



Digital Marketing Analysis and Plan for Daisybank Boutique B&B

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1.0 Introduction

Report Structure

This digital marketing plan will follow the SOSTAC framework (Chaffey, 2012)



Figure 1 SOSTAC framework adapted from (Chaffey, 2012)

1.1 Company Profile

Daisybank Boutique B&B is a luxury, family-run boutique bed and breakfast located in Brockenhurst in the New Forest. Daisybank has 3 employees and is owned and managed by Ciaran and Cheryl Maher.

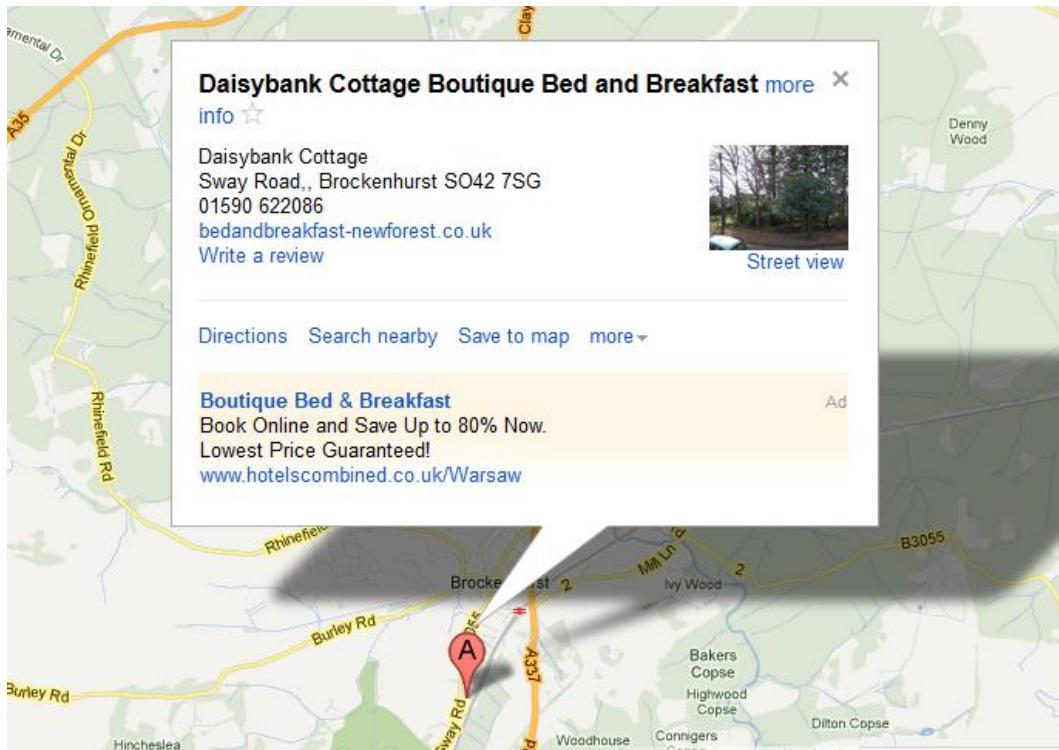


Figure 2 Daisybank B&B Location Map (Google Maps, 2013)

2.0 Situation Analysis

In order to outline a digital marketing strategy for Daisybank Boutique B&B it is necessary to collect information about the business's internal resources and external environment. Although commonly referred to in traditional marketing literature as the micro and macro environments (Kotler, et al., 2001). In a digital context internal factors (micro) are generally known as 'the operating environment' and the external (macro) is known as 'the remote environment'. (Chaffey, 2012).

Analysing Daisybank Boutique B&B's operating and remote environments will provide key insights into their current marketing situation, and will enable relevant objectives to be set based upon existing strengths and weaknesses (Figure 2).

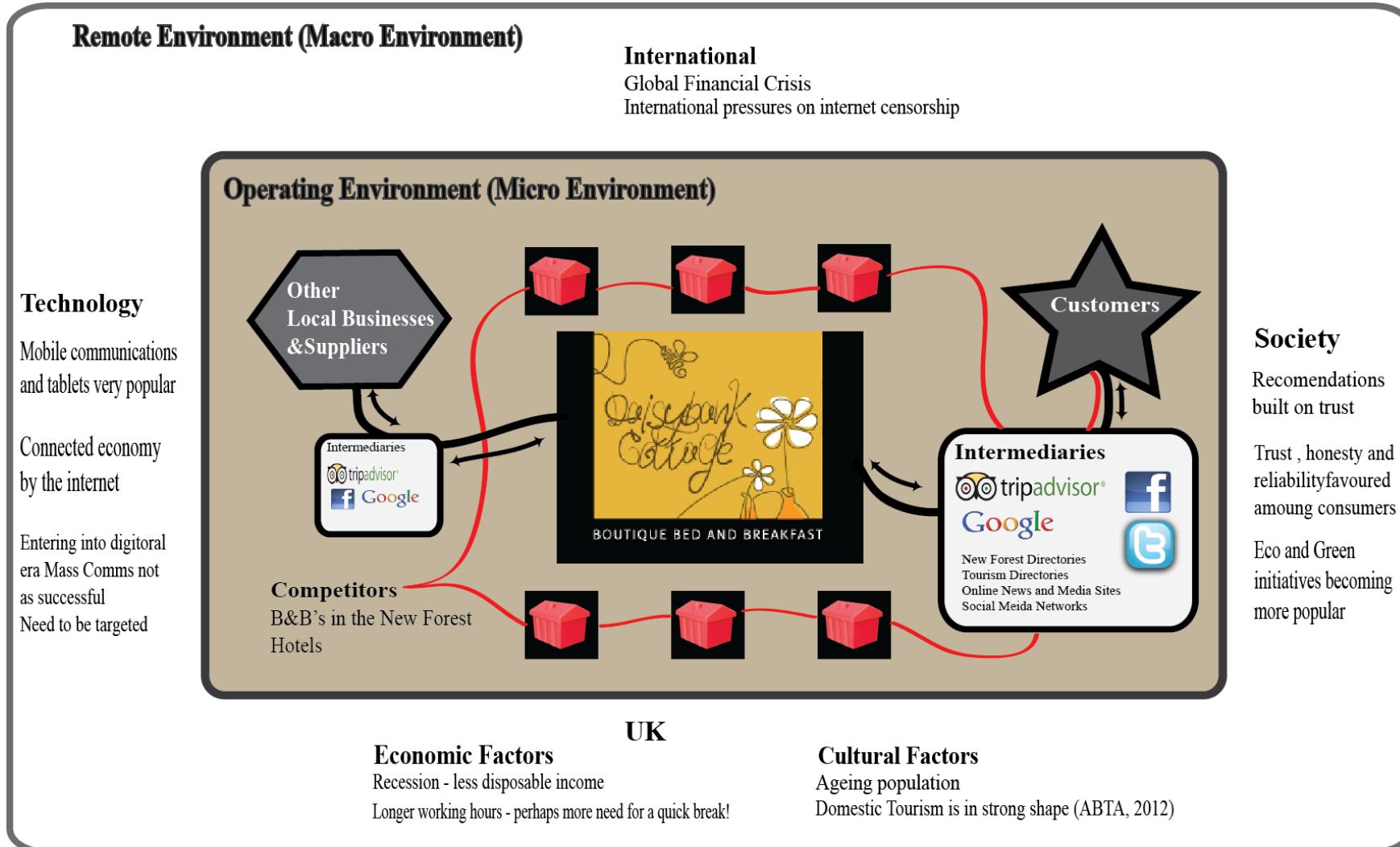


Figure 3 Daisybank Boutique B&B's Internet Marketing Environment

2.1 Internet Specific SWOT Analysis

A SWOT analysis to summarise the external opportunities and threats that are presented by digital platforms is a core activity for situation analysis. (Chaffey, 2012, p. 208)

	Strengths <ul style="list-style-type: none"> - Number 1 Trip Advisor - High rankings on Google - Winner 2012 Trip Adviser Certificate of Excellence - Included in the Independent's top 50 B&B's 2012 - High occupancy rate 	Weaknesses <ul style="list-style-type: none"> - Scatter Gun approach , lack of strategy - No analytics or measurement being utilised. - Not engaging with customer prior to visit
Opportunities <ul style="list-style-type: none"> -New Markets emerging, London and Kent -Growing popularity of mobile technology and social media 'created economy' 	SO – Attacking strategy <p>Exploit strong online presence and expand presence through social media online channels.</p> <p>Maximise bookings made by guests from London</p>	WO – Build strengths for attacking strategy <p>Set a basic strategy and begin to use measurement tools such as Google analytics and Facebook Insights to track engagement.</p>
Threats <ul style="list-style-type: none"> -Time Constraints for online marketing activities - Competitors catching up 	ST – Defensive strategy <p>Use the number 1 ranking as a competitive advantage. Keep an eye on the competition.</p> <p>Dedicate time for online marketing activities</p>	WT – Builds strength for defensive strategy <p>Develop simple and measurable objectives</p>

Table 1 Internet-specific SWOT analysis for Daisy Bank Boutique B&B

2.2 Customer Insight

Understanding about why and how individuals and groups engage in consumer activities is important to truly understand your customer (Jansson-Boyd, 2010). Retailers can use customer data to tailor offers and incentives to specific market segments (Synqera , 2012) . Table 2 shows how new and existing customers interact with Daisybank.

	New Customers	Existing Customers
Online Touch Points	Google (B&B New Forest) Trip Advisor NewForestB&B.co.uk Lymington.org Our-land.co.uk Starstay.co.uk Responsibletravel.com	E-mail Christmas cards Social Media – Facebook, Twitter, Instagram Trip Advisor <i>*No newsletter</i>
Offline Touch Points	Drive-by's Word of mouth Phone response to website interaction	Phone response for repeat booking

Table 2 Matrix of customer touch points for new and existing customers of Daisybank adapted from (Chaffey, 2012)

A useful way to understand consumers is by creating personas. “Creating personas is a powerful technique for developing customer-centred online strategies” (Chaffey, 2012). Table 3 displays Daisybank’s 4 key personas set within the context of an information-seeking scenario. Couples are the dominant market segment at Daisybank Cottage. 110 out of 143 Trip Advisor reviews online are from couples. (Trip Advisor, 2013) . An emerging market for Daisybank has been the ‘Inner City Couples’ especially from London. (Maher, 2012)

Persona	Demographic	Motivation	Web Usage
Inner City Couple (James 27 and Tania 25 – Fast paced and active go – getters from the City)	18-35 Dual income no kids yet (DINKYS) Professionals	Looking for a weekend retreat All for the ‘experience’ Want to de-stress and re-energise	Avid social media users ‘Blog generation’ Like to document experience Very active on Trip Advisor
Married ,Romantic Getaway (John, 38 and Jane, 35 – Accomplished and mature)	25+ Steady career Or even retired and enjoying life Independent and stable	Romantic retreat to the forest ‘Re-connect’ ‘Quality time’	Frequent web user Uses the internet to stay in touch with relatives and share photos May be active on social/community sites.
Active Explorer Couples (Rex 33 and Cindy 33 – Health and vivacious)	20-50	Trying something new – enjoying the great outdoors	Very active – Searching and sharing new experiences and ideas
Fun time Families	0+	Bringing everyone together	Frequent web users to stay connected Very likely to share experience on social media
Business Visits	30-65	Luxury while working away Somewhere to get a good night’s sleep and a healthy breakfast	Laptops / Tablets Very connected with technology Not as ‘socially’ media inclined

Table 3 Personas for Daisybank Boutique B&B

2.3 Product Insight

“Nestled in the heart of the beautiful New Forest, Daisybank Cottage Boutique Bed and Breakfast offers a truly special experience; a touch of real luxury in a place of outstanding beauty.” (Daisybank Boutique B &B, 2013).

Daisybank offers guests luxury with extra special touches such as homebaked cupcakes, chocolates, a DVD collection with latest releases, and guidebooks, as well as a breakfast menu including the English and Irish breakfast among others. TheTrip Adviser reviews frequently comment on the extra special touches and the warm hospitality of owners Cheryl and Kieran.



2.3.1 Daisybank Boutique B&B's USP



Figure 4 Daisybank's Unique Selling Points

Location is the key USP for Daisybank, customers are drawn to the New Forest and this is clearly communicated in their online presence via all of their online channels, the website homepage is a good example of this (Figure 5).



Figure 5 Daisybank landing homepage screenshot

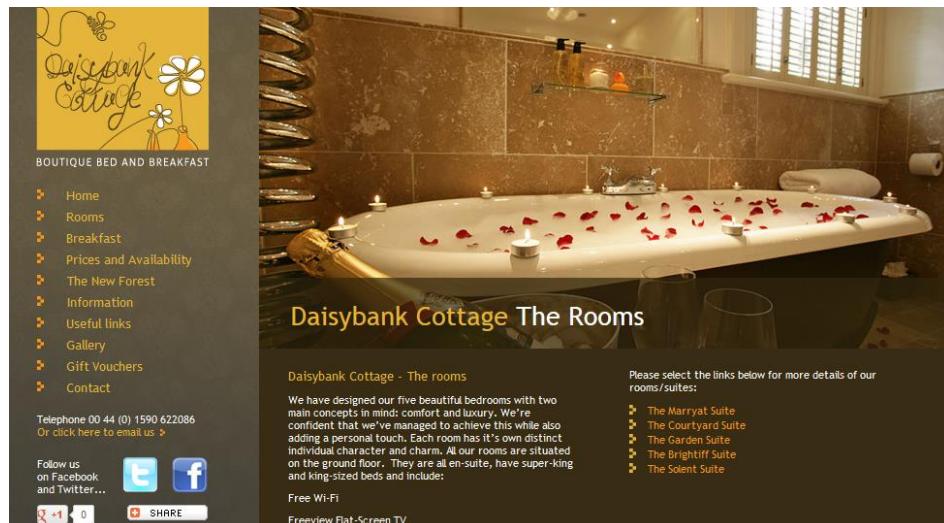


Figure 6 Snapshot of Daisybank website communicating 'Luxury' USP



Figure 7 Snapshot of Daisybank website communicating 'Quirky' USP



Figure 8 Snapshot of Daisybank Gallery page communicating highlighting the corresponding USP's

2.4 Competitor Analysis

“Competitor analysis is an important part of the strategic planning process” (Fong, 2012). Competitor analysis will allow Daisybank to gain a level of insight that will evolve their digital marketing strategy based on competitor insight. (Smart Insights Ltd, 2013). Currently Daisybank has 3 main types of competitors a summary of which can be seen below.

	Competing on Product	Competing in immediate Location	Appealing to the same Target market
Direct – B&B's in Brockenhurst	X	X	X
In-line competitors – B&B's in the New Forest	X		X
Indirect competitors – Hotels, Campsites etc.		X	X

Table 4 Daisybank's 3 types of key competitors

In terms of online presence Daisybank's main competitors are Cottage Lodge and The Blacksmiths House (Table 4). Daisybank's website and online presence is very strong currently ranked number 1 on Google searches and Trip Advisor.

Name	Trip Advisor Rating	Website?	Logo?	Google rank B&B Brockenhurst	Social Media			Info
					Facebook	Twitter	Other?	
Daisybank Boutique B&B	1	Yes	Yes – V.good	1	Yes 347 likes	Yes 806 followers 864 following 681 tweets	4square Instagram	Daisybank Cottage Boutique Bed and Breakfast offers a truly special experience
Little Heathers	2	Yes – Not very good	Yes – Not very good	Not in top 5	No	No	No	Quality bed and breakfast in the heart of the New Forest
Broad Oak	3	Yes – Very noisy and confusing – spelling mistakes	Yes – Not very good	Not in top 5	No	No	No	‘Magic’ we thought as we looked around
Meerut	4	Yes – Not very good, has online booking though	Yes – Bad	4	No	No	No	Quality Bed and Breakfast in Brockenhurst – The heart of the New Forest
Cottage Lodge (MAIN COMPETITOR)	6	Yes – V. Good But social media links very low down	No	2	Yes 152 Likes	Yes 1,698 followers 902 following 3,352 tweets	You Tube channel	The <i>Cottage Lodge</i> is a charming beamed 17th century forester's cottage, former hotel, now five star New Forest Bed and Breakfast.
Broadlands Gate	7	Yes - OK	Yes –OK	Not in top 5	No	No	No	<i>Broadlands Gate</i> , Victorian house, in the heart of the new forest
The Blacksmith's House (MAIN COMPETITOR)	8	Yes – V.Good Online Booking	Yes – Good	3	Yes 61 likes Guestlink booking on Facebook	Yes 59 followers 156 following 75 tweets	Mailchimp campaign 10% off Mondays	A small, hospitable and comfortable Bed & Breakfast with a difference
Seraya	18	Yes - Good	No	5	No	No	No	A family run (non-smoking) B & B situated in Brockenhurst in the heart of the New Forest.

Table 5 Competitor Analysis for Daisybank - Direct competitors B&B's in Brockenhurst

2.5 Current Channels

Daisybank Boutique B&B currently utilises a well-rounded mix of online marketing channels including Search engine marketing, Online PR, Online partnerships, Social media and E-Mail marketing. This is a key strength for Daisybank as ‘a multi-channel approach allows more opportunity to be seen as a brand’ (The Marketer, 2012).

2.5.1 Daisybank Website

The Daisybank website is a services-orientated relationship-building website as information is provided in the website to inform a purchase decision (Chaffey, 2012). Figure 9 shows a screenshot highlighting some of the main features of the site.

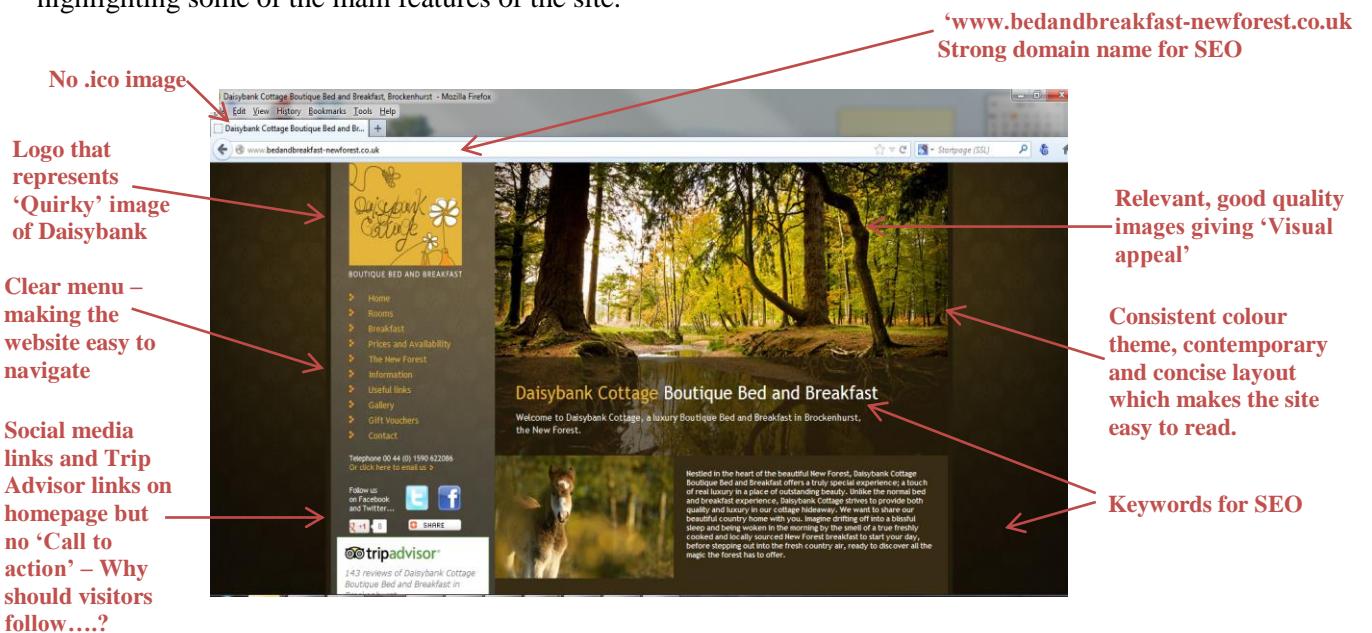


Figure 9 Daisybank Boutique B&B website homepage screenshot

Daisybank scored an overall score of 49 on the HubSpot marketing grader and currently has 25 pages indexed by search engines (HubSpot Inc, 2013) in comparison Daisybank’s closest competitor Cottage Lodge who have 113 pages indexed (HubSpot Inc, 2013) shows that more content could be added to the Daisybank website. The WebQual measure of website quality model (Loiacono, 2007) (Appendix 1) has been used to analyse the key strengths and weaknesses of Daisybank’s current website, highlighting areas of opportunity to increase online functionality.

Dimension of WebQual Model	Strengths	Weaknesses	Opportunities
Information Quality	Very informational , information is easy to find and follow	Doesn't include links to websites, just recommends Telephone number very small on homepage	Link to the websites in the 'Local places of interest' section
Tailored Communications	Allows to see relevant dates of availability for rooms	No tailored communications for specific segments	On information pages could have an area targeted towards couples or other particular segments
Trust	Social Media links, Trip Advisor, The Sunday Times and The Independent links on homepage reinforce trust	Not very personal – as no image of Daisybank or owners info visible	Build on trust by showing a bit more 'behind the scenes' on the website
Response Time	Fast	Images in gallery sometimes slow loading	Keep website up to date
Ease of Understanding	Very easy to navigate Clear Navigation and Menu	On useful links page – why are links useful?? Could personalise and make relevant to Daisybank, suggest why people make like these.	Information and useful links could be combined and re-developed to include more keywords/ images etc
Intuitive Operations	Website very easy to use	Needs more call to actions	Maintain ease of use and add more call to actions
Visual Appeal	Images high quality and enrich the experience – they set the scene of the New Forest well.	Font very small and plain No picture of 'Daisybank' itself on the homepage A lot of empty space on homepage when you scroll down and no .ico image 31% exit rate on homepage (Google Analytics, 2013)	Build on 'Quirky' image, maybe incorporate bigger font size or a font that aligns with the Daisybank brand Improve exit rate on homepage by making more visually appealing and engaging
Innovativeness	One of the best out of main competitors (Has image slider)	Website design looks standardised	Could plan to re-develop and create a more unique Daisybank website
Emotional Appeal	Images of New Forest create emotional appeal the 'place' Gallery page is great!	Could have more emotionally stimulating and appealing images	Include more pictures on sight that provoke an emotional response, such as pictures of animals and New Forest Scenery.
Consistent Image	Very consistent colour theme throughout	Doesn't quite align with Daisybank's 'quirky' brand	Develop website design to emphasize the 'USP' and 'uniqueness' of Daisybank
Online Completeness	Website does allow to see availability of rooms	Website does not allow transactions online	Incorporate online booking reservations.
Relative Advantage	The website engages the customers to the point that they will then make phone call or send e-mail – works as a good touch point	Needs to be more integrated with social media	Add social media widgets to website to engage with customers more and integrate the Daisybank website into 'the Daisychain'

Table 6 Daisybank Website adapted to the WebQual Model of Website Quality (Loiacono, 2007)

Daisybank's website is strong in terms of the competition but could be linked more with social media widgets. Also the website doesn't quite portray the character and quirkiness of Daisybank. Figures 10 and 11 show industry related 'best practice' examples from 'The Castle House' B&B's homepage and Chewton Glen with key features highlighted.

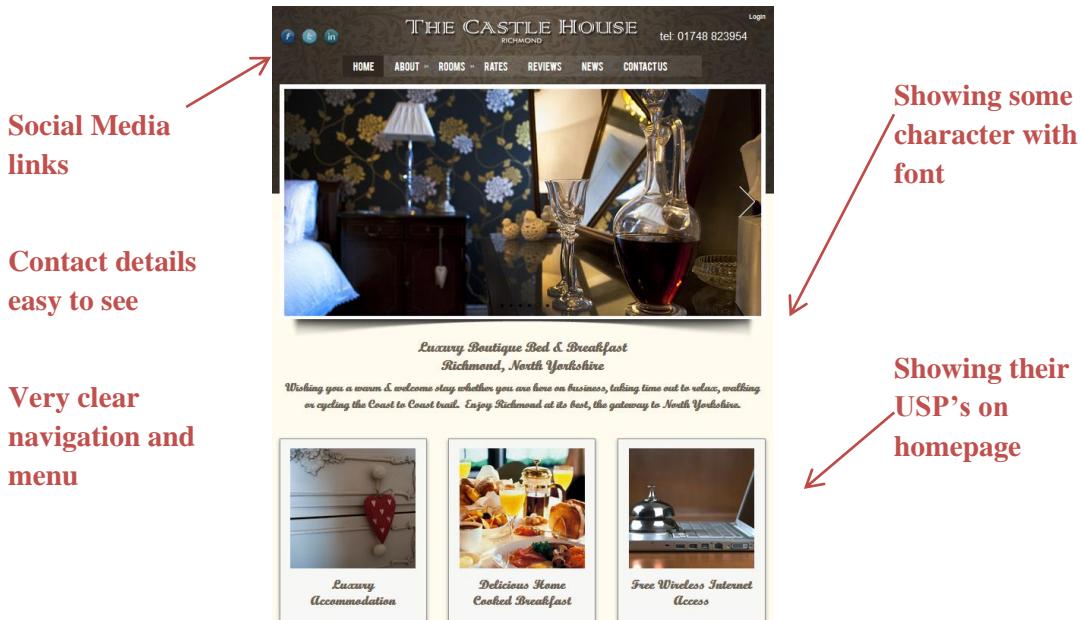


Figure 10 Snapshot of Castle House B&B homepage indicating some features of the homepage

The screenshot shows the homepage of Chewton Glen Hotel & Spa. Red arrows point to various features:

- Engaging and informative content**: Points to a video player showing a demonstration of delicious recipes.
- Information rich**: Points to a section titled "WHAT'S ON..." featuring an event for "Sunday Afternoon Tea with Chef Glyn Humphreys and our Head Sommelier, Sophie Austin".
- Homepage content directly appealing to market segments**: Points to a section titled "FAMILY TIME" featuring a photo of children playing in a garden.
- Clear layout and navigation**: Points to the overall clean layout and the main navigation bar.
- Multi-channel approach – You Tube video content**: Points to the YouTube video player on the right side of the page.
- Social media links**: Points to the social media icons at the bottom right of the page.

Figure 11 Best Practice example of stimulating and engaging industry related website

2.5.2 SEO

Daisybank invested in SEO when the website was built and has seen great results. Daisybank ranks number 1 in the organic listings on Google with the search phrase ‘Bed and Breakfast Brockenhurst’ (Figure 12). The Daisybank website also has backlinks; a selection of these can be seen in table 7. Quality inbound links such as ‘Guardian.co.uk’ will help to maintain a high search engine ranking (Hibu Business, 2012).

Bed and Breakfast Brockenhurst: Reviews of 32 B&Bs – TripAdvisor
www.tripadvisor.co.uk ... > New Forest > Brockenhurst

★★★★★ Rating: 4.5 - Review by TripAdvisor Travellers' Score
 B&Bs in Brockenhurst, United Kingdom: See traveler reviews, candid photos, and great deals for 32 Brockenhurst B&Bs at TripAdvisor.

Daisybank Cottage Boutique Bed and Bre... www.bedandbreakfast-newforest.co.uk/
[Google+ page](#)

Cottage Lodge www.cottagelodge.co.uk/
 8 Google reviews

The Blacksmiths House www.theblacksmithshouse.co.uk/
 1 Google review

Meerut www.meerut.co.uk/
 2 Google reviews

Seraya New Forest www.serayanewforest.co.uk/
[Google+ page](#)

Crossings Cottage B&B www.crossings-brockenhurst.co.uk/
 2 Google reviews

Little Heathers www.littleheathers.co.uk/
 1 Google review

Daisybank Cottage Boutique Bed and Breakfast

[Directions](#) [Write a review](#)

Address: Daisybank Cottage, Sway Road, Brockenhurst SO42 7SG
Phone: 01590 622086
Transit: Brockenhurst

[Feedback](#)

Figure 12 Screenshot of Google search 'Bed and Breakfast New Forest'

Strong and relevant quality inbound links (IBL's)

Domain	Linking Page
Guardian.co.uk	Luxury holidays: how to enjoy the high life at....
Serifwebresources.com	Goings on at CobWebKnits – Our blog
Greentraveller.co.uk	Green B&B New Forest Bed and Breakfas..
Newforestshow.co.uk	New Forest Show – Where to Stay
Frenchbedroomcompany.co.uk	Friends of the French Bedroom Company
Brockenhurst-newforest.org.uk	Accommodation in Brockenhurst, New Forest...
Lymington.com	Lymington dot come – Hotels
Aplossystems.co.uk	Show Case Bespoke Software Development
Bnba2z.com	Brockenhurst Bed and Breakfast Hotels Guest....
Vizzitnewforest.com	Boutique Accommodation Accommodation New
Propertymanagement.co.uk	The Property Management and Letting Company
Stephenleescontemporaryart.com	Stephen Less Contemporary Art Ltd: Commiss...
e-conduction.org	The conductive post » Judit Szatcham&acc
Newforestbiscotti.com	Where to buy New Forest Biscotti
Oakwood-butchers.co.uk	Client List Oakwood Butchers Ltd
Newforesthutcompany.co.uk	Blog – New-Forest_Bed-and_Breakfast.aspx

Table 7 Daisybank backlinks (HubSpot Inc, 2013)

2.5.3 Daisybank Cottage Website Analytics

Overview

Daisybank does have a Google analytics account but until now the findings have not been checked or used which highlights an area of weakness from the eSwot (Table 1). Therefore no goals are currently set in place. Findings from the Daisybank Google analytics account (Google Analytics, 2013) can be seen below, data has been provided for the period 1st December 2012 – 1st March 2013, to allow for seasonality and to gain an overview over a reasonable time period.

Analytics Measure	Amount (From 01/12/12 – 01/03/13)
Total Visits	8,744
Average Visit Duration	3.35mins
% of New Visits	64.40%
Bounce Rate	30.08%
Pages per visit	5.60

Figure 13 Overview of the Daisybank Cottage website (Google Analytics, 2013)

Visitor Location

The Daisybank website is visited mostly by people living in Southern England; London has the largest amount of visits at 2,999. Daisybank are already aware of the opportunity of the London market (Information obtained in interview) (Maher, 2012) and this gives further evidence to support actions to penetrate that market.

City	Visits	Pages / Visit	Avg. Visit Duration	% New Visits	Bounce Rate
1. London	2,999	5.11	00:03:20	61.95%	32.04%
2. (not set)	214	5.84	00:03:09	72.90%	28.50%
3. Southampton	169	5.61	00:04:10	71.01%	34.91%
4. Croydon	159	5.26	00:03:25	39.62%	47.17%
5. Brighton	134	6.49	00:03:48	76.87%	22.39%
6. Birmingham	131	6.03	00:04:02	64.89%	25.19%
7. Poplar	124	5.32	00:03:04	63.71%	26.61%
8. Guildford	119	6.98	00:03:29	70.59%	18.49%
9. Oxford	116	5.58	00:03:36	70.69%	25.00%
10. Cambridge	112	3.40	00:02:00	38.39%	61.61%

Figure 14 Location of Daisybank website visitors (Google Analytics, 2013)

	Visits	Pages / Visit	Avg. Visit Duration	% New Visits	Bounce Rate
Paid Search Traffic	2,137 % of Total: 24.44% (8,744)	5.97 Site Avg: 5.60 (6.65%)	00:02:55 Site Avg: 00:03:35 (-18.58%)	71.50% Site Avg: 64.44% (10.95%)	33.22% Site Avg: 30.08% (10.46%)
Non-paid Search Traffic	2,510 % of Total: 28.71% (8,744)	6.67 Site Avg: 5.60 (19.21%)	00:04:22 Site Avg: 00:03:35 (21.61%)	53.39% Site Avg: 64.44% (-17.16%)	17.89% Site Avg: 30.08% (-40.53%)
Direct Traffic	2,874 % of Total: 32.87% (8,744)	3.83 Site Avg: 5.60 (-31.62%)	00:03:06 Site Avg: 00:03:35 (-13.46%)	66.42% Site Avg: 64.44% (3.07%)	45.23% Site Avg: 30.08% (50.39%)
Referral Traffic	1,223 % of Total: 13.99% (8,744)	6.90 Site Avg: 5.60 (23.26%)	00:04:18 Site Avg: 00:03:35 (19.75%)	70.16% Site Avg: 64.44% (8.86%)	13.98% Site Avg: 30.08% (-53.51%)

Figure 15 Sources of traffic for Daisybank Cottage website (Google Analytics, 2013)

The most visits from the Daisybank website are coming from search traffic (Figure 15) and this is a result of the successful SEO that has already been put in place. Further analysis shows that visitors from London are mostly getting to the Daisybank website directly (Figure 16) which presents an opportunity to increase visits from paid search traffic. Daisybank has one Google Adwords campaign that has generated 24% of total visits in the time period (Google Analytics, 2013) with the keywords ‘Luxury Bed & Breakfast’.

City	Visits	Pages / Visit	Avg. Visit Duration	% New Visits	Bounce Rate
1. London					
Paid Search Traffic	646	6.08	00:03:16	71.21%	30.19%
Non-paid Search Traffic	833	6.25	00:04:04	53.54%	18.37%
Direct Traffic	1,111	3.32	00:02:44	60.22%	49.50%
Referral Traffic	409	6.09	00:03:38	69.19%	15.40%
2. Cambridge					
Paid Search Traffic	77	1.94	00:00:34	18.18%	80.52%
Non-paid Search Traffic	16	7.75	00:05:53	87.50%	0.00%
Direct Traffic	11	2.55	00:03:09	90.91%	63.64%
Referral Traffic	8	10.00	00:06:18	62.50%	0.00%
3. (not set)					
Paid Search Traffic	57	6.88	00:02:48	78.95%	31.58%
Non-paid Search Traffic	72	6.53	00:03:39	52.78%	13.89%
Direct Traffic	59	3.19	00:02:15	84.75%	45.76%
Referral Traffic	26	7.69	00:04:35	88.46%	23.08%
4. Southampton					
Paid Search Traffic	52	4.10	00:01:18	71.15%	44.23%
Non-paid Search Traffic	42	7.38	00:06:22	71.43%	16.67%
Direct Traffic	59	5.12	00:04:47	67.80%	47.46%
Referral Traffic	16	7.69	00:05:30	81.25%	6.25%

Figure 16 Daisybank Analytics - Visitor location and traffic source (Google Analytics, 2013)

2.5.4 Trip Advisor

Trip Advisor is currently a vital and well established channel for Daisybank. Figure 12 shows Daisybank's Trip Advisor profile. Daisybank Boutique B&B is currently ranked Number 1 on Trip Advisor out of 32 of their local competitors (Figure 18). This highlights a key strength for Daisybank in terms of their online presence and presents a rich opportunity to engage with existing customers as well as attract new guests. Trip Advisor is an exceedingly valuable online channel for Daisybank, as findings by (Neilson, 2012) (Figure 17) suggest, more importantly travellers in the UK are more likely to be influenced by travel review websites than other countries in Europe (European Travel Commission, 2013) demonstrating again the significance of this channel for Daisybank.



Figure 17 A summary of findings from (Neilson, 2012) and (ILT, 2013)

Daisybank Cottage Boutique Bed and Breakfast
Sway Road, New Forest, Brockenhurst SO42 7SG, England
[01590 622086](#) [Hotel website](#) [E-mail hotel](#) [Hotel amenities](#)

Ranked #1 of 32 Brockenhurst B&B and Inns
142 Reviews

Which Brockenhurst hotels are on sale?
Check-in: dd/mm/yyyy Check-out: dd/mm/yyyy Adults: 2
See hotels

Booking.com Expedia.co.uk
 Hotels.com

21 traveller photos

Figure 18 Daisybank Boutique B&B (Trip Advisor, 2013)

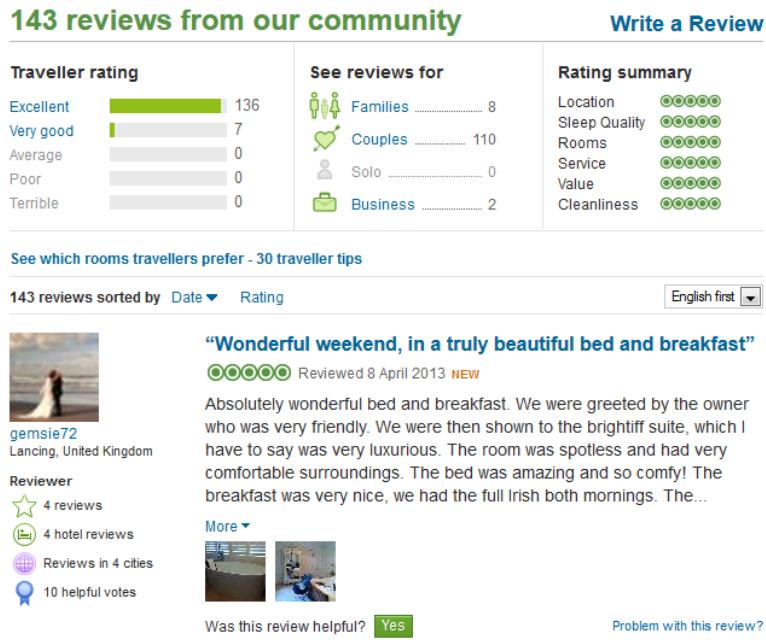


Figure 19 Example of review for Daisybank B&B (Trip Advisor, 2013)

2.5.5 Social Media

Results show is you are trustworthy and authentic in social media you can build and keep a following (HVS Sales and Marketing Services, 2010)

Facebook

Daisybank's current social media presence is seen across two main platforms, Facebook and Twitter although recently Instagram and Foursquare have also been introduced. Daisybank's Facebook profile (Figure 20) is consistent of the website and brand image, and also links with Trip Advisor.



Figure 20 Daisybank Cottage Facebook page screenshot (Facebook, 2013)

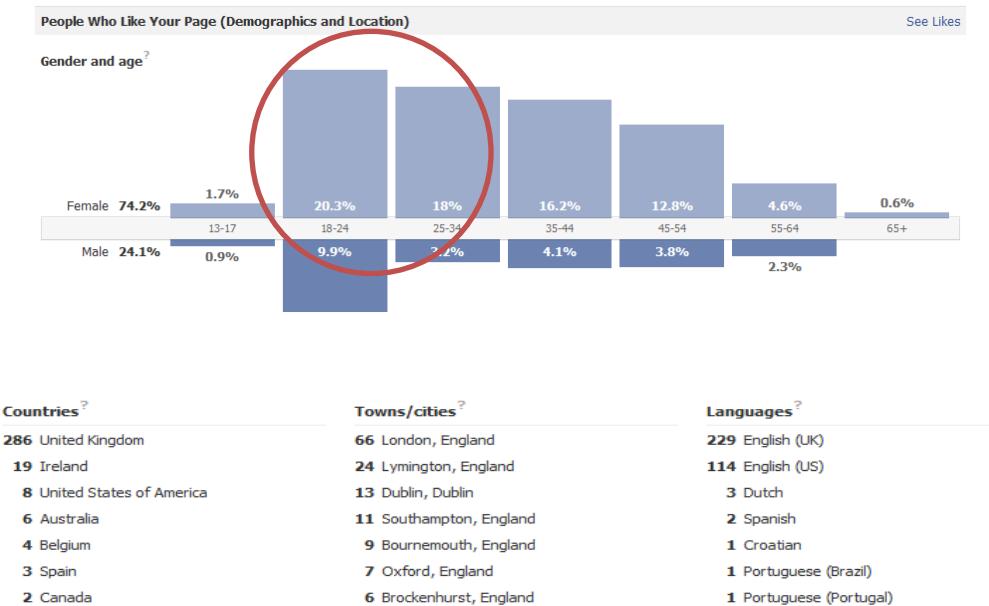


Figure 21 Daisybank Cottage Facebook Insights'Likes' Demographic (Facebook, 2013)

The Daisybank Facebook profile is a vital channel to allow engagement with guests and is a key area Cheryl and Ciaran want to develop; psychologists have long argued that humans have a basic urge to interact with each other. Belongingness and social contact are quintessential to individual needs and theories of motivation (Hinsch, 2009); this concept reinforces the importance of providing and maintaining a friendly and functional social platform to connect and engage with their audience. However the challenge is getting guests to engage prior to their visit (Maher, 2012). Facebook insights (Figure 21) shows that the Daisybank Facebook page receives the most likes from females, especially those between the ages of 18-34, the highest male segment is also young at 18-24 years. In terms of reach an interesting finding is that only 22 referrals came from the Daisybank website (Facebook, 2013), which represents only 0.2% of total visits (8,744) in the period of 01/12/12-01/03/13. This is incredibly low and is a key area for improvement. Figure 22 also shows the demographics of the 'Reach' Daisybank achieves with their posts, which is predominantly females between the ages of 18-54.

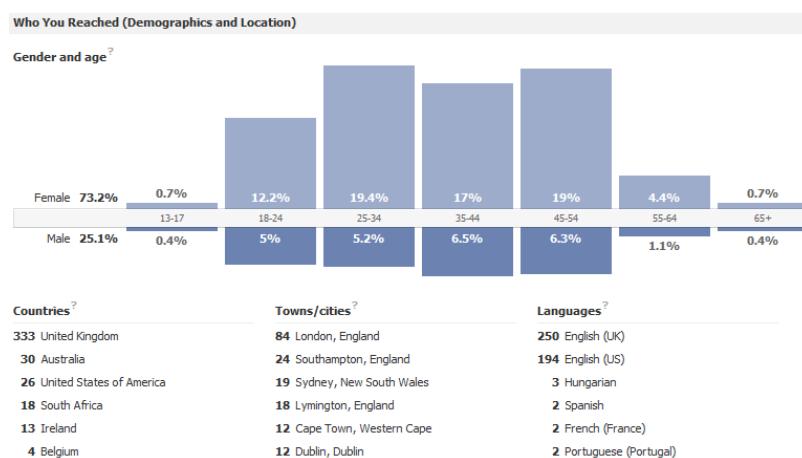


Figure 22 Daisybank Facebook Insights - 'Who you reached' (Facebook, 2013)



Figure 23 Example of online engagement post visit (Facebook, 2013)

Research shows that Facebook photos represent 89% of a brands' most engaging posts (Marketing Charts, 2012); the Daisybank Facebook page frequently posts photos and information-rich content (Figure 24) achieving an equitable reach but at the moment there is no strategy or procedures in place to measure engagement with particular posts.

Date	Post	Reach	Engaged users	Talking about this	Virality
4/4/2013	A lazy cosy evening!	86	22	2	2.33%
30/3/2013	An hour less in bed tonight or maybe ju...	75	4	1	1.33%
30/3/2013	Our Easter surprise for our guests sssh...	260	41	19	7.31%
26/3/2013	A really beautiful New Forest pony stop...	375	50	27	7.2%
23/3/2013	Pumpkin waiting to welcome guests!	201	24	12	5.07%
20/3/2013	Kiki in the sunshine this afternoon	148	7	2	1.35%
20/3/2013	Our Land in the New Forest....Daisyban...	67	6	--	--
17/3/2013	Happy St. Patrick's Day...we celebrated...	202	18	7	3.47%

Facebook posts are varied and include references to the New Forest Location and to specific times of year (Easter / St.Patricks) – These achieve a good reach and reasonable virality considering the Daisybank page only has 347 likes. Figure 25 shows a best practice example which has achieved an impressive 13,586 likes.

Figure 24 Daisybank Cottage Facebook Insights (Facebook, 2013)

Professional and consistent with brand image

Visually appealing

Engaging 'like and share' competition

Online booking plugin

Very high 'likes'

Positive Reviews

Figure 25 Example of 'Best practice' Facebook page (Facebook, 2013)

Twitter

The second key social media channel for Daisybank Boutique B&B is Twitter. Cheryl loves Twitter and has built a strong following, building links with customers and other local businesses. Twitter is a stable and well-maintained channel for Daisybank. Bookings have been received as a direct response of a ‘tweet’ demonstrating the potential this channel has; however it is sometimes difficult to predict what will trend. (Information obtained from interview (Maher, 2012).



Figure 26 Daisybank Twitter screenshot

2.5.6 CRM

E-Mail Marketing

In terms of Customer relationship management Daisybank currently has an in-house list of customer e-mail addresses which they obtain at the beginning of the booking process (Figure --, Page--). Existing customers are sent a Christmas Card each year. These could be utilised more by offering incentives and links to social platforms to existing customers. In the interview Cheryl mentioned that she would like to get more guests staying in the week. If an e-mail communication was sent to all existing guests communicating this offer, existing guests may be likely to pass on the information between family and friends.

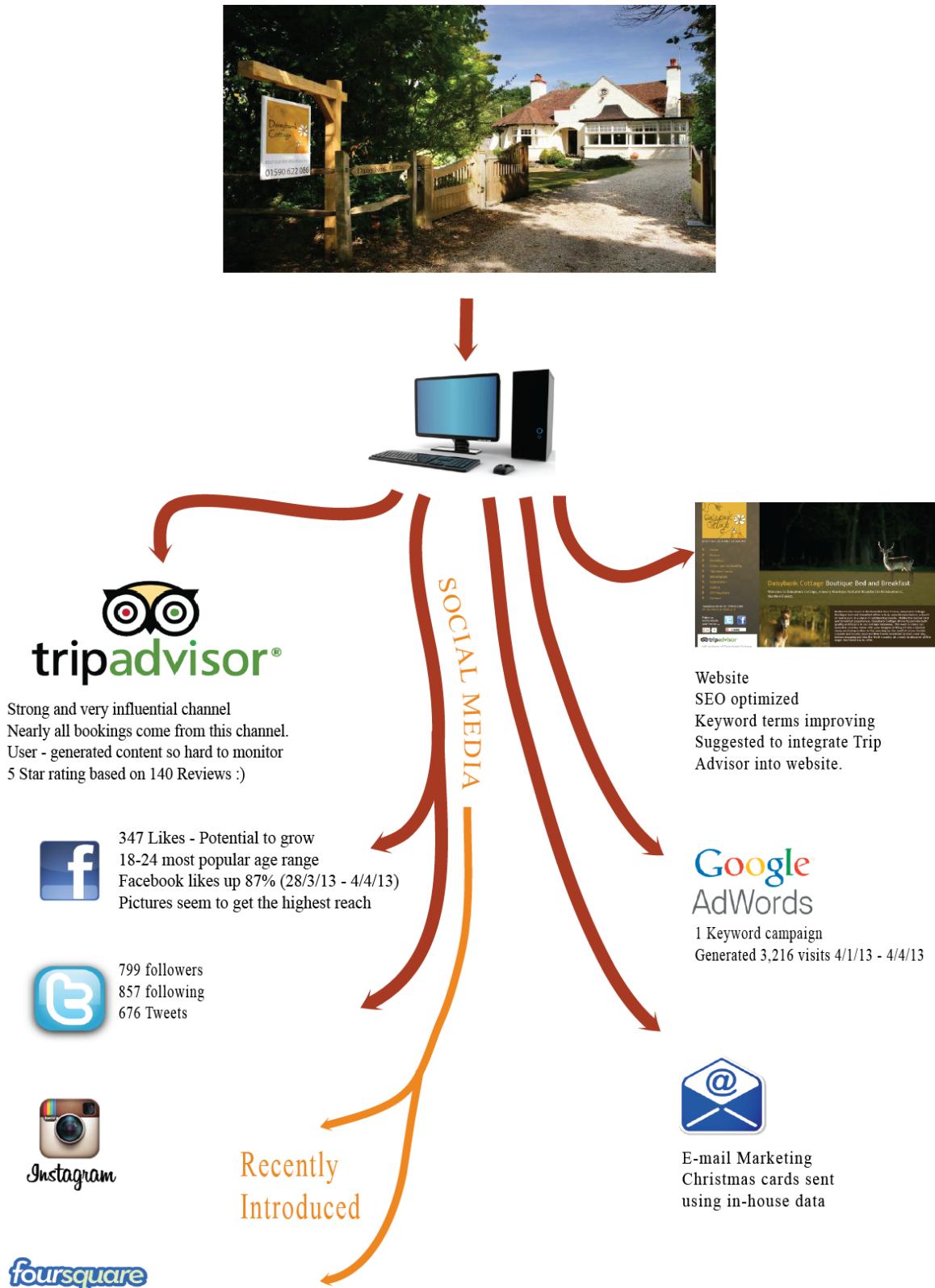


Figure 27 Overview of Daisy Bank Boutique B&B's Current Online Marketing Channels

3.0 Objectives

After reviewing the findings from the situation analysis in section 2.0, the next stage in the SOSTAC process (Figure 1) is to set objectives. Taking the findings from the situation analysis (Section 2.0) into consideration and following the SMART objectives framework (Figure 28) the following objectives have been set;



Figure 28 Smart Objectives Framework

<u>Objective 1:</u>	Improve engagement with customers on the Daisybank social media platforms especially focusing on Facebook – Build ‘the Daisy Chain’			
<u>Justification:</u>	There is a need to improve social engagement specifically the Facebook page as there is only currently 347 ‘likes’ and only 20 Facebook referrals from the website.			
<u>Specific</u>	<u>Measurable</u>	<u>Actionable</u>	<u>Relevant</u>	<u>Timescale</u>
Improve communications with new and existing guests on social media platforms	Track and measure using Facebook Insights and Google Analytics.	Engage, offer incentives and competitions to encourage people to communicate online	Maintain Daisybank’s Number 1 position	To be implemented now and tracked over the coming months

<u>Objective 2:</u>	Target and Penetrate the London Market			
<u>Justification:</u>	London was the largest source of traffic for Daisybank providing 34% of visits to the website which demonstrates a large amount of interest and a key trend to exploit.			
<u>Specific</u>	<u>Measurable</u>	<u>Actionable</u>	<u>Relevant</u>	<u>Timescale</u>
Encourage new guests to Daisybank from London	Track using Google Analytics and from in-house customer data.	Start a targeted Ad campaign in the London area	London already providing large amounts of web traffic – tap into that and generate conversions.	To be implemented now and tracked over the coming months

Table 8 Daisybank Objectives in relation to the SMART Objectives Framework

	Objective 1 (Improve engagement)	Objective 2 (Target London)
Sell (Grow Sales)	Increase sales via social referral	Improve sales of visitors from London – Increase conversions
Serve (Add Value)	Providing valuable information to enhance people's trips to the New Forest	Provide valuable tourist information for people visiting the New Forest from London
Speak (Engage)	Interact with guests at all stages of their 'Daisybank experience'	Communicate with people who live in London about Daisybank and the New Forest
Save (Cost Save)	By locating the most successful posts on social media, reduce time spent on posts that don't engage	Use targeted and specific Adwords and Facebook campaign to convert more traffic from London
Sizzle (Extend the brand online)	Build a network, offer incentives for referrals	Build a network, offer incentives for referrals

Table 9 Daisybank objectives and the 5 S Framework

4.0 Strategy

Now the objectives have been set, this section of the report will summarise how these objectives will be achieved.

4.1 Market and Product Development Strategies

The adapted strategic marketing grid of (Ansoff, 1957) (Figure 29) shows how the internet can potentially be used to achieve four strategic directions. (Chaffey, 2012). A market penetration strategy is proposed for Daisybank as their objectives entail using their existing product offering into existing markets. More specifically Daisybank intend to develop their position within the London market and improve engagement with existing market segments to subsequently improve their strategic position.

<p>Market Development strategies</p> <p>Use the internet for targeting:</p> <ul style="list-style-type: none"> • New geographic markets • New customer segments 	<p>Diversification strategies</p> <p>Using the internet to support:</p> <ul style="list-style-type: none"> • Diversification into related businesses • Diversification into unrelated businesses • Upstream Integration (With suppliers) • Downstream Integration (With intermediaries)
<p>Market Penetration Strategies</p>  <p>Use the internet for:</p> <ul style="list-style-type: none"> • Market share growth – compete more effectively online • Customer loyalty improvement – migrate existing customers online and add value to existing products, services and brand • Customer value improvement – increase customer profitability by decreasing cost to serve and increase purchase or usage frequency and quantity. <p>Daisybank's Strategy</p>	<p>Product development strategies</p> <p>Use the internet for:</p> <ul style="list-style-type: none"> • Adding value to existing products • Developing digital products (new delivery/usage models) • Changing payment models (subscription, per use, bundling) • Increasing product range (especially e-tailers)
<p>Existing products</p> <p>Product Growth</p>	<p>New products</p>

Figure 29 An adaptation of the Ansoff Matrix for Internet Marketing (Chaffey, 2012)

4.2 Target Marketing Strategy

“Deciding on which markets to target is a key strategic consideration when planning a digital marketing strategy” (Chaffey, 2012), the next sections of this report will focus on the segmentation and positioning aspects of the Daisybank digital strategy.

4.2.1 Segmentation / Targeting Strategy

Table 11 displays the market segmentation variables for both objectives. “Market segmentation is used to divide a market into smaller groups of buyers with distinct needs, characteristics, or behaviors who might require separate products or marketing mixes.” (Kotler & Armstrong, 2006).

	Social Media Users (Objective 1)	London (Objective 2)
Demographic <i>Age, gender, lifecycle stage</i>	<p>Couples:</p> <ul style="list-style-type: none"> • Newly married couples, no kids (D.I.N.K.Y's) 25-35 • Young professional couples 24-30 • Same-sex couples • Empty Nest 1 –married couples no children living with them 40-55 • Empty Nest 2 – retired 55+ <p>Family:</p> <ul style="list-style-type: none"> • Female, family- decision maker 	Young professionals D.I.N.K.Ys (Dual income no kids yet) 23-35
Geographic <i>Region, Country, City</i>	<p>City:</p> <ul style="list-style-type: none"> • London • Southampton • Brighton • Bristol • Birmingham • Manchester <p>County – Dorset / Hampshire</p> <p>Region – South West / South East / Midlands</p> <p>UK – England / Ireland/ Wales / Scotland</p> <p>Outside of UK</p>	<p>Boroughs of London</p> <p>Regions:</p> <ul style="list-style-type: none"> • North • East • South • West <p>Greater London</p> <p>Essex</p> <p>Kent</p> <p>Oxford</p>
Psychographic <i>Social class, lifestyle, personality</i>	<p>Social Class A (High / Managerial)</p> <p>Social Class B (Intermediate managerial)</p> <p>Small business owners / Self employed</p> <p>C1 / C2 (supervisory/skilled manual workers)</p>	<p>Social Class A (High / Managerial)</p> <p>Social Class B (Intermediate managerial)</p> <p>Small business owners / Self employed</p>

Behavioral Attitudes, usage attributes	<p>Moderate – Heavy social media user <i>Based on 6 personas of sharers</i> (Customer Insight Group, n.d.)<i>(Appendix --)</i></p> <ul style="list-style-type: none"> • Connectors • Hipsters • Altruists <p>Multi-channel users / Traditional channel users (Tech savvy vs non-tech savvy)</p> <p>Buyer readiness stage – ready to purchase if given right ‘Call to action’</p> <p>At awareness / interest stage of engagement framework (Figure --)</p>	<p>Moderate – Heavy social media user <i>Based on 6 personas of sharers</i> (Customer Insight Group, n.d.)<i>(Appendix --)</i></p> <ul style="list-style-type: none"> • Careerists • Connectors • Hipsters <p>Multi-channel users</p> <p>Buyer readiness stage – ready to purchase if given right ‘Call to action’</p> <p>At awareness / interest stage of engagement framework (Figure --)</p>
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Table 10 Target market segmentation shown in accordance with objectives

Table 11 highlights the different segments that the Daisybank online profile has to appeal to. Consideration should be taken to fulfil the needs and wants of these particular segments. When thinking about fulfilling customer needs and wants a useful framework to look at is the AIDA framework. “AIDA is a marketing concept and acronym used to describe the process that a potential consumer steps through, from first becoming aware of a product to ultimately buying and using it” (Strategy Hub, 2009). The framework recognises that the amount of people engaging decreases as you move through the funnel, the aim is to try and increase the amount of people who take ‘action’.

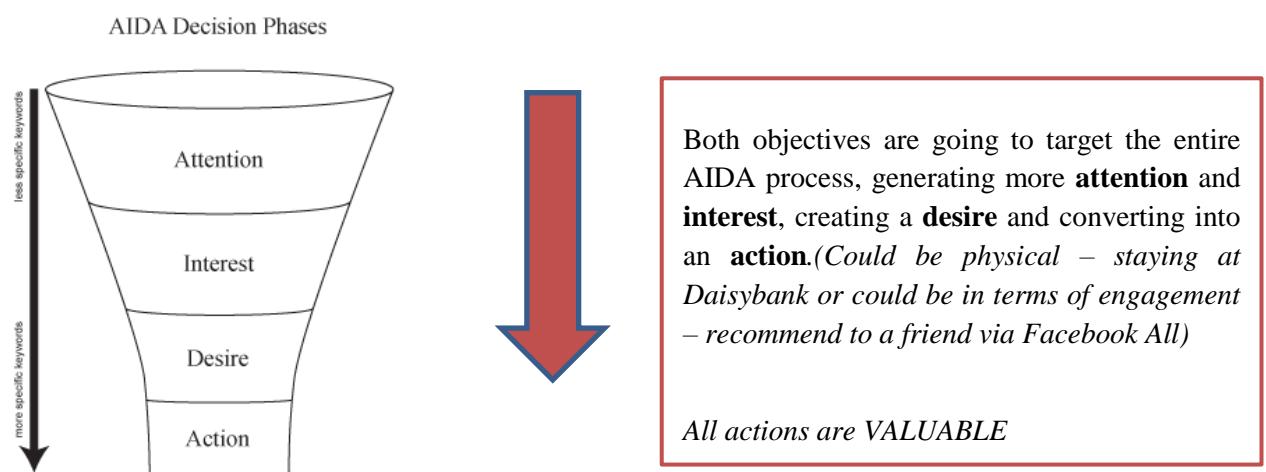


Figure 30 the AIDA framework in relation to Daisybank online marketing objectives

4.2.2 Customer Engagement Strategy

“Customer engagement places the strategic emphasis on the creation of valuable relationships and encourages both parties to see mutual advantage in that relationship” (Smart Insights Ltd, 2013). Figure 31 shows the transition from the traditional approach to the new approach, Daisybank has already adopted the new approach, and is ahead of the competition by incorporating the social media platforms, the strategy is now to grow, maintain and build the Daisy Chain¹ (Figure 36). This will be done by following the online engagement framework (figure 32), which will be explained in more detail in section 5.0.

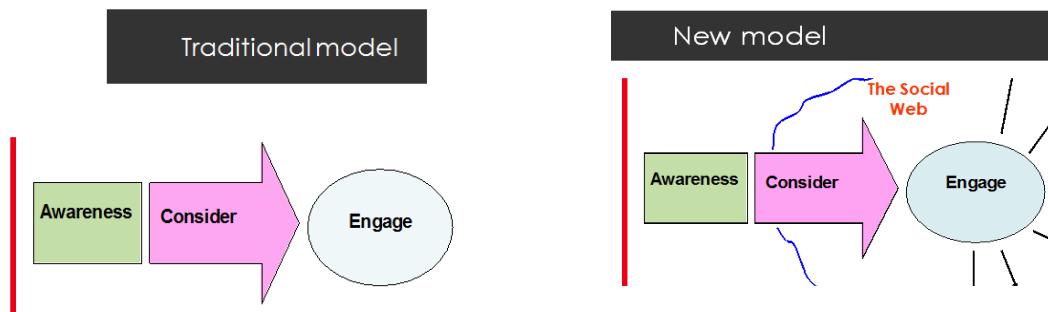


Figure 31 Traditional vs new online engagement model (Alford, 2012)

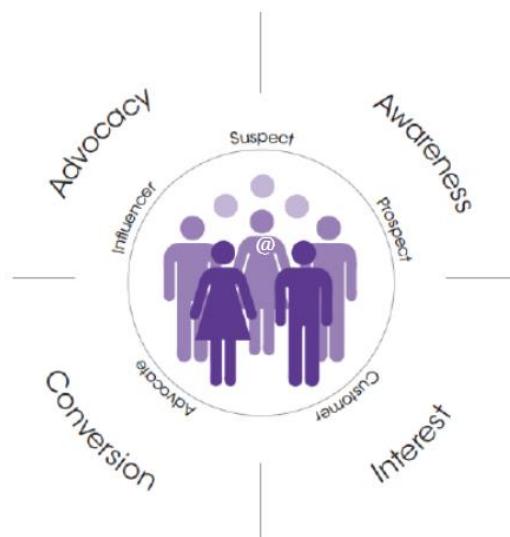


Figure 32 Online engagement framework (Harvard, 2012)

¹ I'm a poet and I didn't even know it!

4.2.2 Positioning Strategy

Positioning is not about the product but about what the buyer thinks. (Fill, 2009) It is the “act of designing the company’s offering and image so that they occupy a meaningful and distinct competitive position in the customer’s mind.” (Kotler, 2003). Figure 32 shows Daisybank’s intended strategic position, which is to build quality relationships with their customers and communicate their online value proposition (OVP) (Table 12).

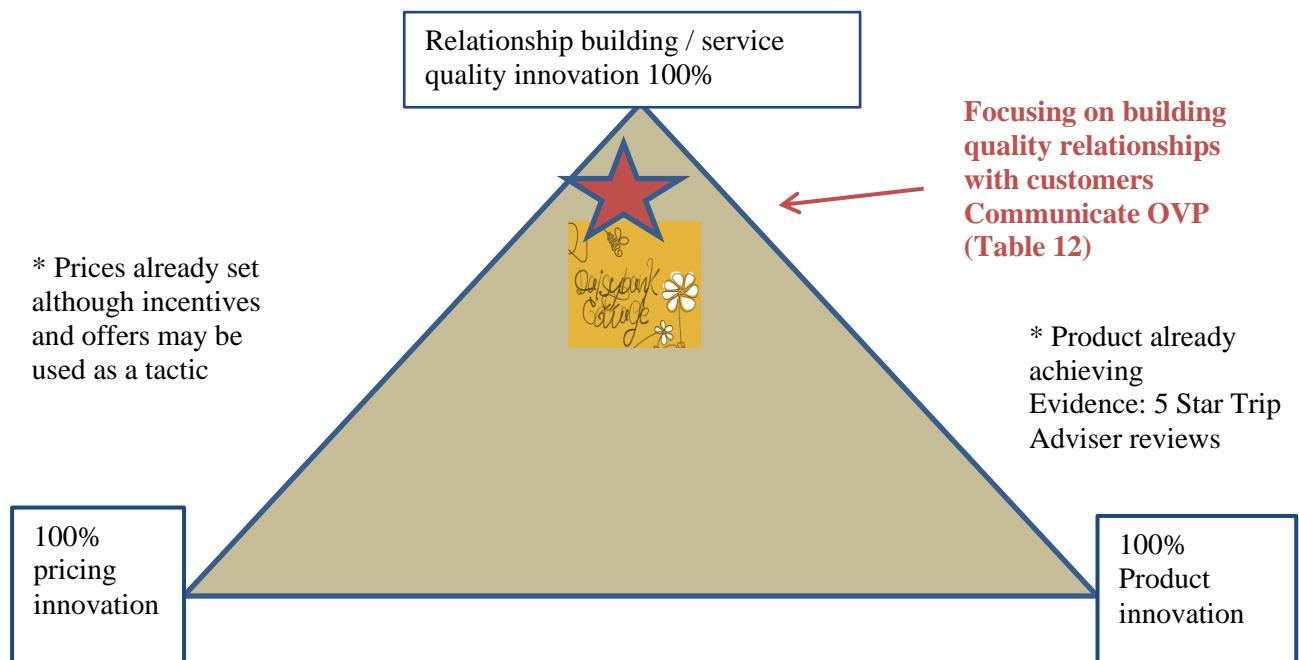


Figure 33 Adaptation of positioning for online services diagram (Chaffey, 2012)

Online Value Proposition (OVP) ‘Tell the user what benefits they will receive’	
Improve Engagement	Valuable information about the New Forest and ‘What’s going on’ as well as incentives, offers and regular updates.
Target London	‘Escape to the New Forest in luxury’ Identify the ability to recommend places to go – information rich!

Table 11 Daisybank's Online Value Propositions

5.0 Tactics

This section of the report addresses exactly what will be done in order to achieve the overall objectives. In order to improve engagement for Daisybank a multi-channel approach must be used to integrate all existing channels and ultimately contribute towards Daisybank's online presence.

5.1 Prize-Draw Incentive Tactic

"Running a social media contest or competition can generate you some quick fans, and build your email list up, and drive quality, qualified, interested traffic to your site" (Pedley, 2013). This tactic, if referred back to the engagement process (Figure 36) intends to generate interest by increasing Facebook likes, Twitter followers and Foursquare check-ins aswell as create more user generated images on Instagram. This campaign will be tracked and measured directly as guests have to notify Daisybank to be entered into the draw.



Figure 34 Daisybank Prize-draw Incentive 1

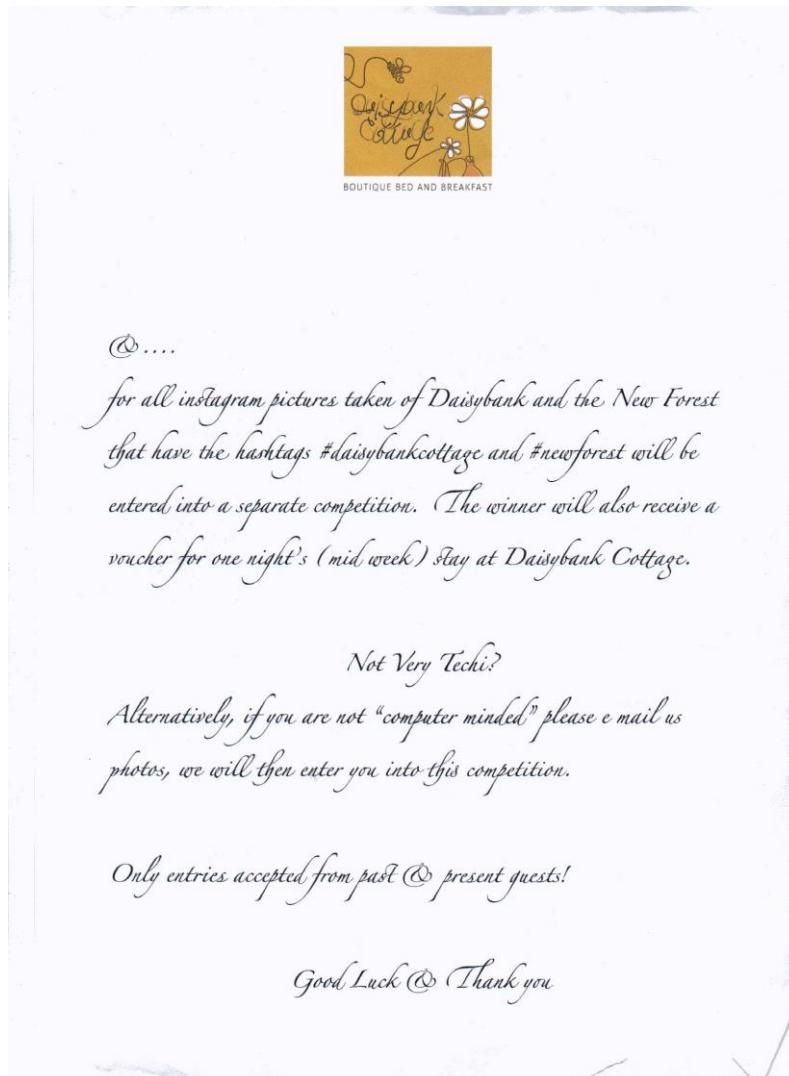


Figure 35 Daisybank Prize-draw Incentive 2

5.2 Building the Daisychain (Figure 35)

The second tactic to improvement engagement and to ‘Build the Daisy chain’ is to locate all the touch points within the sales process and engage with customers at every possible point, offering them links to the Daisybank social media channels and information on the website . The third tactic which can be measured is to generate more social referrals from the Daisybank website by using more ‘call to action’ prompts to link their social media and by installing social media widgets on the Daisybank homepage to immediately engage with customers on the website landing page.

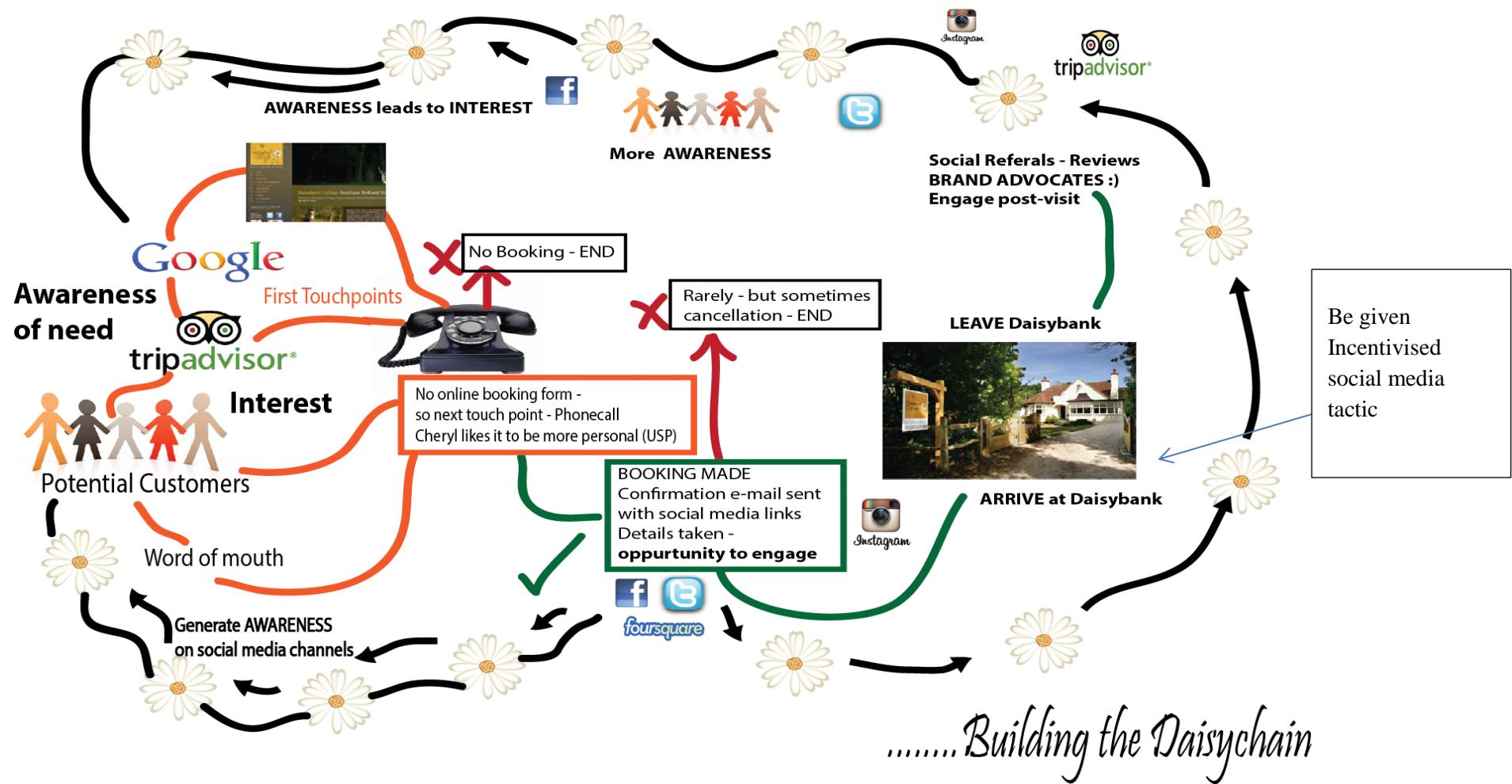


Figure 36 Building the Daisychain of Engagement

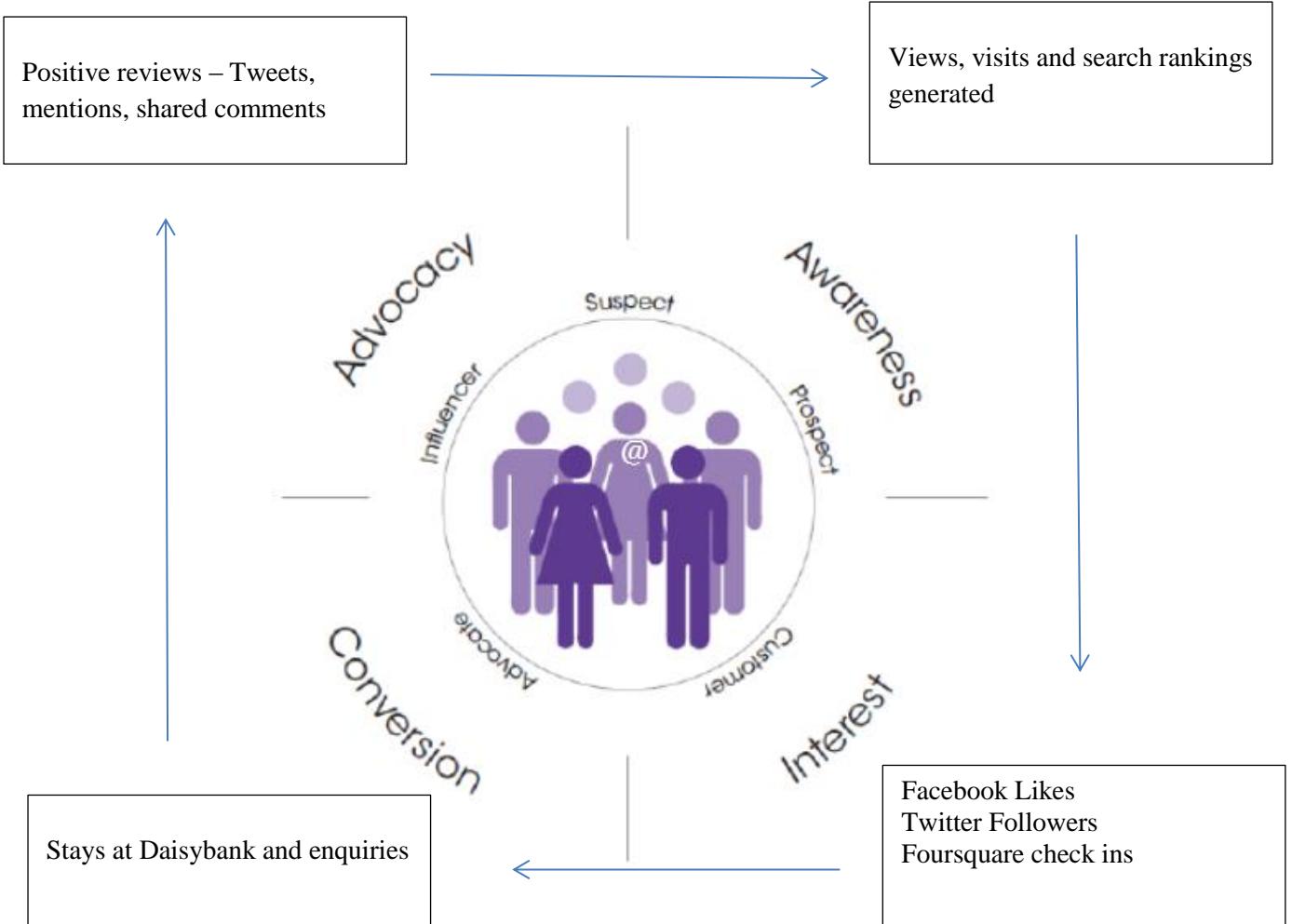


Figure 37 The Engagement Process for Daisybank

5.2 Targeted Ad Campaign

To target potential customers in the geographic area of London a target Adwords Campaign will be used to generate awareness for Daisybank Cottage. The Keyword ‘New Forest Bed and Breakfast’ will be specifically set to display in the Google Ad Display Network for searches in the region of London . Location targeting helps you focus your advertising on the areas where you'll find the right customers, and can increase your return on investment (ROI) as a result. (Google Adwords, 2013).

5.3 Summary of Tactics

Objective	Tactic
Improve Engagement	<p>Offline to online tactic. With the use of two ‘Prize draw’ incentives ‘Like us on Facebook, Follow us on Twitter or Check in on Foursquare and be entered into a draw to win one nights mid-week stay at Daisybank’ and ‘All pictures that have the #daisybankcottage and #newforest entered into prize draw for one night’s free mid-week stay at Daisybank’ will help to increase awareness and interest in the Daisybank social channels and create some valuable user generated content.</p> <p>Communicate the OVP of connecting with Daisybank through their social media at all of the touchpoints in the sales process. (The website / booking confirmation e-mail/ check in/ check out/follow up/ Xmas e-mail) With more followers and more user generated content appearing on the social media channels Daisybank can continue to grow engagement by posting informational and emotionally appealing content</p>
Target London	<p>Create a Google Ad Display Network advert to target people specifically in London looking for accommodation in the New Forest and other New Forest attractions</p> <p>Utilise the existing web traffic that is arriving to the Daisybank website from London (2,999 visits (Google Analytics, 2013) by ensuring the website provides all the information people may need for their escape to the Forest and appeal directly to the ‘London Persona’</p>

6.0 Action

This section of the report will outline when actions should be taken, the chart below shows an overview of the timescale for the implementation of the Daisybank digital marketing plan.

	Nov 12	Dec 12	Jan 13	Feb 13	Mar 13	Apr 13	May 13
Initial Meeting							
Background Research							
Situation Analysis							
Second Meeting							
Analytics Report							
Implement Prize Draw Incentive							
Implement Targeted Ad campaign							
Measure Results							

Figure 38 Project outline by month for Daisybank B&B Digital Marketing Analysis Plan

7.0 Control

To control and measure the overall impact of the overall strategy key performance indicators (KPI's) can be set. Chaffey (2012) defines KPI's as "measures that are used to evaluate and improve the efficiency and effectiveness of business processes." The following sections will outline what KPIs could be set by Daisybank to measure the effectiveness of their campaign.

7.1 Social Media Engagement KPIs

To measure engagement through Social Media channels Daisybank could use the following KPI's.

KPI	Objective	Target
Facebook Likes	Increase engagement on social media channels especially Facebook	Increase Facebook likes by 10%
Twitter Followers	Increase online engagement and awareness of Daisybank by gaining more followers	Increase Twitter followers by by 10%
Pictures shared on Instagram	Increase engagement with guests by sharing pictures on Instagram	50% more #Daisybank / #NewForest pictures

Facebook Referrals	Increase amount of referrals from the Daisybank website to the Facebook page. (Measurement in: Facebook insights > reach > external referrers)	Increase by 100% (Currently only 9)
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7.2 Target London KPI's

KPI	Objective	Target
Traffic Source – Campaign ‘New Forest Bed and Breakfast’ visits	Increase visits from the CPC campaign	300 a week
Traffic Source – Campaign ‘New Forest Bed and Breakfast’ Average visit duration	To see how the improved and targeted website content for the London segment has increased engagement with the audience	Increase visit duration by 20% (From 2.13 to 2.57)
Bookings made from Guests in London	Receive more bookings from guests in London	10% Increase in booking made from London

As well as the KPIs outlined above it may be useful for Daisybank to also keep track of other measure involving the Daisybank website. As mentioned in the E-Swot (Table 1, section 2.1) a weakness was that the analytics were not being used below is a summary of how Daisybank could use these analytics in the future.

Measurement	Why
Audience > Demographics > Location > City> New Visits	This can be used firstly to see how many new visits are coming from London, this can be broken down further if you click advanced segments at the top – then click any of the selections (paid traffic / non-paid traffic is useful to see if campaign is working)
Audience > Engagement > Page depth	Looking at how many pages people are viewing on your website – a future aim may be to try and increase this
Traffic Sources > Visitors Flow > Then select Social network from the list	This is useful to see where Social network referrals are entering and dropping off on the Daisybank website. Future goals could be set to reduce drop offs .

8.0 Personal Reflection

Working on this project has been very insightful and introduced me to the basics of online marketing. It has been valuable to analyse closely a local small business and has allowed me to understand how online marketing can have an impact. I am regretful that I wasn't able work with Daisybank in the allocated timeframe due to mitigating circumstances but I would like to offer my assistance or help over the coming months, and I hope this plan will give them something for them to build upon.

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Appendix

Appendix 1 Webqual model (Loiacono, 2007)

USEFULNESS:

Informational Fit-to-Task

The information on the Web site is pretty much what I need to carry out my tasks.
 The Web site adequately meets my information needs.
 The information on the Web site is effective.

Tailored Communications

The Web site allows me to interact with it to receive tailored information.
 The Web site has interactive features, which help me accomplish my task.
 I can interact with the Web site in order to get information tailored to my specific needs.

Trust

I feel safe in my transactions with the Web site.
 I trust the Web site to keep my personal information safe.
 I trust the Web site administrators will not misuse my personal information.

Response Time

When I use the Web site there is very little waiting time between my actions and the Web site's response.
 The Web site loads quickly.
 The Web site takes long to load.

EASE OF USE:

Ease of Understanding

The display pages within the Web site are easy to read.
 The text on the Web site is easy to read.
 The Web site labels are easy to understand.

Intuitive Operations

Learning to operate the Web site is easy for me.
 It would be easy for me to become skillful at using the Web site.

I find the Web site easy to use.

ENTERTAINMENT:

Visual Appeal

The Web site is visually pleasing.

The Web site displays visually pleasing design.

The Web site is visually appealing.

Innovativeness

The Web site is innovative.

The Web site design is innovative.

The Web site is creative.

Emotional Appeal

I feel happy when I use the Web site.

I feel cheerful when I use the Web site.

I feel sociable when I use the Web site.

COMPLIMENTARY RELATIONSHIP:

Consistent Image

The Web site projects an image consistent with the company's image.

The Web site fits with my image of the company.

The Web site's image matches that of the company.

On-Line Completeness

The Web site allows transactions on-line.

All my business with the company can be completed via the Web site.

Most all business processes can be completed via the Web site.

Relative Advantage

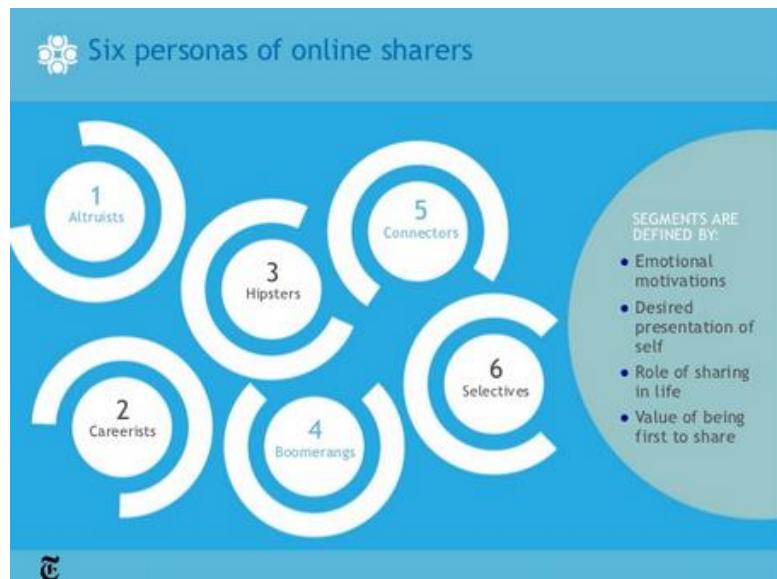
It is easier to use the Web site to complete my business with the company than it is to telephone, fax, or mail a representative.

The Web site is easier to use than calling an organizational representative agent on the phone.

The Web site is an alternative to calling customer service or sales.

Appendix 1 Webqual model (Loiacono, 2007)

Appendix 2 – Six Persona's of online sharers



Appendix 2 6 Personas of online sharers (Customer Insight Group, n.d.)- Full slideshow available at: <http://www.slideshare.net/Somatica>