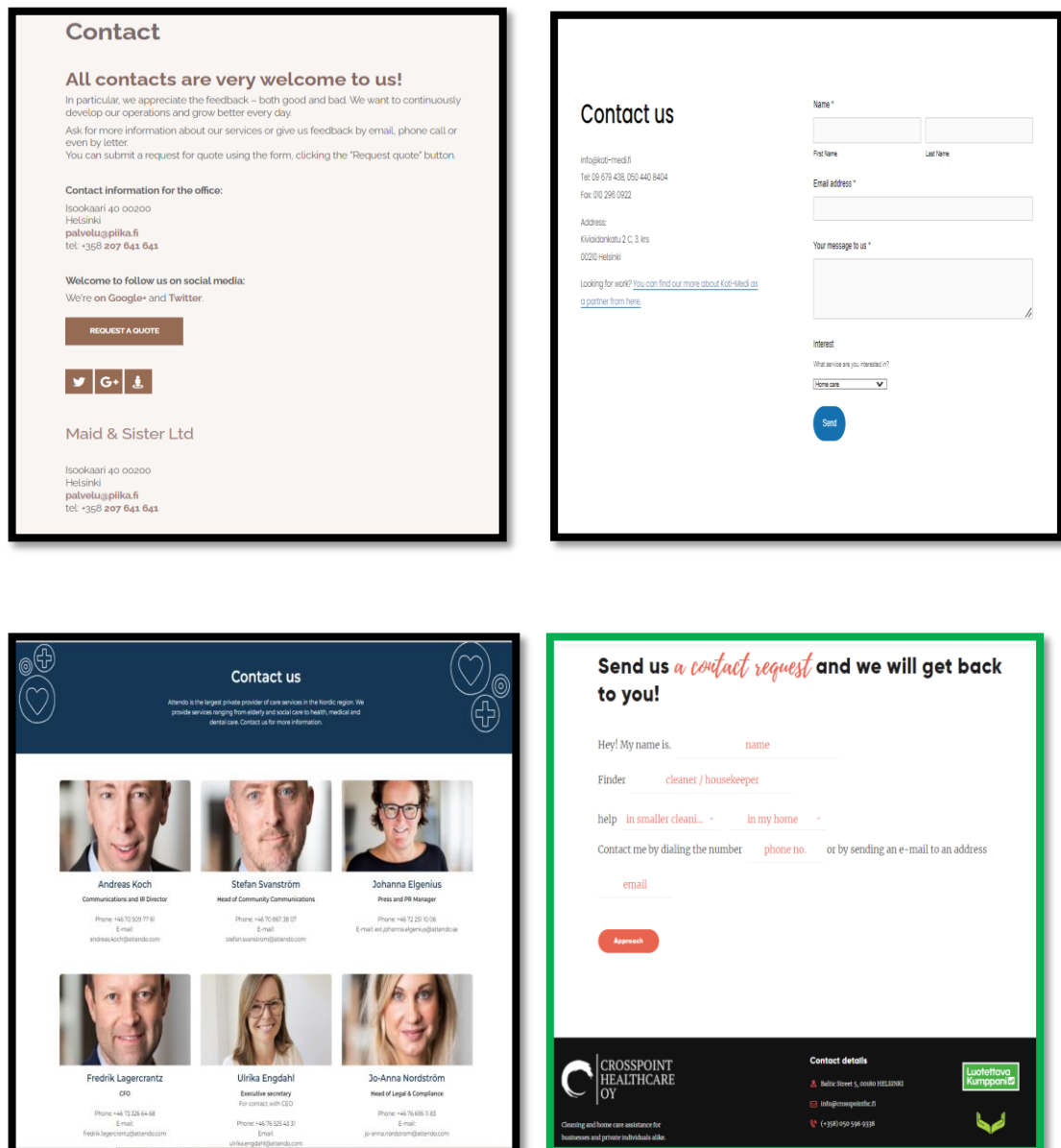
As seen from Figure 5, the plosive side of the case company's web-pages "Contact us" web-pages relate to a very "call-to-action" manner. These web-pages ensure that the contact information is easy to provide (in comparison, some competitors are just putting the contact information and let the prospect client call the company). On the negative side, the contact information is presented along the same "to the brain" strategy, with a limited number of tactics, as discussed above. Also, the "Contact Us" web-page leads to the faces of the top management, which is very good as it proves the reliability and good management of the company; on the other hand, it does not show the faces of the operational staff who will be really serving the customers. It may leave some potential

customers wondering how the staff looks like in reality, and who they may expect at their home (i.e., missing on both, the professionalism strategy and "the heart" strategy).

Finally, competitors also showcase their values on home web-pages and this stress the business perspective to running their companies. The values of the competitors are comparted below.

Figure 5. Sample of the competitors´ "Our Values" web page.

Our values

Holistic care

Koti-Medi's philosophy and vision is holistic care.

Our principle is that each person is a unique individual in interaction with his/her environment.

Therefore we apply a holistic nursing principle, caring about people as a whole person by taking into account their physical, psychological, social and spiritual needs.

Focusing on clients

Working from the client's needs: Our clients have the right to make decisions concerning their lifes and everything that has to do with their care. Koti-Medi's nurses listen and understand the clients' hopes and needs. We draw the nursing plan together with our client and act accordingly. If the customer is unable to make the appropriate decisions our nurses draw a nursing plan based upon evidence-based nursing science.

Professionalism

Koti-Medi's staff is also responsible to keep current with the development of nursing science and to develope their skills continuously. This guarantees good professional care.

Trustworthiness

Trust is the foundation upon which we build and our care is based on acting exactly according to the nursing care plan.

Accountability

Each one of our employees is personally responsible for the quality of their work. Our nurses are not just responsible for delivering good holistic care to each client but are also responsible to the client's own doctor.

Sample of the competitor "Values":

Sample of the competitor "Values":

Sample of the competitor "Values":

In this part, the case company has no *Values* section existing on the current website.

3.4.4   Summary of the Competitor Analysis

Summing up, this analysis gave understanding about the website strengths and weaknesses, as well as the areas for development towards optimization and improvements to implement with the case company.

First, competitors have *a wide range of services* due to available capabilities (e.g., large numbers of employees) and *location* (e.g. "servicing Finns from Hanko to Ivalo" (competitor 1). There are numerous services that competitor companies are providing in healthcare and cleaning. Therefore, having a wide range of services and wide territorial coverage creates competitive advantage via establishing credibility that these companies can reach anywhere and provide any healthcare services needed.

Second, as the case company and its competitors has almost the same content, the case company should be extremely careful and creative in presenting its services in an appealing and a little bit different format (starting from pricing and up to other elements, such as testimonials), in order to positively differentiate form competitors. For this end,

a careful search for and *selection of* well-working *strategies and tactics of presenting* via the web-page should be conducted.

One of the strengths of the competitors relate to having its core values in their website well-presented which guides the business standards how and why they provide their services. The value of the company will also build credibility and help the company to grow without losing what is important to them.

Other observations on the company vs. competitors in relation to the website concern having simple website which is crucial to the business. The possible disadvantage of minimalist design, however, relates to having insufficient information and functionality need by the visitors and its losses the opportunity of having new potential customer. Although websites help to connect client/visitor to the company, social media is also one of the weaknesses of the case company. *Social media and news* make one of the strengths of the competitors. This shows the connectedness and relationship between the competitor and their clients. Social media and news pages share and spread information on how the competitors help existing customers, and this can influence the visitors in their decision making about the offered services. Finally, elements of traditional marketing can also be employed successfully, such as for example, online and offline channels for conversation because some visitors preferred to have conversation over chat messages and videocall through social media rather than face-to-face. They find it hard and time consuming to have conversation to person in real.

3.5   Key Findings from the Current State Analysis

As discuss above, the current digital marketing of the case company is relying on organic search engine and unpaid. The organic search engine requires time to deliver results and need to compete with the paid search engine marketing.

The current web-site does not bring new customers and requires more improvement with its visibility and searchability. Since the existing website has close to no visitors and not easy to search unless typing the name of the company, the key stakeholders concluded that the existing website is not appealing.

Another significant drawback was identified as the name of the company that sounds too English for the Finnish point of view and thus, the company has come to a suggestion for modifying it and making it lighter, more professional, and the one that would sound user-friendly even for senior citizens. The key stakeholders stated that the website's problem relates to not having enough online visitors, they assume that once the website is established the customers will come and inquire for services without using any advertisement and promotions. More details and conclusion are summarized in Table 3 below.

Table 3.   Strengths and weaknesses related to the digital marketing and especially the website identified in this study.

Strengths	Details	Weakness & dev. Areas	Details
Website serves its purpose	1. Website serves **as a reference** (e.g., for municipal authorities to check its existence) 2. Website serves **as the proof of company´s identity**; and it will keep to this objective in the future, too.	…but has a limited reach to clients and manpower	1. Current website **does not bring enough new customers** (and potential workforce) 2. Website is not appealing with the visitor, which makes them leave immediately with the site 3. Website has low traffic.
The company has a vision for the new website	3. The company is now undergoing a change aimed at higher financial and growth targets. 4. The company wants to become a haven for the customers and the workforce (with competitive salary, good working environment, sense of trust and security, etc.), and **wants the website to reflect this vision.** The website should - ideally - help the company to **win in tenders (municipal), attract private & PALSE customers**	. but it has weak digital marketing	**4. Low awareness** and weak promotion of the company´s services on the website No digital marketing strategy, but the company is **only** concerned with **improving the website** in this project. 5. Need to improve SEO and brand awareness of the visitor. 6. Requires additional other types of digital marketing (social media marketing/ promotions/ email marketing)
Contents and looks of the website	5. It works 6. An IT service provider serves it (no internal IT department)	…but the contents and looks of the website should be improved	**7. Not suitable for the elderly customers** (not too appealing, heavy, slow, while the company wants it

	The company is making attempts to improve, yet it does not portray what it wants		to look clean, professional, minimalistic, elegant; and not intimidating) 4. Too English a **name** **5. The website needs to be improved** (in terms of **colors, texts, SEO, "weight" and speed**) 6. No website optimization, nor paid marketing 7. **No feedback, no surveys** about website
There are many approaches used already	7. Planning to avail optimization to address the searchability and website traffic. 8. Has social media account. 9. Good referral from the municipality	…but more modern approaches are needed	8. Website need to keyword or tagging to improve searchability. 9. Better marketing and promotion of website and social media accounts (need to link with the website) 10. Availing paid search engine marketing to address traffic in website.

As seen from Table 3, the main strength of the company is having its website and it serves as reference of the municipality and the government as a proof of identity of the case company. Due to weak digital marketing in general, the website also shows weakness where the number of visitors is limited and not bringing additional customer or potential opportunity for the company.

As the case company is aiming for growth and expansion, the company is looking to upgrade or create new website as a digital marketing solution of the company problem of expansion. Its objective is to provide the employees competitive salary, good working environment and to win the tenders from municipality to attract private and PALSE customer. This improvement requires better promotion of the website and marketing to increase the awareness of the target customer. Hiring an IT experts such as website developer and service providers will help the case company to improve the content and appearance of the website, which is more appealing and user- friendly for elders. Optimization and advertisement are one of the ideas to reduce the website traffic and increase its searchability. Application of new digital marketing strategy is required to adopt the case company in new normal way of environment.

As for the strength, the primary focus of the case company is on quality improvement of services, trained personnel, and professional staffs to give the best quality of services in healthcare. The source of client is coming from the city office who are taking care of the

aged citizen and assigned to different healthcare company. Developing digital marketing should give the company new opportunities, ability to compete and help its market growth. New clients coming from the digital marketing channeled should give additional impetus for the company and improve the awareness of its services.

As for the weaknesses, poor digital marketing (no clear strategy, limited technology etc.) and visibility of the website to the market is one of the weaknesses; this affects the growth and development of the company and the staff. The case company has small manpower, and the management cannot hire more due to limited number of clients. Therefore, increase in competition from other healthcare services and hospital is seen as the main threat in the case company. As competition increases, the cost of services will also follow (i.e., can drop) while meeting the expected healthcare needs, which is something feared by the case company.

3.4 Selected Focus Areas for improvement

This section summarizes the strengths and weaknesses and notifies the focus areas of the study to develop digital marketing and especially the company's web-site based on the results identified from the current state analysis.

1) the company needs to sharpen *its main "tool"* in the digital marketing, i.e., its web-site, and it should be done *at least* in relation to the areas listed in Table 3.

2) since improvements and changes that are needed are many, the best way to approach it is create a guide for the case company *"How the web-site of a successful company of its type and size, with its available resources should look like and what elements are recommended to be included in such a web-site"*. Such a collection of best practice will guide the web-site improvement not only for this thesis but also in the future, being a desk book for the company for the future period of a few years ahead.

These two areas will become the focus for improvement efforts which starts with the search for best practice and available knowledge in the next Section 4.

4 Existing Knowledge and Best Practice on Creating Web-sites for Attracting Target Customer Segments for a Small-size Healthcare and Home Services Provider

This section discusses best practice and literature in the areas (a) attracting target customers via web-sites and various activities possible on web-sites, (b) creating effective web-sites (content, tools, appearance; what to check), and (c) best practice for a small-size healthcare and home services provider in terms of digital marketing. The aim was to find answers to the question: *How to improve the digital marketing (more specifically, web-site) for a healthcare company to gain more customers?* The key idea was to identify basic tools for improving digital marketing. This section ends with a conceptual framework summarizing different aspects to consider when improving digital marketing for the case company.

4.1 Attracting Target Customers via Web-sites

The potential customer is usually referred to as *a prospective client*. (Côme, 2022) It also refers to the person with potential and interest in the service offered by the company who is not yet purchased or not yet a customer. Once the potential customer makes a purchase, it turns out to be *a customer*. One of the most important things to remember in attracting target customers is to know (a) who the prospective customers are, (b) what is brand awareness, and (c) how to reach them. (Côme, 2022)

Brand awareness is the level of customer awareness of a brand or product by its name. Companies with a high level of brand awareness benefit from increased customer trust, increased reputation, increased customer loyalty, and less sensitivity to costs. As a result, more and more brands are working on increasing brand awareness and using different brand awareness strategies to achieve it. (KOPP, 2022)

Brand awareness is important in determining how customers make choices, helping customers remember, understand, and feel comfortable with the products or services offered. Brand awareness plays an important role in the first stage of sales, where the audience learns of the company's presence, and then builds credibility and trust. Once brand awareness is established, it is now easy to reach potential customers that can lead to a purchase. (KOPP, 2022)

According to Walgrove (2019), brand awareness is how consumers recognize and think of a company's activities. The better promotion of brand awareness, the more familiar the audience is with the company's logo, message, and products. Brand awareness is important because it helps the public understand, remember, and become familiar with the company's brand image and products. If a company can create brand awareness to its target and prospect customers, it can make company brand a priority when those consumers are ready to search and buy. (Walgrove, 2019)

According with Keller (2019), brand awareness refers to the consumer's ability to remember or recognize a brand. Brand awareness is directly related to the functioning of the market, as perception influences consumer purchasing decisions. A better-known service or brand is more likely to be chosen by consumers compare with unknown brand, which makes them perform better in the market. Brand awareness also influences consumer decision making, despite the difference in quality and price. A study shows that consumers will choose a well-known brand, even if compared with competing brands, its price is still high. The power of brand awareness is impressive and shows that the impact of perception is stronger than the effect of price. (Nguyen, 2019)

According to Graham (n.d.), *potential customers* cannot buy from a business when they do not even know that business exists. Increasing brand awareness will expand the reach, make marketing campaigns more effective, and contribute to business growth. Graham also stresses that brand awareness does not happen by accident. Getting noticed for businesses requires consistent promotion *to the target audience.* Using events, social media, email marketing to potential customers have endless options. Raising brand awareness will help them stay ahead when they are ready to buy. Graham´s strategies and tactics to increase brand awareness include (GRAHAM, n.d.):

Table 4.   Strategies and tactics to increase brand awareness (GRAHAM, n.d.).

Strategy/tactic	*Description*
1) intuitive brand and clear message	This approach aims to enable customers to understand and identify with the company's logo and brand, services, and products. If potential customers cannot understand the brand message, redesign the logo, and add service-related taglines.
2) consistent promotion	Consistent promotion helps businesses connect with potential customers. Advertising consistently creates brand retention and lasting impressions in the minds of the target customers, which puts the business at the top of the list with their purchases. Consistent advertising promotes a company's

	website by reducing traffic in various search engines, enhancing brand image, and giving visitors a reason to visit the company's website.
3) choosing between or combining the earned, paid, and owned media	Earned media refers to customers becoming a channel of business validation through word of mouth or leverage. This type of marketing is out of control and can have positive or negative results for other potential customers. Paid media includes different types of advertising, such as paid search, social media advertising, sponsorships, or brands that claim to pay to use the channel. The advantage of using paid media is that there are quick results in lead generation and ROI right from the start of paid advertising. Owned media refers to controllable media such as corporate website, email, social media posts, etc., this refers to any website that allows users to control posting and their share.
4) programs and events	Programs and events provide opportunities for businesses to increase promotion and awareness among target customers by participating or attending an event, which can be done by means of social media or face to face through conferences, seminars, events and product launches. This type of strategy builds and maintains strong relationships with existing and new customers.
5) strategic partnerships	Strategic partnerships are a method in which two firms collaborate to expand the company's reach. This method benefits both companies by increasing marketing exposure, brand recognition, broadening the reach to potential clients, attracting new customers, and saving money.
6) community involvement	Community involvement is one of the most effective and intelligent marketing strategies that has a significant influence in the community. Being connected in the community promotes the company's image, develops business awareness, and improves its reputation. Conducting a clean-up campaign in a particular area of the neighborhood is one example of this method.
7) a word-of-mouth/referral program	A word-of-mouth/referral program is a method in which a happy client tells their friends about their experience and recommends the firm to other potential consumers. Modern and traditional word of mouth are the two sorts of word of mouth. Traditional word-of-mouth marketing passed from one client to another, but current word-of-mouth marketing involves customers discussing their happiness with a company's brand or services.
8) blogging marketing	Blogging marketing is a method that employs content to target customers. This will increase traffic to website while also giving something to post on social media. This approach is based on personalities, and it allows the organization to benefit from peak visitor traffic.
9) social media for digital advertising and social networking	Nineth, social media is the most influential in virtual space, with significant potential in digital advertising as well as social networking. The goal of employing this method is to turn followers into purchases. This technique is the least costly and has the most potential and coverage. Regular social media posting, and an efficient marketing approach will encourage customers to visit the company's website, resulting in increased traffic.
10) email marketing	Tenth, email marketing is that the most powerful marketing strategy that connects on to the customer either digital or marketing in promoting company services. Email marketing also can generate leads, increase brand awareness, build relationship with the purchasers, and have interaction through differing types of email marketing. Increasing brand awareness by sharing or forwarding emails to friends and clicking on the

	link from emails will help the corporate encourage target customers to go to the website. (GRAHAM, n.d.)

Table 4 summarizes the strategies and tactics to increase brand awareness among the target customers. It demonstrated a range of steps starting from formulating a clear message and up to email marketing and choosing the types of media, between the earned, owned and paid marketing. The logic behind the choice between *the earned, paid and owned media* is summarized in Figure 7 below.

Figure 6. Three digital marketing strategy: owned, paid and earned media (Saunders 2021).

As seen in Figure 7, it is a clear description of the three most important ways for a brand to stand out through engaging content that makes users want to comment on it and share it and spark conversation. These are the three different channels: owned, paid, and earned where content can be placed. Developing a sound digital strategy involves understanding a more complex, more competitive buying environment than ever before. In order to develop an approach to reach and influence potential customers online it is significant to consider the three main types of media channels which is the earned media, paid media, and owned media. (Chaffey & Ellis-Chadwick, 2017)

Paid media are purchased media when there is an investment to acquire visitors, reach, or conversions through search, display ad networks, or affiliate marketing. An immediate payment is sent to a site owner or a commercial network once they a sponsorship, serve a commercial, or a pay per click, lead, or sale created by the business. (Chaffey & Ellis-Chadwick, 2017)

Any promotion that cannot be offered for free is classified as paid media. This may contain "traditional print, radio, and television commercials, as well as billboards. Advertising on social media, advertising on search engine results pages, and advertising on websites are all examples of online advertising." (Digivizer, 2021)

The term "**owned media**" apply to media that is owned by the brand or company. This includes a company's own websites, blogs, e-mail lists, mobile applications, and social media presence on sites like Facebook, LinkedIn, and Twitter. It is a type of online media that a company controls, such as its website, blogs, e-mail list, and social media presence. (Chaffey & Ellis-Chadwick, 2017)

Owned media refers to a company's marketing content that can be released for free. It includes content from the company's website, social media channels, and blog posts. This makes it a powerful tool in content strategy. Businesses must budget for payments and cannot control revenue but can still create content in the hope of reaching their target audience organically. (Digivizer, 2021)

The audience is reached through editorial, comments, and internet sharing through *earned media*. **Earned media** includes e.g. word-of-mouth which is created following viral and social media marketing. It can also include discussions on social media, blogs, and in other online communities. Earned media may be viewed of as being generated through many sorts of partners, such as publishers, bloggers, and other influencers, such as consumer advocates. Another way to look about earned media is as a distinct type of online and offline communication between people and businesses. (Chaffey & Ellis-Chadwick, 2017)

Earned media is important and related to any content other people say about the company. This includes influencers, public relations, product, or company reviewers or simply fans and supporters who share the company's content on themselves or through social media sharing tools. It is popularly known as word-of-mouth marketing or free

media. The strongest aspect of an earned communication strategy is that it contributes to the development of trust in the company and its product or service. This helps target client see that the products or services of the company are legitimate and interesting. (Digivizer, 2021)

Thus, according to Digivizer (2021), paid media relates to paid content that is displayed to an audience in the form of advertising or sponsorship. Compared to paid media, owned and earned content is free. Owned media relates to the creation and control of content, such as a Facebook page or a website, while earned media means the content that others create about a business, for example, reviews or Instagram posts. (Digivizer, 2021)

According to nibusinessinfo.co.uk (2022), the best way to understand and target the customer is by polling and asking questions and researching though social media pages and blogs. Generating and qualifying *leads* become necessary to acquire solid *prospects* and turning them into sales (i.e., *customers*).

According with Dan Purvis (2019), apotential customer is someone who has provided at least some background information that indicates a likely interest in a company purchase, but has no context as to what or why and certainly without knowing when. capable of making sales. These leads are typically vetted by one of the sales teams, to verify if they have a genuine need for the company's product or service, and to determine if the prospect has willing to contact a sales representative to close the business. Lead generation is essential for the success and sustained growth of any business, it is also the first step in the sales process. The most common type of lead is someone who clicks through to a website and then enters their details into a data entry form, such as a contact form. The main goal, once a company has taken the lead, is to focus on learning about it. It can involve them in some form of interaction with the company (two-way communication) and convert them into leads. (Purvis, 2019)

Clevinger (2021) defines *a prospect* as a potential customer, someone who is looking for a product or service and has enough resources to buy but has not bought yet. Once a potential customer buys a product, they become a customer. Knowing the target audience allows the company to target, find, and reach potential customers. Searching for people without this qualification is a waste of time and resources better spent converting qualified prospect. Prospect profiles can be more specific and defined by the

characteristics and actions of existing customers. Start by asking simple questions, who are the customers, what companies do they work for, what is the size of their company, who are the oldest customers, and what are their similarities. These questions will help the business to know who are selling to and draw attention to qualified prospects and increasing the chances of turning them into long-term customers. (Clevinger, 2021)

According to MBA Skool Team (2021), a customer is a personal, group of people, or organization that receives or may receive goods, services, products, or ideas from another individual or business in exchange for value, be it cash or the other the rest of equal value. Customers are the backbone of the business. Businesses need customers to shop for products or services. A customer might not buy the merchandise immediately but may decease within the future while still within the target market. Customers are the basis of any business. A business cannot exist without a buyer base. Buyers will pay for offers made by companies and maintain them. It is important for a business to manage customers well because the same person can become loyal and repeat, which leads to more business. These happy buyers will support and recommend company business to other potential buyers, which will result in more business. In short, a business cannot function without a business, which is why customers are of prime importance to any business. (Skool, 2021)

Paid ads in different platforms such as Facebook ads and Google Ads make the most straightforward way to attract new customers, but some other marketers use different strategy to lessen the cost in generating leads such as *webinars or virtual marketing, networking, video marketing* and developing *interactive channels* to attract their target customer. (nibusinessinfo.co.uk, 2022)

Maintaining unique services or after sales services is another of the key ways to create loyal customer and gain referrals. This is done through competition with other service providers, company need to go beyond company offering quality and services. (nibusinessinfo.co.uk, 2022)

Summing up, *consistent advertising* promotes a company's website by reducing traffic in various *search engines*, improving *brand image*, and giving visitors a reason to visit the company's website. *Programs and events* offer businesses the opportunity to increase their exposure and awareness with their target customers by attending an event, which can be done through social media, conferences, seminars, events, and product launches. This method benefits the entire business by increasing marketing, brand

awareness, expanding potential customer reach, attracting new customers, and saving money. Traditional *word-of-mouth* marketing has moved from customer to customer with a company good service experience. Regular *social media posting*, and an effective marketing approach will encourage customers to visit the company's website, which in turn will lead to increased traffic. *Email marketing* is a powerful marketing strategy that connects with customers to push a company's products and services. Email marketing also can generate leads, increase brand awareness, build relationships with buyers, and interact through other kinds of email marketing. Raising brand awareness by sharing or forwarding an email to a disciple and clicking the link within the email will help the business encourage target customers to go to company website.

Therefore, understanding customers is a key factor to be able to attract target customers. The goal is to create awareness of the company's products and services by gaining brand recognition and having a clear picture of the company's goals and user needs. This will lead to the right website design and the right content outreach planning. These topics are discussed next.

4.2 Creating Effective Web-sites to Appeal to the Target Customer Segments

Web-sites make part of digital marketing which is extremely powerful and popular way to reach to the target audience today. Digital marketing, commonly called online marketing, is the promotion of a business through the utilization of internet sites, web, and other forms of digital media to interact with potential customers. This includes not only email, social media, websites, and web advertising, but also multimedia messaging as marketing channels. Basically, digital marketing is any marketing effort that uses digital media. Today, most content consumption happens online. Therefore, businesses are forced to resort to digital marketing to widely promote their products and services. However, the company cannot simply create content for internet platforms and hope for the best. The digital marketing efforts need to be carefully designed. First of all, it relates to the web-sites as their become truly new online homes for companies.

Planning a new home online (i.e., a web-site) is exciting, it is an opportunity for a business to create something big and different that drives the competition. But this is frequently where things go wrong. Business practice suggests that companies can too easily get fixed within the most recent web-design trends and ignore the company's

audience. Business practitioners remind that a replacement, modern website is not any good if it does not appeal to the folks that will use it, and if it does not deliver any particular benefits to the business.

> *"Your shiny, new site is of little use if it doesn't appeal to the people who're going to use it."* (Amos, 2017)

Therefore, when designing a website, the company should start by knowing who the target audience is, what they are interested in, what they expect from the website, and what features the website should offer them. (Amos, 2017) To address this practical problem, Table 5 summarizes the designing tips for website with good retention to target customer.

Table 5.   Strategies and tactics for designing the web-site (a summary based on Amos 2017, Warish 2022, Mackenzie 2019, and Butler 2021).

Strategy/tactic	*Description*
1) Identifying the target customers	Design starts with understanding *the target customers* (i.e. who it is for). Understanding the target customer is key to being able to choose the right design elements, such as typography, color schemes, layout, and navigation. The company must understand what drives them. (Warish, 2022)
2) Creating the buyer personas	*Buyer personas* are the types of users who will use the company's website. To address their needs, the company needs to imagine real-life scenarios with these buyer personas (how they would behave, react, choose etc.) e.g., by thinking about what they could be looking for when they visit the website and how easy it would be for them to find that information, and what the company wants them to do when they get there. Business experts recommend promoting a company's products and services by gaining brand recognition. Having a clear picture of the company's marketing goals and user needs will help in designing the right site architecture, website, and planning the right content outreach. (Amos, 2017)
3) Checking out the competition / Competitor analysis	By assessing the competition, companies can get a clearer picture of where the organization stands. Business practitioners suggest checking out the websites of competing companies to see what they have in common. The goal of the company is not to copy but to see what works and what does not. Common factors to compare are usability, testing, design, content, layout and navigation, optimization, and more. When doing competitor analysis, it is essential not only to evaluate competitors for what they do better, but also to look for weaknesses and opportunities to gain a strategic advantage. (Amos, 2017)
4) Developing the targeted content	The next step is to develop targeted, effective content that meets the ideal buyer's goals and addresses their challenges. Commerce experts recommend investing enough effort here and first segmenting company's target audience into buyers, then reaching them one by one by developing targeted and in-depth content that will truly improve the way of marketing and selling. Specifically, this means gathering as much information as

	possible about target customers, thinking about who would be more interested in selling in the future, and creating the right content for the website. If they do not know where to start, some companies will partner with customers for such development. The purpose of buyer persona is to help market and sell more personally. Understanding what buyers want is key to delivering relevant marketing content and sales service that will really help those customers. (Mackenzie, 2019)
5) Ordering information hierarchically	The visual hierarchy gives all elements on the page an order of importance based on how they are positioned and displayed. Organizing company information in a visual hierarchy will help users navigate the site and assimilate information based on customer preferences. Practitioners suggest that the most important post/section should be the first thing a user notices and it should be the biggest, brightest, and boldest thing on a page. The second most important element should be slightly smaller and have less visual weight. In general, practitioners recommend adopting a human-centered design approach by creating layouts based on how users expect the site to behave. (Annisha, 2020)
6) Using typography to speak the target customers´ language	Custom typography is a way to express a company's personality on a website. Some of the examples is font style selection. For a traditional business, for example, a serif font does a great job, while a modern contemporary font can be achieved by choosing a simpler sans serif font. Kids will love the fun cartoon style font. Font size also needs to be considered. If company audience is likely to include older adults or people with vision problems, using a minimum of 12-point fonts and having options to increase the size if necessary. (Amos, 2017)
7) Choosing appropriate colors	Color can influence the mood and emotions of potential customers and influence their behavior. Experts believe that the company should have a good idea of the type of color that will attract the user from the initial search. Suggest by identifying two primary colors to work with, as this will make it easier for customers to recognize and remember the company's services. (Amos, 2017)
8) Creating or selecting enticing images	Relevant images are important since they influence people´s feeling and arise curiosity faster than words. Images are also processed faster than words. Therefore, images make a tool to add interest to a page, or break up text, but they must be relevant to the content. Therefore, the company should think carefully about its audience when choosing images for the company's website. Expert advice that younger audiences will enjoy the graphics, animations, and other mediums, while those who are less computer savvy or may not have a fast broadband connection will find it not involved or even heavy and destructive. (Amos, 2017)
9) Revising and focusing on the content, once again (language and text fit)	Once again, the company needs to make sure about the fit of the content with the target audience. It could be checked form such perspectives as *the language and text fit*. For example, if the website targets industry, then the specific industry terminology is accepted and often necessary. But if the web-site is for individuals, too much jargon may confuse people. Also, *the language choice* needs to be selected carefully. For example, if the target customer using the website are most likely not to use English as their first language, there is no reason to use it. Likewise, a friendly, chatty tone is perfect for a health and lifestyle website, while something more formal and conservative would suit more traditional industries. (Butler, 2021)

On a general level, in addition to the tips above, practitioners warn the companies who are designing or re-building their web-sites to think once again and concentrate their efforts on *the content*. They want the design efforts to go to waste if the website content is inappropriate or of low quality. The most important guiding principle is that the company's target audience influences content type and writing style. Business practice has proven that *customer behavior* is greatly influenced by digital marketing, and it reduces the overall marketing cost. When consumers visit a website, *content* plays an important role in attracting and engaging customers, even though the more colorful the website, the more it touches the hearts of viewers and adds a personal touch. Still, the customer evaluates a company based on the web-site content, especially if the prospect client finds many options relevant for him/her. Thus, the company must choose wisely by choosing *exactly what it wants to be communicated*, out of many possibilities. (Knorex, 2020)

In addition to the practical tips summarized above, there are two common suggestions that come up again and again in business literature for improving web-sites. They are:

First, Surprising and delighting customers. This advice means to consider introducing a useful element that will surprise and delight users. This is very important and has practical implications because the goal is to make it more likely that customers will remember the company's website and become regular visitors. In business parlance, this means developing a company's brand personality. Experts have found that people are more likely to work with companies that make them happy and comfortable. Thus, if a company can make them smile, there are more chances to turn the visitors from a guest to a customer. (Amos, 2017)

Second, Putting aside personal preferences. This second advice relates to eliminating or minimizing a personal bias. When designing or re-designing a website, it is essential that designers and company owners express their individual preferences apart to prioritize what works best for the target customer. Sometimes these key stakeholders may have personal preferences, such as the latest cutting-edge trends or the inclusion of a flashy element in the website. However, it is important to stay awake and remember that attraction can turn off completely for those who are supposed to use the site. Therefore, the company must double-check the fit with the preferences of the target audience. The goal is to create a website that will enhance the user experience and create a strong fit with the target audience. (Amos, 2017)

In addition to the challenges of creating the attractive web-site, another specific challenge that the new internet business owners often face is *the lack of traffic.* Obviously, if the website does not generate any traffic, it won't generate any sales. And the worst part is that without traffic, it is not possible to test critical components of the sales process. Therefore, business practitioners suggest to run a massive traffic campaign before testing the web-site to make sure it converts as many visitors into buyers as possible. It should reduce the risk of losing sales or appearing underpowered professional in front of potential business partners and affiliates. (Gehl, 2005)

Table 6 summarizes the activities that can be done with a website designed to keep visitors on the site and convert them into customers. (Hartford 2022).

Table 6.   Strategies and tactics for having company web-site (a summary based on Hartford 2022).

Strategy/tactic	Description
1) Create presence	Who knows about the company? Where can prospects and target customers go to learn more? A website can help set up a working business, communicate a company's brand value proposition, and convey professionalism. It also extends its range to anyone in the world. (Hartford, 2022)
2) Helps build trust	New and potential customers may want to know about the company's history, expertise, and business. It is a great way for prospect client to learn more and achieve the level of comfort they are looking for. (Hartford, 2022)
3) Get listed on search Engines	Building company web-site by integrating search engine optimization (SEO) techniques so that target customers looking for the right keywords can easily find web-site. This can be an important gateway to business expansion. (Hartford, 2022)
4) Point of contact	Website provides customers an easy way to contact company and learn more about its products, services, and business. (Hartford, 2022)
5) Leverage social Networks	Social media approach implementation can reach a wider audience and create more buzz about the company's activities. Establish a company presence on Facebook, Google, LinkedIn, and Twitter. Facebook posts, shares and likes can encourage target customer to visit company's website. Links to popular articles on the company's website will increase its relevance and interest even more. (Hartford, 2022)
6) Share the latest News	Whenever there is new technology regarding the company's operations, update the company's website with latest, relevant, and timely information that attracts users more often. (Hartford, 2022)

7) Blog	Keeping the company website up-to-date and maintain to engage target customer with regular blog posts. Showcase company expertise, share ideas, and provide practical advice on topics relevant to clients or prospects. (Hartford, 2022)
8) Learn about customers. Learn about their needs, interests, and concerns	Maintain and establish two-way communication with prospects and customers. This will create a deeper relationship and serve them better. (Hartford, 2022)
9) Customer Convenience	Today, it is imperative to provide customers with multiple ways to interact with a company's activities. Anything less can result in lost sales. (Hartford, 2022)

Table 6 summarizes tips for designing a website and lists activities that can be done with a website to make potential customers more likely to remember the company's website and become regular visitors and convert to regular customers. (Hartford 2022).

Another important website decision is choosing between organic and paid search. Improve website visibility and ranking in search results in SEO using Organic search, while paid search users pay for placement in search results. (Sukhraj, 2019)
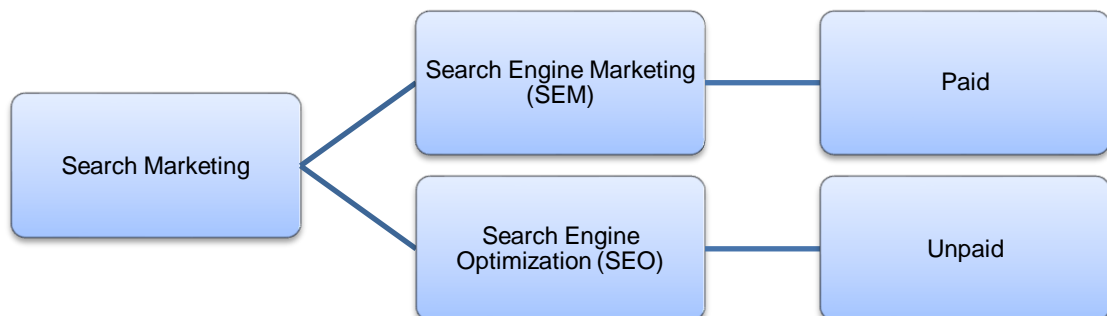
Figure 7. Two types of Search Engine Optimization (SEO).

As shown in Figure 8, the key difference between SEO and SEM is that SEO is an organic strategy whereas SEM is a paid strategy. SEO purpose is to drive organic traffic to a website. Instead of focusing on SEM, focus on bringing sponsored and organic traffic to website. The SEO and SEM difference is minimal. SEO focuses on improving company's website's ranking in search results so that can get more organic visitors. SEM is focused on driving organic and organic traffic to website using SEO and paid techniques, such as pay-per-click advertising (PPC). Both SEO and SEM offer business benefits that cannot be ignored. To increase website traffic, leads and money, SEO is

both reliable and effective. Also, SEO is often more profitable than SEM. (Kristofer Kristofersson, 2019)

According to Chaffey and Smith (2017) In terms of reaching target customers, search engine marketing is the most effective digital marketing channel. When looking for a new product, service, or entertainment, or to familiarize with a new product through offline marketing, direct mail, or another digital network. Some websites can get more than 50% of their new business via search, however, this depends on the brand's popularity. Customer and visitors can navigate to a website directly by entering the company's URL in the browser address bar for a famous brand, but they commonly use a search engine to enter the brand or brand name URL and product. (This is referred to as a navigational search). (Chaffey and Smith 2017.)

Once a certain combination of keywords (or keyword phrases) has been entered, search engine optimization (SEO) is all about achieving the easiest possible position or ranking in a natural listing or organic of the program's results pages. Listing behind Pay Per Click or top sponsored links in search engines like Bing and Google as search engines will earn more ad revenue by prioritizing paid ads money. Each program's algorithm matches the relevant web page's content to the keyword provided to determine the organic rating. The list is presented for free or when a relevant link to the site is clicked. However, he must pay for a survey and do some optimization work for the website to be successful. However, it is necessary to pay for a survey and do optimization work for the website to appear higher in the results. It is subject to Google's ethical search marketing guidelines as specified by their web anti-spam team in the Google Webmaster Tools document. Every business should ensure their website is registered to ensure it meets Google's guidelines and take action on any warnings sent that could affect their organic rankings. (Chaffey and Smith 2017.)

Finally, any company that has a web-site needs to consider using the web-analytics tools. According to Chaffey and Smith (2017, 46) Controlling and monitoring company digital communications requires development of an effective digital analytics system, often known as web analytics. Digital analytics refers to the use of technologies such as Google Analytics to determine if a company's goals are being met; it should also be utilized to make continuous improvements. Digital analytics can give practical information, such as the ability to observe which pages are the most popular and how long visitors spend on each page. Conversion ratios may be discovered by comparing

inquiries to sales. How good is your organization at turning a lead into a sale or a sample? This section is crucial and should be carefully observed. High traffic and low sales result in a poor conversion ratio, indicating that the website should be enhanced, whereas low traffic and high sales result in a high conversion ratio, indicating that the website design is excellent but that additional resources should be focused on traffic generation. Surveys, web analytics, and online feedback systems may all be used in connection with one another. The feedback tools explain why and what people are concerned about. (Chaffey and Smith 2017.)

According to Chaffey and Smith (2017, 539) The implementation of web analytics to develop digital marketing dates to the 1990's when the first web analytics system was developed. However, recent research shows that many organizations are still not adopting key web analytics best application and do not realize the possible benefits of web analytics. The 2015 Web Analytics Industry Outlook Survey give overview into the specific challenges of directing digital marketing performance. (Chaffey and Smith 2017.)

Table 7.   Strategies and tactics of using Web Analytics (based on Risquet 2019).

Strategy/tactic	Description
1. Measure online traffic	Website analytics will show how many users and visitors landed on the company's website at a given time, where they came from, what they were doing on the site, how long they spent on the Web. Breakdown analysis of all traffic sources and website conversions in an easy-to-understand way. By analyzing the data provided, a company will realize which activities generate the most profit for the bottom line. Analytics tracks organic and paid traffic in real time, helping businesses invest time and money more efficiently.
2. Tracking Bounce Rate	Bounce rate in the analysis means that the user visited the website and left the website without interacting with it. A high bounce rate indicates that the user does not feel that the content is intended for them or that the content is not relevant to the search query. When a high bounce rate occurs on a website, it is hard to expect a site to generate quality leads, sales, or any other business conversions. Improving and monitoring user experience and ensuring content is what users want will reduce bounce rates and increase site profits. "Tracking different exit pages from analytics will show the worst performing pages in the business." (Risquet, 2019)
3. Optimizing and Tracking of Marketing Campaigns	As a result of online or offline marketing campaigns, unique and specific links can be generated. Tracking these unique links will provide businesses with insights into how users perceive these marketing campaigns and how profitable they are. By tracking all the marketing campaigns, the company will find it very useful to invest more and cancel the underperforming ones.

4. Finding the Right Target Audience and its Capitalization	In marketing activities, finding the proper target customer for the company's products and services is very important. A precise "target group will improve the profitability of marketing campaigns and leave a positive mark on the company itself." Web analytics will provide businesses with the information they need to create and find the right target audience. Finding an audience will help businesses create marketing materials that leave a positive impression on their customers. The right marketing campaigns to the right customer increase sales, conversions, and improve a company's website. (Risquet, 2019)
5. Improves and Optimizes Website and Web Services	With web analytics, a business will find potential problems with their website and services. For example, "a bad and unclear sales funnel on an online store will reduce the number of purchases", thereby reducing revenue. Users need to find the right content at the right time on the website. Creating or improving specific landing pages for different people can also be helpful. (Risquet, 2019)
6. Conversion Rate Optimization (CRO)	Using web analytics sites can improve the conversion optimization. The purpose of CRO is to ensure that users perform the tasks assigned to them. Company website needs to evaluate the conversions, the potential conversions list start at the sales funnel, lead, newsletter sign-up, subscription, view videos, downloading brochures, clicking text links, auctions and offers, event registration, time spent on a website, sharing of social media content. Improving the conversion rates as a result of web analytics, business will improve the profitability and ROI of the website. It is always necessary to consider conversion optimization, especially when increasing traffic is no longer enough.
7. Tracking business goals online	With web analytics, businesses create specific goals to track. Proactive measurement of goals makes it possible to react more quickly to certain events thanks to data. Just as important as creating goals, it is also important to know what goals a given company must follow. Not all online goals are created equal, tracking too many goals can become a problem for a business. Always keep an eye on goals that measure the effectiveness, profitability, and weakness of certain events.
8. Improve the results from Google Ads and Facebook ads	Analytics plays an important role in the management of online advertising. The data shows how well an online ad generated clicks, conversions, and how well the target audience received the advertisement. For example, digging through data about the most common Google Ads errors can dramatically improve results and increase performance. Effective data gathering will increase the results of online advertising. Web Analytics allows the use of remarketing in advertising. (Risquet, 2019)

Table 8.   Top 4 Most Popular Web Analytic Tools (based on Djuraskovic, 2022).

Website analytic	Description	Key features
Google Analytics — Turning data insights into action	Google Analytics offers a free plan that is perfect for small and medium businesses. For example, with analytics-generated data, can measure conversions, gauge the best sessions on company's website, and translate them into smart goals. It provides free and paid tools for websites that can use them to better understand customers and their behavior.	1. Full performance insight 2. Reporting 3. Multiple data access points and organization tools 4. Data management and user access control 5. Data implementation 6. Easy integration
SimilarWeb — measures the digital world	SimilarWeb uses multiple methods in its analytics and data collection approach "to provide users with a better understanding of customers." SimilarWeb is a unique data analytics platform that collects information on website traffic, performance, and other aspects from hundreds of various sources and combines them into a single data set. In addition, SimilarWeb's web analytics tools evaluate the effectiveness of competitors' customer acquisition can make the essential comparisons and check what approaches can be taken. (Djuraskovic, 2022)	1. Traffic and engagement measuring 2. SEO and PPC 3. Affiliate traffic 4. Marketing strategy 5. Funnel analysis
Clicky — Analyze traffic in real-time	Clicky is a web analytics tool that allows company to monitor their website activity in real time through a simple user interface. "Clicky is a very simple tool to use, which is probably one of the main reasons why over 1.2 million websites use it to track their traffic." Where Clicky does a perfect job is providing a massive amount of on-site analytics to website owners in real time. (Djuraskovic, 2022)	1. API 2. Bounce rate 3. Content reports 4. Heatmaps 5. Twitter analytics
Matomo — Website analysis with 100% control	"Matomo is a web analytics tool that gives users complete control over all data generated on their platform." This means that no third parties will have access to sensitive company data as all information will be stored on servers with the Matomo solution on-premises. Matomo's comprehensive web analytics package provides users with customized reports, event tracking, and a host of other tools that lead to better conversion rates, such as heat maps, analytics funnels, and more. (Djuraskovic, 2022)	1. Ultimate visitor tracking 2. Session recordings 3. Multi-attribution models 4. Google Analytics import 5. Roll-up reporting 6. SEO keywords 7. Heatmaps

According to Chaffey and Smith (2017), the most valuable types of information available from web analytics systems to improve digital marketing include Referring Sites, Referral Time, Search engine keywords, Conversion rates, Stickiness and Repeat Visit.

Referral sites are represented by driving visitors from different websites. This can help to find potential affiliate partners. It can also segment website users based on the type of visits they make, such as organic or sponsored searches, branded versus unbranded searches, to see which searches drive the most traffic. Google Analytics use the "enhanced segments" which is essential to obtain the desired results. **Referral time** is when the most common visitor arrival dates and times can be determined to time future campaigns, such as email campaigns. Search engine keywords or key phrases are the behavior of visitors trying to find a website that can be used to gauge the performance of search marketing initiatives. **Conversion rate** is the calculated by percentage or number of visitors that land or visit on certain pages of a website, such as signup or purchase pages, and can be measured to determine the effectiveness of your design, messaging, and promotions. web-site promotion. This is known as Goal Conversion Page in Google Analytics. It is now possible to measure the value of various referrals and sites in driving value once they have been discovered and given a monetary value. Google use also event tracking to track interactions like video plays and button clicks, which can give valuable insights. **Stickiness** is a metric used in measuring how long visitors stay on different pages on a website and can be used to determine if visitors are obtaining what they are searching for or not. Searching at the bounce rates of various landing pages and referrers can also give useful insights to develop campaigns, website content, and ads. Finally, since **Repeat Visits** are often calculated using cookies and registering to a website throughout a campaign, it is important to determine the percentage of site visitors who are new visitors and the percentage who are old customers.

Summing up, a strong digital brand presence is the total of all digital businesses. They include not only the organization's content and platforms (website, blog, and social media channels) but also the activity of key stakeholders as they interact with the product. A strong presence gives businesses a voice and as a buyer interacts, engages, and co-creates value. To create a distinct brand promise and experience, it is essential to align what brands and organizations say and do, how they act, and what they know. A strong digital presence starts with a clear understanding of company business and the personality of target customers, and the user experience company wants to deliver. Prosumer (network consumer and producer) and user-generated content (UGC) are included in the open ecosystem of social media. Listening and (co-)creating value,

information, and experiences that people want to share and talk about is essential. Using paid and earned channels to direct visitors to owned channels and content can optimize this contact and engagement. (Aleksej Heinze, n.d.)

The company's own website can be improved by developing the best user experience allowing users to have an enhanced experience. User experience should prioritize usability and include a method of regularly evaluating the channel and its content to verify that it attracts buyers. From content creation to testing and beyond, buyer persona is at the heart of the design phase. In addition to the content, all other visual elements will follow, listed in Table 5 above. For example, custom typography on a website is a great way to reflect a company's identity, and there are tons of fonts to choose from. Users will be able to explore the site and absorb information based on consumer preferences if company information is organized in a visual hierarchy. (Aleksej Heinze, n.d.)

Typically, all these efforts make part of a digital marketing plan of companies, as they should not be considered as a stand-alone effort. Similarly, audience targeting efforts, too, would require developing a digital marketing plan. *A digital marketing plan* is a step-by-step approach that outlines how the company's digital marketing goals will be met. As part of a digital marketing portfolio, several various channels may be used. These include, to mention a few, *social media, sponsored advertising, earned media,* etc. The plan outlines the specific measures your organization will take to attain its objectives, as well as the channels that will be employed to accomplish them. As previously said, digital marketing is carried out through a variety of platforms. To create a marketing plan, should be aware with the numerous channels that are accessible. However, since this goal was not set for this study by the commissioning company, the thesis will not go into more detail concerning the marketing plan. The case company of this thesis plans to develop it independently, and it is outside the scope of this thesis. The goals set for this study was to focus on improving the web-site.

Summing up, a website can help establish an active business, communicate company brand value proposition, and convey professionalism. New and potential customers may want to know about the company's history, expertise, and business. It's a great way for people or prospect client to learn more and achieve the level of comfort they're looking for. Clients may use the Website to contact the Company and learn more about the Company's products, services, and activities. Establish two-way communication with

prospects and buyers and support it. Today, it is very important to provide customers with multiple ways to connect with the activities of the company.

4.3 Best Practice for a Small-size Healthcare and Home Services Provider in Terms of Digital Marketing

How can digital marketing promote a small health care service? Kronex (2020) suggest the following ways how a small health care service provider can act.

Table 9. Strategies and tactics for designing the web-site for healthcare industry (based on Kronex, 2020; Chaffey and Smith 2017).

	Strategy/tactic	*Description*
1)	Targeting by location.	"Digital marketing allows healthcare facilities to target a certain population, such as age, gender, region, and more. It will be simpler to relate to patients this manner, and patients will have a more personalized experience." (Knorex, 2022)
2)	Data Driven and Finding Patient Information	This can be difficult with traditional marketing, but with digital marketing it's quick and easy. In addition, digital marketing facilitates data and information-based decision-making. (Knorex, 2022)
3)	Better visibility on Google search engines	Provide health-related content, such as health and wellness recommendations, signs of illness, dietary advice, and more. It can increase your chances of appearing on the first page of Google using great digital marketing and search engine optimization. (Knorex, 2022)
4)	Prospective patients spend a lot of time online.	"As the old proverb goes, 'fish where there are fishes". Nowadays, "everyone, including your prospective patients, lives in the digital age. (…) "According to statistics, most successful healthcare transactions started on the internet". (Knorex, 2022)
5)	The use of mobile devices has rapidly increased.	Change is inevitable and digital healthcare marketing is not exempted. People are starting to enter the healthcare industry digital marketing to connect with the right hospital or right doctor. Digital marketing is the most adaptable, reliable, and easy-to-implement technique for hospital marketing. Many individuals, notably millennials, now rely on their mobile devices for information. "Everything from the most recent football result to the newest supplement in town. Taking advantage of this new trend might be a game changer for digital healthcare marketing." Most prospective patients place a high emphasis on reputation. Digital solutions enable healthcare providers to demonstrate professionalism, reputation, and dependability. Before giving a firm a chance, patients research its reputation. (Knorex, 2022)

6)	Customer search for other options and referrals.	At the same time, according to Chaffey and Smith (2017), social media has significant appeal also because it can help consumers advocate so that when they share positive feedback about a product or content, which create impact via the so-called "social media amplification". However, the challenge with social media is that when it comes to socializing or hanging out with friends, family, or colleagues, they may not want to be interrupted by branded ads and not recommending content or services. (Chaffey and Smith, 2017)
7)	Increased patient referrals using digital marketing	Companies have access to a variety of professional tools and technologies that can help scale the corporate campaigns for maximum effectiveness and create Generate high-quality leads for healthcare companies. Positive feedback and patient referrals can help a company's practice expand. To increase the company's patient base by maximizing patient acquisition potential, leveraging positive reviews, and developing a referral program. The company may concentrate on offering high-quality services and delegate the rest to experts. They will collect favorable feedback and work on initiatives to increase referrals. It is hardly rocket science to keep patients by using healthcare marketing. As long as the organization is aware of current market trends and uses established strategies, it will be able to successfully retain new and existing patients. (Knorex, 2022)

Table 9 summarized the advantages of having digital marketing in small healthcare service providers best of available best practices. Healthcare facilities can use digital marketing to target certain demographics like age, gender, region, etc. Patients will benefit from a more personalized experience as communication with them will be facilitated. It can be tough with traditional marketing, but it is quick and easy with digital marketing. Everyone, including potential patients, is living in today's digital age. According to studies, the majority of successful medical transactions start on the internet. Change is inevitable and digital healthcare marketing is not exempt. Most potential patients place a lot of emphasis on reputation. Digital solutions enable healthcare providers to demonstrate professionalism, reputation, and reliability. (Knorex, 2020)

Table 10. Types of marketing that a small health care service provider can use (based on Knorex 2020).

Strategy/tactic	Description
1) Social Media Marketing	Marketing in healthcare industry makes use of social media to reach out to more individuals, including potential patients. Healthcare practitioners may use social media marketing to target certain demographics such as age, gender, geography, and more.
2) Content Marketing	Content marketing has proven to be one of the most effective strategies for healthcare professionals to interact with patients. Document marketing helps to share knowledge with patients through articles, blog posts, infographics, video content, and more.

3) Mobile Marketing	Smartphones are used by everyone from children to the elderly. Healthcare mobile marketing is aimed at people who use mobile devices with internet access, such as smartphones, tablets, and other mobile devices. Text messaging, mobile in-game marketing, mobile photo ads, mobile search advertising and location-based marketing, geo-fencing, and channel marketing Crossovers are just a few examples of trendy ideas with positive result. Mobile marketing not only helps to reach a wider audience but also provides health information and enhances the reputation of the company website. (Knorex, 2020)

There are also additional channels considered as part of digital marketing and widely used by small health care providers, for example, *email marketing.* To keep a healthy, close relationship with patients, email marketing is one of the most cost-effective methods to do it. Personalize email messages with demographic information such as age, interest, location, health condition, and more. Always design welcoming messages, engaging subject lines, and compelling calls to action. (Knorex, 2020)

Thus, Digital healthcare marketing increases loyalty among existing patients while educating potential consumers about their healthcare alternatives. It always communicates with the public at the right time and in the right place. And today, the ideal place and time can be found on the internet at the ideal time available. (Knorex, 2020)

Digital marketing for home care agencies is not without its difficulties. Care providers must successfully stress the necessity for and advantages of in-home care as it pertains to caring practices, as well as illustrate the genuine worth of their services to potential online clients. Recommendation sources also examine internet reviews, the extent of agency services, and ways for making a referral on a regular basis. The extremely competitive character of the sector, with more and more companies opening their doors or extending their service offerings every year, adds to the difficulties of reaching targeted online customers. (Knorex, 2020)
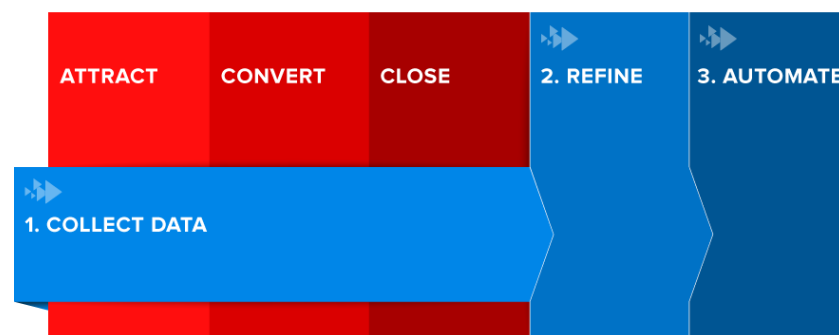
Figure 8. The Internet Marketing Optimization Process (Marketing Optimizer 2020).

Welch (2022) states that most web designers and online marketing companies *limit information* to attract new patients in healthcare and will not work alone, however, by providing data, the medical website will serve much better to attract new patients. Many new patients will get more attention and simple methods are given below. (Welch, 2017)

Welch´s 5 Ways to Attract New Patients with Your Healthcare Website include:

Table 11. Strategies and tactics for designing the web-site in attracting new customer in Healthcare web-site (based on Welch 2017).

Strategy/tactic	*Description*
1) Healthcare Social Media Interaction with customer	First, share health tips on social networks, especially information about specialist diseases. Post tutorials on blogs to help establish website as a trusted source of healthcare information, and social media followers are more likely to book appointments. This will establish a personal relation. Healthcare professionals has a significant impact in building credibility by sharing, likes, comments, and posting the company website. This will encourage customer to share in their personal accounts which can boost the company website up in ranking searches.
2) Positive Respond to Online Reviews from consumers	Second, major part of the online client relies upon the personal suggestion of friends and family. Helping the satisfied patients write reviews on different platforms like Yelp and Google. The more positive reviews a site has, the more likely it is to rank higher in search results. Five or more positive online reviews Google is imposing higher method of significance that give benefit to the site.
3) Online Promotion of Local Events and Social Media Stories	Third, promoting local events like news and stories from social media and exposing to larger audience will help the website to leverage web traffic. Sixty percent (60%) from the most recent survey of online users is trusting the data/information with healthcare professionals compare from other groups which means they clicked more from their post/shares. Client Sharing, comments, like and posting the link of events will increase healthcare website relevance and improves local web search rankings. The more assured they are, the more probably they are to select to become their healthcare provider.
4) Healthcare Professionals YouTube Video Testimonials	Fourth, healthcare professionals like doctors use YouTube, which is the second most used social media and there are many reasons why they use it to promote healthcare websites. The video helps to create a personal connection between the practice and the viewer who can name it. Therefore, customer testimony ranks highest in terms of effectiveness of all types of content marketing.

5) Claim Citation Listings	Fifth, asking for local reference lists in as many directories as possible can assist in moving a site to search results. Citations from places such as the local chamber of commerce directory or the city's business index are particularly valuable, by demonstrating that it is an integral part of the local community (Welch, 2017)

Table 11 summarized the strategies and tactics for designing the web-site in attracting new customer in Healthcare web-site. Post, blog tutorials to set-up website as a trusted source of healthcare information and social media followers will be more likely to book appointments. Comments, likes, and shares from other healthcare professionals can also help build an online reputation. The more positive reviews a site has, the higher it will appear in search results. According to a recent survey, 60% of social media users trust doctors' knowledge more than any other group. When people share, like, comment, and link to posts about local events, the importance of a healthcare website increases and its ranking increases. Requesting local citation listings in as many directories as possible can improve a site's ranking.

Table 12. Summary of different digital marketing channels (based on: Chaffey 2012).

Digital Media Channel	Description
Search Engine Management (SEM)	Obtaining a list within the program results from major search engines, Google, Bing, YouTube, and country-specific standard search engines. Advertisements also contain third-party sites which are also elements of the network search display.
Online public relations (E-PR)	Maximize positive mentions of an organization, brand, merchandise, or website on third-party sites such as social media or blogs that may be accessed by employee tracking our target demographic and, if necessary, respond to bad referrals, as well as manage public relations through a website with a press center or blog.
Online partnerships including affiliate marketing	A long-term agreement to advertise online services on third-party websites or via electronic messages. Link building, affiliate marketing, aggregators like comparison shopping sites, online sponsorship, and co-branding are all examples of partnerships.
Interactive display advertising	Use online display advertising such as banners and multimedia ads to increase brand awareness and drive clicks to target websites.
Opt-in e-mail marketing	Use permission-based, legitimate email for leads or customers who have chosen to receive email from an organization. Emails to engage with potential customers can

	be rented from another publisher or list owner, or businesses can develop their own personal lists that compromise customer or customer information potential goods.
Social media marketing (SEM) - Electronic, viral / word-of-mouth marketing.	Viral and social media marketing is basically online word of mouth marketing that generates responses by generate brand related information to be shared, transmitted/discuss digitally or offline to build awareness in certain situations for target customers. (Chaffey 2012.)

Table 12 shows the digital media channels. There are numerous channels for promoting items or services in digital marketing. Depending on the business marketing initiatives, maybe one or many alternative channels. The channels used are simply digital platforms' mediums for communicating and engaging with the target audience. Techniques and tactics for digital marketing are two whole different ball games. A focus on the overall objectives, monitoring the targets, and enhancing digital marketing outcomes is required for a digital marketing strategy to be implemented.

Summing up, Healthcare marketing has certainly become the new standard for a successful healthcare professional. The importance of digital marketing in the healthcare industry cannot be overstated. Building an online presence is crucial to the success of a healthcare business as it helps it reach a large audience that spends time online. In the long run, patient experience and brand reputation will be the most important aspects of a successful digital marketing strategy.

Marketing allows healthcare facilities to target a certain demographic group, such as age, gender, location, and other factors. Organizations have access to a selection of professional tools and technologies that can help scale their campaigns to peak performance and generate and generate quality leads. high for healthcare businesses using digital marketing. Marketing in healthcare industry makes use of social media to reach out to more individuals, including potential patients. Healthcare practitioners may use social media marketing to target certain demographics such as age, gender, geography, and more. Healthcare marketing has undeniably become the new standard for a successful healthcare professional. The impact of digital marketing on the healthcare industry cannot be overstated.

4.4   Conceptual Framework of This Thesis

This sub-section contains the conceptual framework for this study. It includes the key elements discussed earlier in Section 4 that are relevant to improving the company´s web-site in order to attract the target customers. The conceptual framework for this thesis is shown in Table 13 below.

Table 13.   Conceptual framework.

Improving the web-site in order to attract the target customers			
1.Creating/ updating the content	2.Improving/re-designing the appearance	3.Introducing the web-analytics tools	4.Considering a wider utilization of various marketing types/channels
1. Improve SEO with user-intent related keywords 2. Create shareable infographics 3. Use Earned and paid media. 4. Creating content by using buyer personas 5. Optimize digital assets for mobile.	1. Use typography to speak their language 2. Choose appropriate colors 3. Include enticing images 4. Link Social Media Account 5. Improve Testimonial section	1. Google Analytics - Turning data insights into action 2. Similarweb - measures the digital world 3. Clicky - Analyze traffic in real-time 4. Matomo - Website analysis with 100% control	1. Search Engine Optimization (SEO) 2. Content Marketing 3. Social Media Marketing 4. Pay Per Click (PPC) 5. Email Marketing 6. Search Engine Marketing (SEM)
Walgrove, A. (2019) Graham, S.,(n,d,). Wright, A. (2017)	Vebere, V. (2017) Fitzgerald, A. (2020) Lekszycka A. (2014)	*Djuraskovic O.(2022), Risquet, S. L.(2019)* *Mullin, S. (2020)* *Brand24 (2017)*	Sukhraj R. (2019) Alexander, L. (2022) Aguila, M. (2020)

5 Building Proposal for Development of Digital Marketing Plan for the Case Company

This section focuses on the proposal building for the case company. The proposal is based on the results of the current state analysis and the conceptual framework of the existing knowledge presented in the previous sections of the thesis.

5.1 Overview of the Proposal Building Stage

The goal of this development initiative is to develop the improvement proposals for the current web-site in order to better attract the target customer segments in the digital market.

The business challenge is that the current website serves its purpose; however, this does not bring in new clients, nor new recruits, i.e. nurses. The company wants to grow by increasing its workforce, which must go hand in hand with the growing need for customer service. Expanding the workforce and increasing the number of customers requires better marketing. The goal is to improve digital marketing through better website usage and engaging target customer segments. The result is a proposal focused on improving the website and attracting target customer segments.

The best practices, defined in previous Section 4, advice the actions that are needed. They include (a) creating the content, (b) improving the appearance, (c) introducing the web-analytics tools for analyzing the usage of the company's website, and (d) considering a wider utilization of various marketing types/channels. These actions constitute the focus of the development effort via redesigning a web-site, updating content, refreshing the layout and other design elements, and improving navigation, better conversions and they all target a better website performance (i.e. use of analytics and metrics)

Accordingly, the proposal is built in the following steps. First, the stakeholders revised the results of the CSA and discussed the suggestions from literature and best practice (merged into the Conceptual framework).

Second, the stakeholders discussed their proposals in relation to every of the 4 directions for improving the web-site.

Third, their suggestions were pulled together into the proposal how to improve the web-site.

The report on building the proposal starts with the summary of stakeholder suggestions (Data 2) summarized below that were gathered when discussing the results of CSA, ideas and suggestions from literature, and applying them to the company´s needs in own web-site development.

5.2   Findings from Data 2

This section reports on the gathered recommendations for website re-design. They are based on company needs, the analysis of the current state, and best practices found in literature and best practice, Section 4. These initial data, as well as the ideas and suggestions from literature, served as "food for through" for the proposal development.

Figure 9. Key stakeholder suggestions (findings of Data 1 and Data 2) for Proposal building in relation to the Conceptual framework.

	Key focus area from CSA (from Data 1)	*Ideas from literature (CF)*	*Suggestions for the draft of the Proposal, summary (Data 2)*	*Description of stakeholder suggestions (as gathered from Data 1)*
1	1. Develop and improve the company website: - to attract new customers - to attract workforce, too 2. Revise web-site (content) 3. Select paid media & SEO, etc. web-site tools	**Creating/ updating the content:** 1) Improve SEO with user-intent related keywords 2) Create shareable infographics 3) Use Earned and Paid media. 4) Create content by using buyer personas 5) Optimize digital assets for mobile. *Walgrove (2019), Graham (n.d.), Wright (2017).*	1. Start Search Engine Optimization (SEO) 2. Re-thing images; create shareable infographics 3. Improve to the company web-site visibility/ traffic/ content (via the use of SEO, as well as Earned and Paid media) 4. Make the content to fit the target audiences (the elderly & the potential employees, i.e., nurses). It will require developing new content 5. Improve the loading time (as stakeholder find the website heavy and slow, a long load page time). Also, use the IT provider for revamping the web-site for becoming suitable for mobile usage.	*Stakeholders want to update existing website to make it more attractive and attract target customers/visitors to increase traffic, increase brand awareness and increase sales by redesigning the website and **updating SEO.*** *Stakeholders want **to improve SEO** by redesigning the website and optimizing site performance with related keywords and ensuring the content is appropriate to user searches and improving website visibility.* *Stakeholders want to improve **the loading time** by **reducing the file size of image**. The easiest ways to speed up page loading is to compress, optimize images and include changing their file format and compressing images* *"My aim for the website is to appear clean, minimalist, professional and with sheer elegance. However, it should still not appear to be intimidating" (Data 1, Stakeholder 1)* *Stakeholders want to make it easy to find. The business needs **a domain name** that matches company business name or describes business. A company can even have multiple domains pointing to a website. This means combining technical SEO best practices, keyword research, content marketing, and paid advertising campaigns to drive traffic to the website.*

2	Redesign the website (looks) - it must be attractive and user-friendly especially with senior citizens - change the colours	**Improving/re-designing the appearance:** 1. Use typography to speak the customers´ language 2. Choose appropriate colors 3. Include enticing images 4. Link Social Media Account 5. Improve Testimonial section *Vebere (2017), Fitzgerald (2020), Lekszycka (2014)*	1. Company web-site needs a revamp and make it more attractive. 2. Redesign should make it more user-friendly for the elderly customers (via topography, colors, enticing images, as well as references and testimonials) 3. Redesign should consider a link to the Social Media account (if the company deices to start it)	*Stakeholders want to improve the appearance of the website by adjusting the existing structure. The website will have a new look but will still be familiar to existing customer.* "The process of attaining customers can only be maximized when used synergetically with **another website**. The website though important, will serve mainly as the client's method to confirm the company's existence. Thus, just by the website, the number would be hard to decipher" (Data 1, Stakeholder 1) *Stakeholders want the company website to follow the changed branding, so that the web-site needs a simple makeover: change the color palette and swap out some photos as a minimum.*
3	Website analytics tools: - improve searchability & increase traffic (e.g. SEO optimization) - add tools to monitor the traffic/analytics	**Introducing the web-analytics tools:** 1. Google Analytics - Turning data insights into action 2. Similarweb - measures the digital world 3. Clicky - Analyze traffic in real-time 4. Matomo - Website analysis with 100% control *Djuraskovic (2022), Risquet (2019), Mullin (2020), Brand24 (2017)*	1. Statistics is needed for the website (visitors, how long they stay, what they search for, what they view etc.). 2. The tools need to be selected together with the IT provider which should help to analyze the web-site traffic 3. Improve SEO	"The current website does serve its purpose; however, it does not bring new clients nor nurses for that matter. It does not look appealing. It's too heavy." (Data 1, Stakeholder 1) "The online presence would be necessary to attract Palse and private clients" (Data 1, Stakeholder 1) *Stakeholders want help from the IT service provider in selecting, setting up the tools, and training the stakeholders in using the web-analytics tools, so that make their responses fast and continue with improvements.*

| 4 | Consider other types of digital marketing by the company (social media? blogs? etc.) | **Considering a wider utilization of other marketing types/channels:**

1. Search Engine Optimization (SEO)
2. Content Marketing
3. Social Media Marketing
4. Pay Per Click (PPC)
5. Email Marketing
6. Search Engine Marketing (SEM) | 1. Consider other possible digital marketing channels/types to develop.

2. Make a choice of which one is the most likely to benefit the case company (or most likely used by the target audiences). | "There are a lot of changes that have to be done within the structure of the company. Modification can be started from the name itself. With regards to the website, it would help to make it lighter and more professional-looking. User friendliness would aide the senior customers and finally Search Engine Optimization should be strengthened to improve its visibility" (Data 1, Stakeholder 1)

Stakeholders specifically think towards the launch and use of selected Social media channel(s). To make the choice of a specific social media channel, the company would need to (a) either conduct own small-scale market research, or (b) get aces to the results of wider existing market research/reports about the Social media channels preferred by their target groups (the elderly and their families). |

As seen on Figure 10, the stakeholder focused their inputs on developing the improvements to the company´s website in order (a) to attract customers and (b) redesigning and improving the website to address the requirements of both the stakeholders and customers.

5.3 Proposal Draft / Initial Proposal

Thesis proposal will include creating/updating the content of the web-site in order to attract target customer, Improving/re-designing the web-site, introducing the Web-analytics tools and considering a wider utilization of various marketing types/channels to address the problem statement and objective of the study.

5.3.1 Element 1 of the Initial Proposal: Creating/ Updating the Content in order to attract the target customers

In this thesis, the case company's prospective customers are the elderly, but the main customers here are their relatives or guardians who are able to communicate and make decisions to avail such services from the company. Decisions to purchase or avail services and behavioral changes are made by one *buyer persona* who plays multiple roles (user, buyer, supporter, consumer, customer, and influencer). However, in some cases, decisions involve multiple people with different roles in relation to the decision-making process. These were called *the decision-making unit (DMU).* DMUs are the group of individuals who all contribute and participate in the decision-making process.

Key player/ role	Definition	Family DMU involved in a services-based relationship (Healthcare Services)
Initiator	Recognizes that there is a need, a want or a "problem" to be solved	The elderly/ the child/ the disabled
Gatekeeper	Responsible for the information provision. Determines the type of information that will be delivered and considered	The guardians/children of the elderly/parents
Decision maker	Responsible for choosing the service	The guardians/children of the elderly/parents

Buyer	Actual purchaser	one of the guardians/children of the elderly/parents
User/Consumer	The person or people who are going to benefit from the purchased services	The elderly/ the child/ the disabled who will be taking care of
Influencer	Has a persuasive role in relation to the choices made by the decider	Internet, TV, referral, other family members', social media

Table 14.   Example of Individual roles within a DMU for a Healthcare Services.

As seen in Table 14, a family might be seen as a DMU where individual buyer personas each have their own role and sometimes overlap across different places. In any DMU, there are a series of individual places that are assumed by the member of the DMU initiator, gatekeeper, buyer, decider, user, and influencer. Each part could also be occupied by more than one member of the DMU and every member of the DMU may perform more than one role. The structure of the DMU and the roles that members collectively assume will shift from a decision to a decision. (Aleksej Heinze, n.d.)

Next, in user experience design, images play an important role in building usability. Furthermore, images used on websites positively affect a website's SEO ranking. Depending on the design objective of the website, different types of images can be chosen. As such, it is an obvious visual element of most websites featuring companies, brands, services, communities, and organizations.

- text
- images
- video
- animation
- audio /sound

The case company needs to update the website by making it more informative and designed with a buyer persona, the more people will refer to it and it will also increase brand awareness and traffic. Most importantly, in relation to improving the search results, stakeholders want to update existing website to make it more attractive and attract target customers/visitors to increase traffic, increase brand awareness and increase sales by redesigning the website and **updating SEO.** Stakeholders want **to improve SEO** by redesigning the website and optimizing site performance with related keywords and ensuring the content is appropriate to user searches and improving website visibility.

5.3.2   Element 2 of the Initial Proposal: Improving/Re-designing the Web-site

The key ideas from literature and best practice shaped the direction for the Proposal in this part. They included, first, considering **the layout and visual design** to help seniors process information and take action; second, consider **the navigation for seniors**, including responsive websites in mobile tablet applications; third, making **the search design** easy for the older users to find information and forms are easy to fill-out.

First, as for *the layout and visual design*, the use appropriate **colors** that best describe the company's activities and target customers should be defined. Different colors affect the visitor's emotions that the company wants to create depending on the type of product or service. As a result of the CSA, the comparison of web-pages designs of Crosspoint Healthcare OY the case company) vs. competitors was done, which pointed to the following issues with the current web page designs:

1) Lack of *dominant color* (the stakeholders need to agree on and select the dominant color)

2) Small *font size*, decreasing readability of viewers (it needs to be enlarged in the new version of the web-site)

3) Lack of *attractive images* of the current web-page (competitors web-sites contain more words than images, making the viewer not interested to view the website), Also, current images of choice do not relate to the web-page content (e.g. Contacts Page image displays the clips, i.e. a poor selection of image)

4) Website would benefit from making it lighter and more professional. User-friendliness should help the elderly customers to improve its visibility. Also, include *enticing images* should help. Also, an easy content for the elderly could be *references and testimonials*. So, one of the measures here is to Improve Testimonial section.

The revamped interface shows the revision of web page, making it more attractive and engaging to viewer. The revamped interface focuses on layouts and image content. Some navigation links were changed to reduce redundancy.

Practical points and suggestions

For example, the comparison of *Cleaning and Home Care Page* to the Improved Page displays proper font colors to its background image. The Current Cleaning and Home Care displays conflicting font color to its background image. This results in poor readability by the visitor. The Improved Page on the other hand, fixes the solution. By adjusting the font color that properly matches the background image in terms of readability. Best example of this is a white font color on a dark background image.

The Cleaning and Home Care Page layout is composed of less images and redundant image that makes the reader less engaging to the website. In contrast of the Improved Page, the layout received a major revamp. By reducing redundancy of the sentences that can be read by the user and apply more images with coloration of the company's logo.

Some contents of this section were placed in a different web page and assigned new navigation link. By doing this, it will reduce irrelevant sections in the Cleaning and Home Care Page

Second, the comparison of *Services and Price List Page* to the Improved Page displays **more images** relating to the services section. The Services and Price List Page main issue is the minimum used of graphics. The result of this will make the reader not to read the whole services section. By applying more images relating to the section, this will make the reader more engaging to the services section.

The Services and Price List Page also suffers from poorly constructed layout. This makes the reader not getting the main point or get confused while reading the services section. It follows the downward pattern, composing of three (3) columns.

In contrast to this, the Improved Page receive a major revamp of the layout. The layout consists of images with vertical view of services description. Unlike the current Services and Price List Page, it is complex to read the services description.

Third, the comparison of *Vacancies Page* to the Improved Page displays description only. It lacks the visuals to make the reader be more engage on the Vacancies Section. The Open Application Form is too large.

In contrast to the Improved Page, it receives minor revisions of layouts. The Improved Page contains images relating to the section. The Open Application Form also receives minor revision. The Open Application Form structure was changed to be more minimalistic, not taking too much space from the web page itself.

Fourth, the comparison of *Contacts Page* to the Improved Page displays irrelevant image relating to the Contact Page. The Improved Page receives minor revisions. The image was changed due to irrelevant content, and it was changed to be more relevant, making the readers mind the small details of the section.

Second, in relation to **the navigation for seniors**, the ideas from literature recommend including responsive websites in mobile tablet applications. Elderly sites should also consider font sizes (larger), simplify form filling requirements, and use different colors for easier navigation

Third, in relation to making **the search design** easy for the older users, the ideas from literature recommend to make information and forms easy to fill-out. Additionally, this

direction could include the use of *typography* to speak the customers´ language, and the link to the Social Media account.

5.3.3 Element 3 of the Initial Proposal: Introducing the Web-analytics Tools

Web analytics tools allows to visualize the details about user interactions with the company's website by making reports on the easiest use of the website. This may include visits and pages viewed but also include a range of different data analysis tools. Tools are accessible to track the social posts and discussion, can create personalized visitor profiles to help pages have lower activity rates. As the future lies in the hands of web analytics, the case company should consider the following web-analytic tools:

1. Google Analytics - Turning data insights into action
2. Similarweb - measures the digital world
3. Clicky - Analyze traffic in real-time
4. Matomo - Website analysis with 100% control.

Web analytics is essentially a process where analyze all of website data that is collected and processed. With the assistance of web analytics, it can work out what exactly went wrong thereupon marketing campaign and why it failed to work well because it should have, the troubles that might are occurring within the online service of company website provides and even helps in boosting the profits through advertisements.

Search engine optimization, is one of the main channels used to attract website visitors in digital marketing. This technique is also known as organic or organic search. Improve SEO by working to improve visibility using these six SEO ranking factors related techniques to improve visibility in organic SERPs.

Here, as the stakeholders themselves do not have the professional knowledge of web-analytics tools, they expect help from the IT service provider in selecting, setting up the tools, and training the stakeholders in using the web-analytics tools, so that make their responses fast and continue with improvements.

5.3.4   Element 3 of the Initial Proposal: Considering utilization of other marketing types/channels

The relevance of each of these digital marketing channels in attracting visitors varies by organization. These channels, on the other hand, revealed how essential they are on average. With the advancement of technology and reliance on computers the relationship with devices is expanding, as is the influence of digital media in everyone's life. Every minute something new is added to digital sources, and the number of people who want to investigate this knowledge is growing. Marketers can reach a large number of customers through digital media. The speed of content delivery is fast and highly adaptable, as on the case of social media marketing, and it is accessible to the general public via digital advertisements.

1.   The integration of advertisement of digital marketing is that each strategy alone will not have a huge impact, when used together it can create an impactful online presence. Most companies are moving towards integrated solutions as a holistic marketing strategy delivers better visibility and ROI for online businesses.

2.   Using web analytic tools will reveal important factors affecting the company website. Other marketing channels should enhance the web-site (as the main digital channel for the company) by applying the right keywords to increase rankings and update the visibility of websites search.

Social media will definitely increase the number of visitors and this, most likely, the customer base. But it will require creating *original social media content* such as blogs and videos and share it on company social media platforms (either Facebook, Twitter, LinkedIn, Instagram, or whichever are selected). Also, they will help to interact with audience by asking questions (which will require trained resources form the case company). Most importantly, quick responses to questions and comments will make the customers feel they are dealing with the active and responsive company.

Content marketing is another direction for development. To raise awareness, the company should have content that educates and directs people to the solution. The purpose should be to demonstrate the company's expertise as well as the advantages of the product/service so that the potential customer can decide if it meets their needs. So, it is the content that influences the actual decision. Typical content in this stage

includes trial offers, demos, product sheets, and testimonials. Content specifically addresses the unique needs of customers at every stage of the buyer's journey.

Summing up, digital marketing comprises all marketing that use the internet. These include digital channels like search engines, email, websites, social media, etc., which will be connect with current and prospective customers. Unlike traditional methods, digital marketing helps reach a bigger audience and target prospects who are possibly to shop for products and services. Additionally, it is cheaper than traditional marketing. The key to successful marketing has always been about connecting with the audience within the right place, at the correct time. They are using effective digital marketing strategies to make sure their marketing efforts are more likely to achieve customers and can, in turn, result in significant commercial benefits.

Next section reports on the result of the proposal validation.

6 Validation of the Proposal

This section reports on the results of the validation and collects further developments to the initial proposal presented in Section 5.

6.1 Overview of the Validation Stage

The purpose of this stage was to evaluate the recommendations proposed in Section 5 in order to eliminate the weaknesses identified from the current state analysis. The key weaknesses related to: (a) Creating/ Updating the Content in order to attract the target customers, (b) Improving/Re-designing the Web-site, (c) Introducing the Web-analytics Tools, (d) Considering utilization of other marketing types/channels.

The Proposal validation was conducted in two phases. First, the initial proposal was presented individually to stakeholders using a temporary website, or a small scale mock web-site, to present ideas for improving the current companies. Second, based on comments and recommendations voiced in the stakeholder discussions related to this proposal and recommendations, a final proposal was created.

6.2 Developments to the Proposal (based on Data Collection 3)

Findings form validation of Data Collection 3 and further development requirements are discussed below.

6.2.1 Mock Web-site for Testing the Development Ideas

Data Collection 3 focused on identifying digital marketing improvements to engage target customer segments. It included a small-scale concept testing (a mock web-site) with key stakeholders which was built based on the recommendations from the initial proposal in Section 5. Below, the results are presented of the comparison of existing company website vs. the mock web-site created in this thesis for testing the improvement/ re-development ideas for the web-site:

- https://www.crosspointhc.fi/ (Current company web-site)

- https://crosspointhc485740173.wordpress.com/ (Re-develop web-site)

1. Testing Element 1: Creating/ updating the content

Before   After
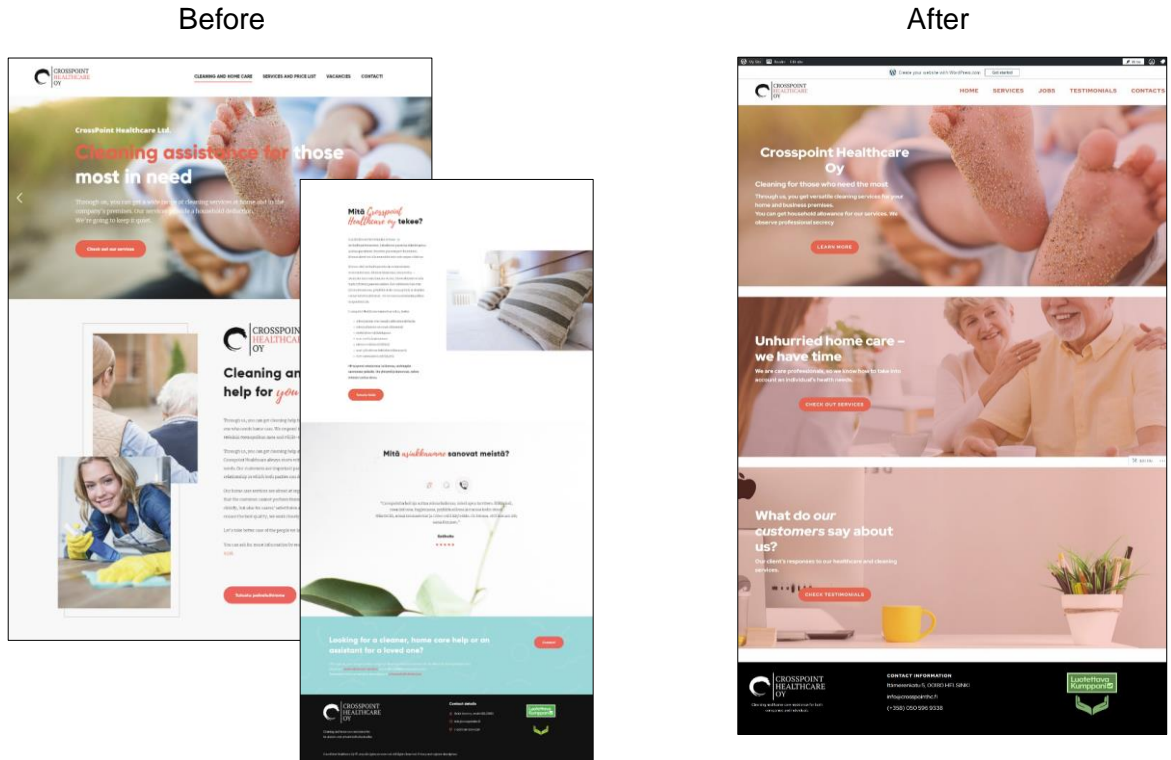
Figure 10.Comparison of existing vs. re-develop "Home page".

2. Testing Element 2: Improving/re-designing the appearance

2.1   Choose appropriate colors

Before   After
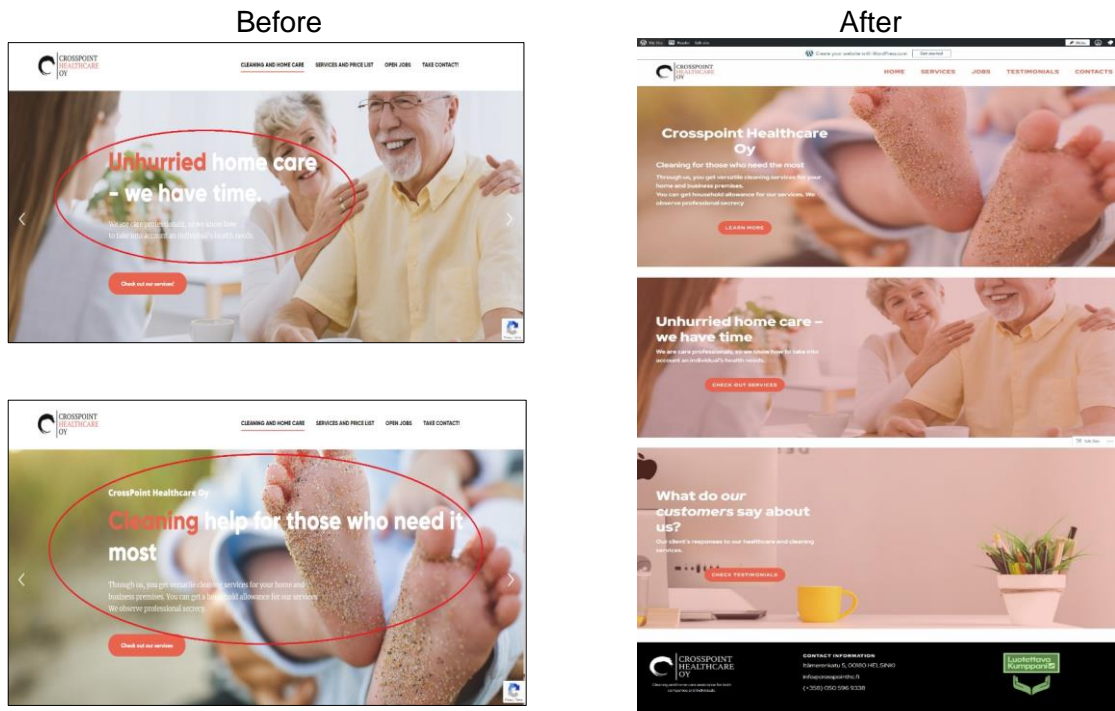
Figure 11.Comparison of existing vs. re-develop appearance- appropriate color

2.2 Include enticing images

Before   After
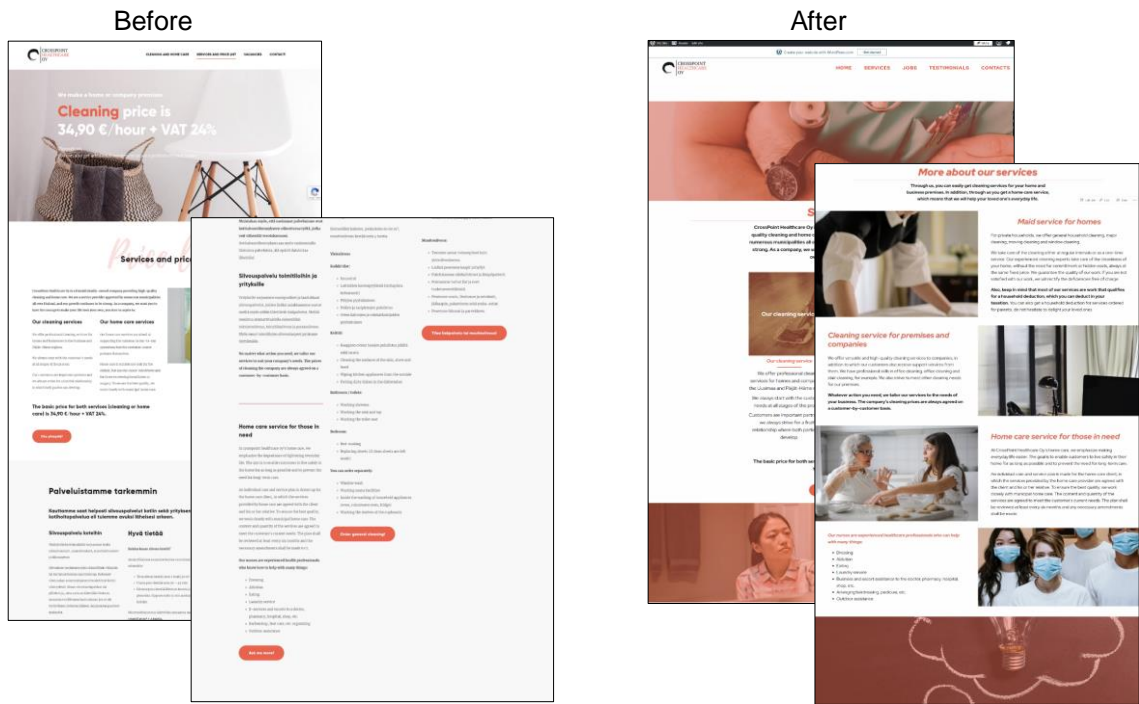
Figure 12.Comparison of existing vs. re-develop appearance- enticing images.

2.3 Improve Testimonial section

Before   After
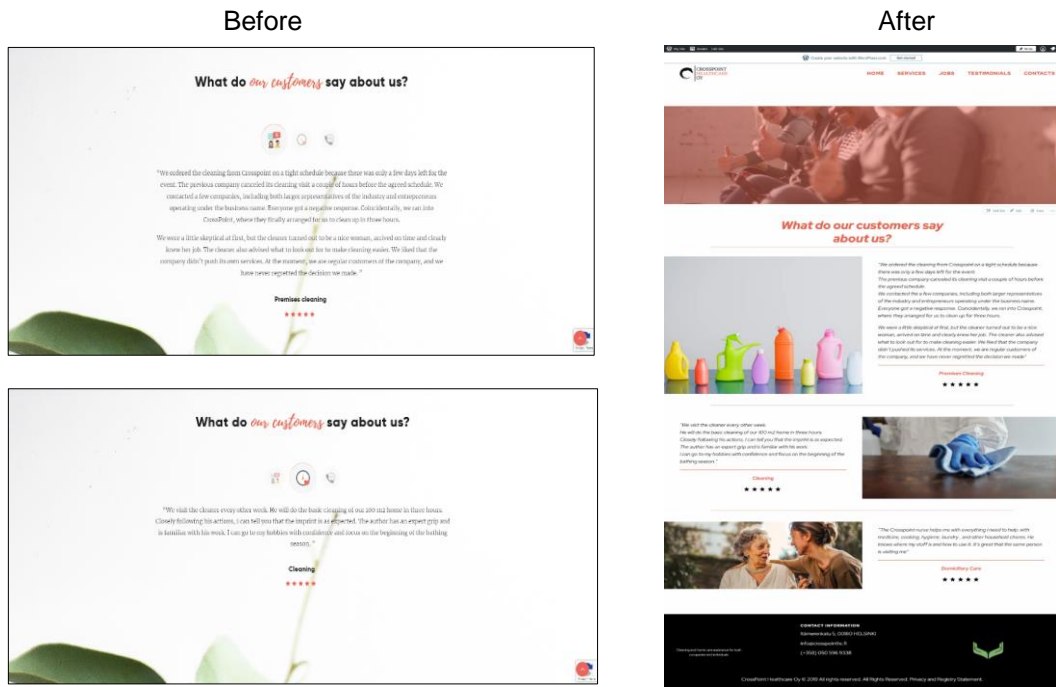
Figure 13.Comparison of existing vs. re-develop "Testimonial Page".

2.4 Social Media Link

Before   After
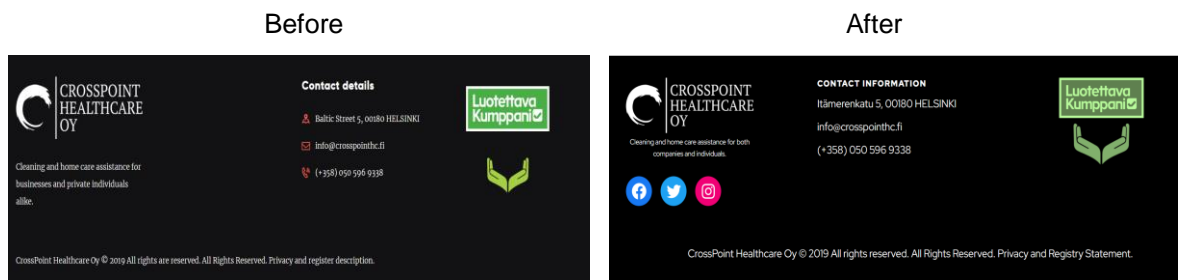
Figure 14.Comparison of Existing vs. re-develop "Social Media Link".

3. Testing Element 3: Web-analytics tools - cPanel
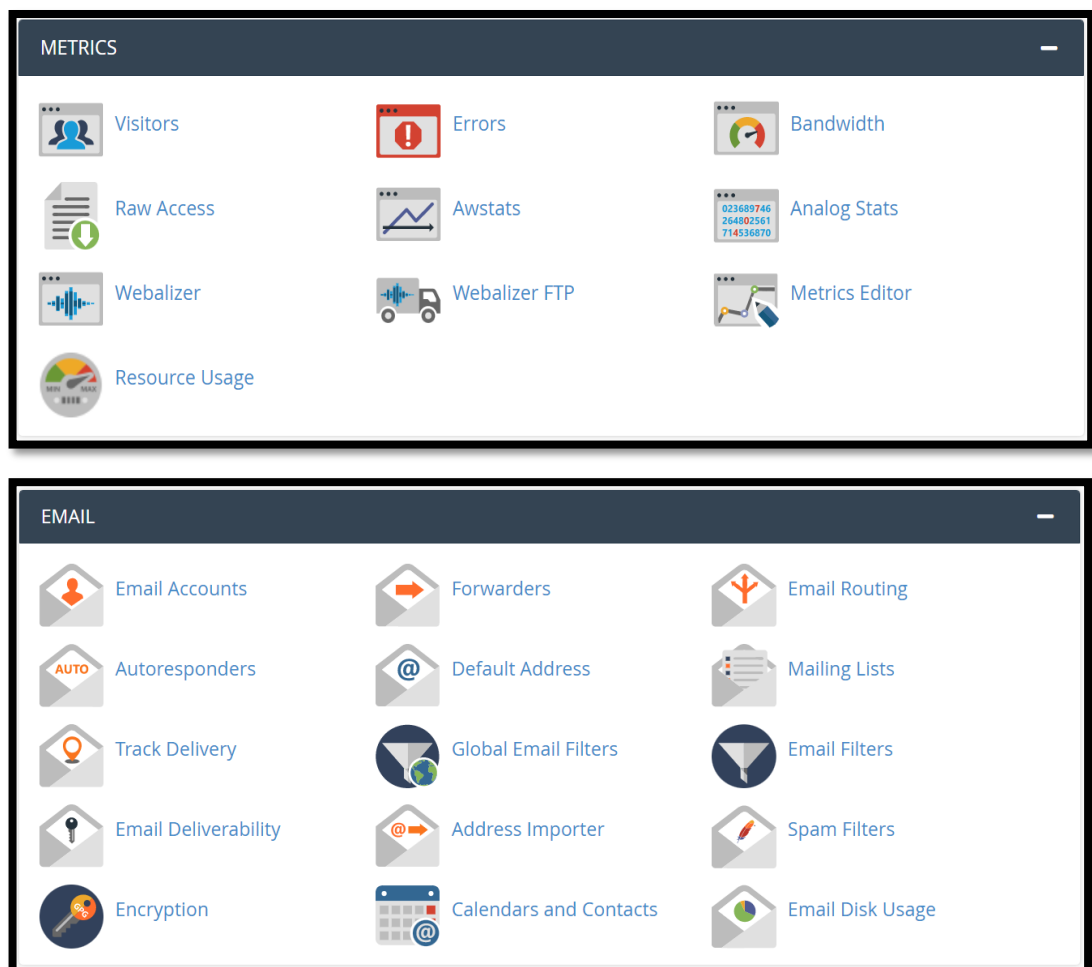
Figure 16. Web- analytics tool using cPanel.

Above, several samples were presented comparing of the existing company's website against the mock web-site developed to test the improvement/re-development ideas.

When discussing these samples, the CEO and the main Stakeholder believed that:

> *" The present experiment conducted did produce contacts from clients we did not have before, and I believe further improvement will even make it better. We have decided to include online campaigns after this, and hopefully be able to maximize the benefits of the online presence and multi lingual website. For now, it has come to our attention that no matter how traditional healthcare business is, it needs to evolve to remain competent."*
> *(Stakeholder 1)*

When discussing these samples, the CEO and the main Stakeholder also specifically touched on the selection of the web-analytics tools:

> *" We preferred to use cPanel as it was easier to combine it with our Email services. The presence of the website was not that strong due to the weight of the website and the lack of Optimization makes the whole website unseen. This project has enhanced the online presence, image and optimized the site for search engines. It also translated the whole site for non-Finnish speakers, which is also a growing populace, especially in the Capital Region." (Stakeholder 1)*

Summing up, the revamped interface in the mock web-site shows the samples of proposed updates of the web page, with the goal to test if these changes will make the web-page more attractive and engaging to the visitor. The comparison of existing "Cleaning and Home Care" page to the improved page, discussed with the key stakeholder, demonstrated that the difference was noticeable and recognized by the stakeholder, via a different set of fonts and colours and the background image. The old page layout also comprised fewer images, including some redundant image that makes the visitor less engaged with the website. As discussed in the feedback with the stakeholder, the mock web-page, instead, reduced irrelevant sections in the "Cleaning and Home Care Page". Next, the comparison of Services and the Price List page to the improved page shows more images relating to the services section. By including more images in this section, the goal was to help the visitor to be become more engaged to the main, services section. The comparison of Vacancies Page to the improved page was also received positively. In contrast to the improved page, it received minor revisions of layouts. The comparison of old Contacts Page to the improved page was especially approved.

Next, the discussed ideas are presented in summarized in more detail below.

6.2.2 Developments to Element 1 of the Initial Proposal - Creating/Updating the Content

The recommendations for "Creating/Updating the Content" received the following feedback, as summarized in Table 15 below.

Table 15. Developments to Element 1 of the Initial Proposal - Creating/Updating the Content.

Element 1 of the Initial proposal	Parts commented in Validation	Description of the comment/ feedback by experts (in detail)	Development to the Initial proposal
Creating/ Updating the Content	a) Improve SEO with user-intent related keywords	Stakeholder suggested that *"the list must be commonly used keyword for healthcare services and cleaning. The content should be based with the proper understanding and needs of the target customer especially the elders".* Experts recommend using no more than a handful of keywords in each content page. Find the right keywords for specific services, the words/phrases people often search for, but also focus on broad and long keywords to help expand the company's network to reach those patients.	Development for this section shows a total revamp of Webpage Content and lessen text to image ratio. SEO keywords tools results used for tagging are based on historical search volume, long-term trends, seasonal keywords, and trending topics that will increase organic website traffic.
	b) Paid media will apply after the evaluation of website using SEO keywords tagging.	According to experts, companies use paid media to help promote products, ideas, and services to target audiences. It can narrow down the demographics and find distinct groups looking for what they have to offer. With paid media, this can take many formats, including paid clicks, contextual ads, display ads, social media ads, video ads, and targeted ads. re-target. Stakeholder says, *"I want to check first the result of keywords tagging before jumping to paid media, this is for further development of the company".*	For future development of company

	c) Graphic Content must be related to the webpage and lessen text to image ratio	The expert suggested that images on certain webpages must relate together (e.g., Contact Page must contain images relating to the page) and avoid using too much text. It makes the visitor less engaging to visit the webpage	Improving the web-site layout by adding related images to each section to increase retention of services to web-site visitor

6.2.3 Developments to Elements 2 of the Initial Proposal - Improving/re-designing the appearance

The recommendations for "Improving/re-designing the appurtenance" received the following feedback, as summarized in Table 16 below.

Table 16. Developments to Elements 2 of the Initial Proposal - Improving/re-designing the appearance.

Element 2 of the Initial proposal	Parts commented in Validation	Description of the comment/ feedback by experts (in detail)	Development to the Initial proposal
Improving/re-designing the appearance	Use typography to speak the customers´ language	Stakeholders suggest that "*layout of the website must be responsive in terms small scale device perspective like cellular phone and the additional content of webpage must be relating to the business clients".* The expert suggested that improving the layout of the website is essential. The improved layout must fit all columns and rows especially if that column contains images	Development for this section shows the overhaul improvement of layouts and more mobile friendly.
	Choose appropriate colors		
	Include enticing images		

| | Link Social Media Account | Stakeholders says, "*I also want to include social media on the company website to increase the customer base and reach the target market*".

According to experts, social networks are important links to a company's website. This will increase the virality of company content, expand reach and brand awareness across user networks, and help increase subscribers and followers on company pages. | Social Media account Facebook, Twitter and Instagram are link in re-design website |

6.2.4 Developments to Elements 3 of the Initial Proposal - Introducing the web-analytics tools

The recommendations for "Introducing the web-analytics tools" received the following feedback, as summarized in Table 17 below.

Table 17. Developments to Elements 3 of the Initial Proposal - Introducing the web-analytics tools

Element 3 of the Initial proposal	*Parts commented in Validation*	*Description of the comment/ feedback by experts (in detail)*	*Development to the Initial proposal*
Introducing the web-analytics tools	Google Analytics - Turning data insights into action	The expert suggested that Web analytic tools must get the IP Address of the visitor to generate reports that based on the geolocation of those IP Address. It is also essential to apply it on most visited page and referrers	Development for this section shows the data gathering of visitors in a more informative view (e.g., geolocations of visitors). Application of cPanel web analytic tools to company web-site and emails.
	Similarweb - measures the digital world	Stakeholders commented that *"I prefer to use cPanel which is easier to combine with corporate Email services".* According with Domantas, G. (2021), cPanel is a web hosting control panel that allows the company to control every part	

	Clicky - Analyze traffic in real-time	of the website. What makes cPanel so popular is its simplicity. It has simplified all the processes that can be done on the site. Even those with little experience in website management can take care of their hosted servers using cPanel.	
	Matomo - Website analysis with 100% control	cPanel SEO helps increase traffic and optimize website content using leading tools for keywords, rank tracking, and competitor analysis.	

6.2.5   Developments to Elements 4 of the Initial Proposal - Considering a wider utilization of other marketing types/channels

Finally, the recommendations for "Considering a wider utilization of other digital marketing types/channels" received the following feedback, as summarized in Table 18 below.

Table 18.   Developments to Elements 4 of the Initial Proposal - Considering a wider utilization of other digital marketing types/channels.

Element 4 of the Initial proposal	*Parts commented in Validation*	*Description of the comment/ feedback by experts (in detail)*	*Development to the Initial proposal*
Considering a wider utilization of other marketing types/channels:	Search Engine Optimization (SEO)	Experts recommend using ads on websites to generate more revenue and improve marketing. Key stakeholders want to develop a **social media marketing strategy**, which is perhaps one of the most difficult to implement as it demands more time for everyday tasks like planning and responding to feedback. However, this will help to achieve the company's social media goals. **SEO** will be included in cPanel webhosting.	Development of this section social media marketing Facebook, Twitter and Instagram are link in re-design web-site
	Content Marketing		
	Social Media Marketing		
	Pay Per Click (PPC)		
	Email Marketing		
	Search Engine Marketing (SEM)		

Finally, in the feedback to the mock web-site, the stakeholder stressed especially the value of testing the web-page appearance before implementing the changes in full scale. This was recognized as one of the main outcomes, and it also was appreciated as it gives a better opportunity to make a thoughtful, careful decagons, without any rush.

6.3   Final Proposal

This sub-section summarizes the Final proposal, which is constructed by combining Section 5, Initial proposal and Section 6, Suggestions for improvement. The outcomes of the revised Initial proposal of this study are shown in Table 19.

Table 19. Final Proposal, summary.

Summary of the Final Proposal			
1.Creating/Updating the Content	2.Improving/ Re-designing the appearance	3. Introducing the web analytic tools	4.Considering a wider utilization of various marketing types/channels
Improve SEO with user-intent related keywords	Use typography to speak the customers´ language	Google Analytics - Turning data insights into action	Search Engine Optimization (SEO) & Search Engine Marketing (SEM)
Create shareable infographics	Choose appropriate colors	Similarweb - measures the digital world	Content Marketing
Use Earned and Paid media.	Include enticing images	Clicky - Analyze traffic in real-time	Social Media Marketing
Create content by using buyer personas	Link Social Media Account	Matomo - Website analysis with 100% control	Pay Per Click (PPC)
Optimize digital assets for mobile.	Improve Testimonial section	Google Analytics - Turning data insights into action	Email Marketing

6.4   Recommendations

First, analyze the web-site and its operation and usage further (especially with the help of web-analytics) to improve the web-site overall quality and to identify problem areas.

In addition, interviews with stakeholders (both the staff and customers) and data collection from the google analytics is key source of information on future developments.

Second, structure the intervention and define the improvement goals. Stakeholders should be informed and updated about the design goals and choices that meet the objectives and requirements of the company and its stakeholders. Seek help from professional designers to decide on the specific goals, content structure, and necessary processes in redeveloping the website.

Third, create and test the website during the development phase (similar to the small-scale mock web-site used to exemplify this approach in this thesis). The information gathered in the previous two sections makes it possible to develop a website that meets the company´s and customers´ goals by making it more attractive and thus more generating leads. However, an effective redesign is about improving the functionality of a website, not just its appearance. Therefore, a redesign must address the content, appearance, user experience, SEO methods, mobile optimization of a website as well as the selected latest web functionalities, i.e., a solid website design.

Fourth, the implementation phase should have careful monitoring against the initial targets to ensure that the final web-site meets the customer and stakeholder requirements.

Fifth, evaluating a redesigned website should include interviewing stakeholders and monitoring the site through web-analytics generated review data of the redesigned website. The continuous improvement of the website will be decided based on this data.

Summing up, stakeholders should indeed be engaged and informed to date regarding the re-design goals and options that fulfill specific objectives and expectations, and should be encouraged to participate. The data acquired in the preceding sections may be used to create a website that fits the company´s objectives by making it more appealing and thus attracting new customers or leads. As a result, a website's content, look, user experience, SEO tactics, and mobile optimization, as well as its web design, must all be addressed throughout a revamp. At all times, all these steps need to be carefully and continuously monitored via using Google Analytics to track the review data and visitors´ flows in the redesigned website. Such well-planned continuous improvement should help in maintaining the website on the right track.

7 Conclusion

This section contains the summary of the study. The executive summary describes the main steps and results of the study. Finally, the research quality and thesis evaluation are discussed.

7.1 Executive Summary

Enterprises of all sizes are challenged by digitalization. To build better services, companies must digitize their internal processes and seek new digital opportunities. Digital transformation in organizations is driving this trend. In today's competitive world, building a presence online is necessary to move forward. The internet has made life easier and more accessible than anyone could have imagined. The internet has been the first place that people go to search for information, therefore having an online presence is crucial. It is a common knowledge now that customers can acquire initial information and details about a company's products and services by visiting its website.

The objective of this thesis was to identify, describe and recommend steps to improve Digital Marketing via a better use of the website for attracting the target customer segments in the digital market. One of the main issues for the case company is that few visitors visit the current website which results in few new and prospective customers. There has been a constant attempt of changing the website; however, so far these attempts did not fit the description that the company is attempting to promote.

To reach the thesis objective, the study followed the Applied action research approach. The data was collected in three rounds. The first round, Data 1, was gathered for the current state analysis by gathering the internal documents and conducting meetings and observations. Data 2 was collected from internal co-creation meetings and was applied in the Proposal building. Data 3 was gathered from testing the mock web-site and the interview with the main stakeholder for validation of the Initial proposal.

The Proposal to improve digital marketing to attract target customer segments is developed based on three rounds of data collection, and selecting best practice and recommendations from literature. The proposal recommended to focus the improvement efforts into four directions: Creating/Updating the Content, Improving/re-designing the

appearance, Introducing the web-analytics tools, and considering a wider utilization of other marketing types/channels. First, *Creating/updating the content* implies improving SEO with user-intent related keywords, creating shareable infographics, using earned and paid media, creating content by using buyer personas, and optimizing digital assets for mobile. It was recommended to use no more than a handful of keywords on each content page which should be selected based on the proper understanding of the target customer's demands and needs, particularly those of the elderly. Finding the right common keywords for healthcare and cleaning services should help the company reach those customers/patients. Second, it was recommended to make steps for *Improving/re-designing the website's appearance* to make it more appealing and user-friendly by improving the use of typography to speak the consumers' language, selecting appropriate colors, including intriguing photographs, and linking social media accounts. Stakeholders suggested that the website's layout be modified for small-screen devices such as mobile phones and that the content be relevant to customers. According to experts, improving the website's layout to fit all columns and rows is critical, especially if the column contains graphics. Third, it was suggested *Using web-analytics tools* such as Google Analytics - for turning data insights into action, Similarweb - for measuring the digital world, Clicky - for real-time traffic analysis, and Matomo - for website analysis with perfect control. Web analytics tools need to use the visitor's IP address to generate information based on the visitor's geographic location, according to experts. Stakeholders, on the other hand, prefer cPanel since it is easier to integrate with corporate email services and is simple enough that even employees with minimal website administration expertise can administer their hosted servers. The common agreement was that using keywords, rank tracking, and competitor analysis, cPanel SEO significantly increases traffic and optimizes website content. Fourth, the proposal's final part suggests *Considering a wider use of other marketing types/channels* such as Search Engine Optimization (SEO), content marketing, social media marketing, Pay Per Click (PPC), email marketing, and Search Engine Marketing (SEM), all of which are experts' recommendations for generating revenues and improving marketing. Key stakeholders want to enhance a social media marketing strategy, which is one of the most challenging moves to implement since it demands more time from everyday duties such as planning the content and responding to comments; however, it will definitely benefit the company's social media objectives. It should also increase the opportunity to carefully analyze the existing features it has to offer, both to visitors and to the company, and to improve sales, thus benefitting the case company and its stakeholders.

7.2 Thesis Evaluation

Improving Digital Marketing for Attracting the Target Customer Segments was the objective of this Master's Thesis. The research is significant to the case company since the existing website or digital marketing practices need improvement. The evaluation is carried out by examining the case company's primary objectives. The study's intended outcome was to implement a redesigned website that would better reach to the target customer segments, and increase the traffic, and attract visitors to become customers.

A structured research process and accurate data collecting were made possible by following the research design that was created at the beginning of the study and then corrected accordingly, when needed. Throughout the study, the thesis researcher ensured that the appropriate stakeholders were included. The evaluation of existing knowledge and best practices contributed to the identification of remedies to the most significant issues as well as sources for development and recommendations. In regard to the data collection, the study was conducted using semi-structured interviews and also conducted a small-scale test with a mock web-site that served as a good illustration tool for the stakeholders. The interview questions were prepared in advance, but the thesis researcher had a chance to redirect the interview flow toward the fulfillment of the purposes of the study. The information and data included in this study were obtained from reliable sources and stakeholders, making it credible and reliable.

7.3 Closing Words

The case company's ambition is to become a well-established enterprise in its chosen industry while continuously increasing competence along the way. One of its aims and goals is to help meet and solve the problems that are being faced by the Finnish Healthcare system and its faculties. Therefore keeping its presence in the digital world through its website can effectively help in reaching to customers, and building trust and positive feedback that can prove its credibility that will again help in increasing the numbers of clients. At a progressive look, having a website means keeping the company's identity updated in this internet age and being upfront for competition at all levels.

Practically every business has a website and almost every digital campaign aimed at raising awareness or encouraging strategic options to it. Getting people to the website and keeping them engaged generates a positive first impression, which leads to further development of the company-customer relationships. Thus, it is critically important to maintain a website updated, fresh and unique in order to take full advantage of a website connection to the visitor/customer. Adopting digital technology will definitely help the case company´s business become more competitive, generate better revenue, and become even more efficient. Companies must, however, have a clear strategy in digital marketing in place (which is currently missing in the case company) and ensure that all staff are on board with the changes of digitalization. This makes the nest frontier for the case company, and hopefully, for the thesis researcher together with it.

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