

## Digital Marketing Impact at *Póstis Smart Access*

What is the impact of digital marketing on the most important key performance indicators?

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DIGITAL MARKETING IMPACT AT PÓSTIS SMART ACCESS

by

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## RESUMO

O mundo está em constante evolução e as empresas devem estar preparadas para acompanhar este crescimento de uma forma sustentada e eficiente, permitindo-lhes adaptar-se aos novos cenários exigidos pelos consumidores. As mudanças na tecnologia tornaram o marketing cada vez mais um reflexo dessas transformações e hoje em dia o marketing digital tem um peso imenso na sustentabilidade das empresas.

O principal objetivo deste relatório de estágio é compreender qual é o impacto do marketing digital na *Póstis Smart Access* e para isso é necessário compreender qual é o impacto do marketing digital nos indicadores chave de desempenho mais importantes da empresa. Para responder a esta pergunta foram utilizados dados do website, relatórios da empresa, e relatórios de campanhas realizadas. Toda a informação foi analisada utilizando o *Google Analytics*, o *CRM* da empresa e complementada pelos relatórios financeiros da empresa.

Depois de analisar estas fontes de dados, este relatório concluiu que, embora tenha havido melhorias nos indicadores chave de desempenho mais importantes da *Póstis Smart Access*, não existe uma relação direta que indique que estas realizações se devam apenas às campanhas e ações de marketing digital realizadas.

## PALAVRAS-CHAVE

Marketing Digital; Marketing; Rendimentos; Campanhas Personalizadas; Indicadores Chave de Desempenho

## **ABSTRACT**

The world is constantly evolving, and companies must be prepared to accompany this growth in a sustained and efficient way, allowing them to adapt to the new scenarios demanded by consumers. The changes in technology have made marketing increasingly a reflection of these changes and today digital marketing has an immense weight in the sustainability of companies.

The main objective of this internship report is to understand what is the impact of digital marketing in Póstis Smart Access and for that it is necessary to understand what is the impact of digital marketing in the most important KPIs of the company. To answer this question, I used data from the website, company reports, and reports of campaigns carried out. All the information was analyzed using Google Analytics, the company's CRM and complemented by the company's financial reports.

After analyzing these data sources, this report found that although there have been improvements in the most important key performance indicators of Póstis Smart Access, there is no direct relationship that indicates that these achievements were only due to the digital marketing campaigns and actions undertaken.

## **KEYWORDS**

Digital Marketing; Marketing; Revenue; Personalized Campaigns; Key Performance Indicators

## **LIST OF ABBREVIATIONS AND ACRONYMS**

Throughout this internship some entities and concepts could be mentioned through acronyms and abbreviations. To facilitate the reading and understanding of the whole internship presented, this list of abbreviations and acronyms was created.

<b>PSA</b>	PÓSTIS SMART ACCESS
<b>CRM</b>	CUSTOMER RELATIONSHIP MANAGEMENT
<b>CR</b>	CONVERSION RATE
<b>KPI</b>	KEY PERFORMANCE INDICATOR
<b>B2B</b>	BUSINESS TO BUSINESS
<b>B2C</b>	BUSINESS TO CONSUMER
<b>DM</b>	DIGITAL MARKETING

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## **1. INTRODUCTION**

The business world is constantly changing, forcing companies to improve their way of thinking, behaving, and communicating. It is increasingly important to have an effective digital strategy and be able to keep up with all technological advances. This helps to achieve and create strategies where the customer is the center of all actions. In a digital world having a digital marketing strategy is crucial since it enables to strengthen relationships with customers in a much more measurable and therefore effective way than the traditional marketing methods, and because of its impact on revenue (Nuseir et al., 2020).

In a digital world, the internet is the primary source of information to support both individuals' and companies' buying decision processes. The great majority of individuals have 24-hour access to the Internet nowadays. Companies have easy, instant and cheap access to digital communication platforms such as *Google, Facebook, LinkedIn*, allowing them to benefit from highly sophisticated targeted ways of communicating and reaching their targets in a much more effective way compared to traditional marketing (Kaur, 2017).

With all these concepts in mind, this internship aims to implement a digital marketing strategy in *Póstis Smart Access* and measure its impact on the most important business key performance indicators (KPI). In order to achieve this, it is necessary to make a radical change in the whole marketing strategy by implementing digital marketing campaigns. The change to digital marketing is the best way to measure key performance indicators, start targeting customers in order to create personalized campaigns where the results are measured more accurately than before (Opreana & Vinerean, 2015).

### **1.1. PROBLEM IDENTIFICATION AND STUDY OBJECTIVE**

The abundance of information in the digital world and its accessibility has made customers more and more demanding. Thus, they are able to quickly research, evaluate and compare information from various sources on the products or services they wish to purchase in a fast way. Therefore, digital marketing has become the focus of companies'

attention since it centers on customers and is able to create a relationship of proximity and trust with all consumers (Morris, 2009).

The digital transformation is changing the way customers and companies' approach and gain their clients, their business strategies, methods of distribution and the way in which the companies compete among each other.

Digital marketing allows for a significant reduction of costs when entering some markets, both nationally and internationally speaking. Some new firms even adapt in a way that they do not find the need to invest in physical infrastructure, another significant financial advantage for companies entering a highly competitive field (OECD, 2018).

Marketing growth and the expansion of this business area is primarily engrossed on attracting public in a way that demonstrates the seller's understanding of people's needs and issues, in addition to the ability of providing adequate solutions that fulfil them. Furthermore, relationship marketing tactics are more easily implemented using technology, being the creation and implementation of digital communication campaigns' main goal to attract and retain customers and thus increase revenue (Opreana & Vinerean, 2015).

This internship is aimed at implementing an entire digital marketing strategy in a company that has never done it, by creating a new website to which its traffic analysis is also performed and personalized campaigns such as email marketing, where other social media platforms were used, among which YouTube and LinkedIn.. The results were measured as well as their real impact on the most important business key performance indicators.

*Póstis Smart Access* is an electronic security solutions service company founded in 2009 in Portugal. It operates throughout the whole national territory and it is a micro company that commercializes management and access control services, document reading and authentication, video surveillance, intrusion detection, fire detection, computer support and specialized technical services.

The security market in Portugal where *Póstis Smart Access* operates is led by some large companies that use digital marketing campaigns in their daily strategy, which is a

differentiating fact that has provided them competitive advantages and gains in market share (Morris, 2009).

In this context, *Póstis Smart Access* has identified opportunities in the adoption of digital marketing policies and strategies, in order to achieve productivity gains. Hence the need to evolve at the digital level is inherent to the entire company and its maintenance in the market, not only to increase loyalty and trust with current customers, but also to attract new customers (Opreana & Vinerean, 2015).

*Póstis Smart Access*'s core strategy is to move forward with a digital transformation process with the goal of maintaining and increasing relevance and competitiveness in a highly competitive environment, with this being a critical factor for its permanence in the market and adaptation to the new scenarios required.

The main goal of this project is to be able to answer the initial question, *what is the impact of digital marketing on the most important key performance indicators?* In order to achieve that, it is necessary to understand how digital marketing operates and all the necessary changes, implementations and actions to be taken in order to obtain sustainable and replicable results. All that aims to analyze and optimize key performance indicators such as the profitability, in order to improve revenue (Opreana & Vinerean, 2015).

In this way, after all the analysis of the literature used and existing in this project, as well as the analysis of all the data collected - from the website, companies and campaign reports - it will be possible to gather all the necessary information to answer the main question of this internship report, mentioned above.

This work was divided into 8 chapters, starting with the introduction in the paragraphs above. Subsequently, it moves on to an explanation of the study relevance, which is the second chapter. The third chapter includes the literature review. The fourth chapter introduces the company being analyzed, *Póstis Smart Access*. The fifth chapter includes the research question, hypotheses and expected findings. The sixth chapter explains the methodology used and the data collected. The seventh chapter presents the results and the discussion of the findings. Finally, the last chapter will be about the existing limitations throughout this internship.

## 2. STUDY RELEVANCE

As this is the first time that *Póstis Smart Access* (PSA) adapts a digital marketing strategy, this topic has never been studied by the company before. It is thus possible to provide new knowledge, new processes, new practices and new methodologies. All this information will provide new skills that will increase the value of human resources (Yeung & Berman, 1997), through the incorporation of knowledge that makes the workforce more qualified.

The undertaking of this study will move forward with the digital transformation process. The new digital marketing strategy will put in place the automation that will generate predictability in profitability and revenue which will increase the company value (Opreana & Vinerean, 2015).

According to independent studies from the security market, PSA has had a performance below the average and has been losing competitiveness in the last few years. In contrast, the top players that have already undertaken their digital transformation process with digital marketing campaigns, have been improving and reinforcing their market shares and profit (Kaur, 2017).

The use of digital marketing among customers has been increasing steeply over the last decade. The increase in internet users since 2010 was reported as exceeding two billion and it is expected to double every year.

Firms promoting products and services are being faced with an increase in competitiveness and finding it essential to use digital marketing to increase their competition and get to customers in a more effective way (Nuseir et al., 2020)

### **3. LITERATURE REVIEW**

In the following chapter, the relevant literature review will be presented, considering the most significant topics of this project. It will be organized in three fundamental parts. The first one, a summary of what digital marketing is, including some of its advantages and disadvantages and how it affects the relationship between businesses (B2B) and between business and consumer (B2C). The second part will focus on email marketing and the way the General Data Protection Regulation (GDPR) affects it. The third mentioned topic will be the impact of digital marketing campaigns in the revenue of companies in the current days.

Digital marketing is, nonetheless, a quite recent field of study when compared to traditional marketing for instance, so the literature review is evolving daily. In the following pages, the literature found to be the most relevant and of greatest added value for the project, will be presented.

#### **3.1 DIGITAL MARKETING**

The traditional marketing can be defined as “*the management process responsible for identifying, anticipating, and satisfying customer requirements profitably*” (Chaffey, 2019). The evolution of the internet, the marketplaces and technologies allowed for the implementation of new strategies for companies to approach their clients. According to Chaffey (2019), digital marketing, as “*achieving marketing objectives through applying digital technologies and media*”, comes to transform the traditional method, using its theoretical background that showed to be successful in the last years (Chaffey, 2019). In the words of Chaffey (2019), it adds to the traditional method by putting together communications and the digital world.

Online technologies are considered as one of the most effective tools for initiating closer relationships with consumers. Traditional marketing strategies are no longer sufficient in a highly competitive business environment to create a sustainable competitive edge and growth (Kaur, 2017).

According to Bharadwaj (2021), digital marketing comes as an instrument to drive customer demand in a firm, playing a crucial role in delivering growth to businesses. The

changes in the marketing panorama that we can observe that are occurring in the current days, regarding digital platforms, data, and analytics, works in the firms benefit to allow change in consumers expectations and needs concerning a brand. These marketing opportunities allow for companies to gain value to consumers, and profit (Bharadwaj, 2021).

According to a Forrester Research, the demand for online business in places such as Europe and North America, where internet usage is very high and it is accessible by the vast majority of the population, has increased by double in just the last five years (Vieira, 2019).

### **3.1.1 DIGITAL MARKETING ADVANTAGES AND DISADVANTAGES**

According to De Vries (2017), it is possible to observe that marketing strategies are increasingly shifting their attention and investments from traditional advertising to new forms of digital marketing. Digital marketing allows for the reach of a much larger audience, when compared to the traditional method.

With digital marketing, it's also possible to target the audience companies want to reach, which would be the more likely to buy the product or service, making it more cost-effective. Not only that, but it also allows for companies to have a real time to time measure of its marketing strategy, since it is analytic. By accessing the views, impressions, shares, clicks, time on pages and sales, companies can change their strategy if inefficient or stick with the one implemented if it is being effective (Alexander, 2019).

The high level of interactivity of online marketing allows for a better response for the customers' expectations, wishes and needs. This helps to attract and retain the customers' attention. The geographical barriers are as well not an issue when talking about the digital way of advertising, helping companies to reach and communicate easily with customers all over the globe, as well as reach more users without the need of bigger monetary investment. The convenience of this method is one of its big advantages, since customers can receive more information about services and products, buy them from their homes, wherever they may be, saving time (Veleva and Tsvetanova, 2019).

Small businesses are also able to grow faster with the use of digital marketing, making them able to compete with bigger companies that would otherwise have more financial means of investment in traditional advertising. Digital strategies can thus help small businesses to become more visible, viable and sustainable (Taneja and Toombs, 2014).

Digital marketing also has a great advantage due to the broad spectrum of elements it has, being companies able to choose the best suited form for them according to their customers. There is well-known online advertising, providing the content and ads that best suit the customer. Email marketing is widely used nowadays, explained in greater depth in the next topic, being relatively low cost and very engaging. Search Engine Optimization (SEO), *“the process of affecting the visibility of a website or a web page in a search engine’s “natural” or un-paid search results”* (Sangvikar, 2018, p1338), allows for websites to collect more visitors, being known that the more often a website appears in a search engine, the more visitors it will collect. Text messaging is also an element that can be advantageous, and companies can be sure that the message will be seen, getting fast and substantial results. (Sangvikar, 2018).

When compared with traditional marketing, which certainly presents some drawbacks, it is relevant to note that digital marketing also has some weaknesses. It is easy for competitors to replicate the digital marketing campaign of other companies, resulting in customers frequently tricked by brand names and logos similar to the ones of the company they would purchase from. Many customers are still not likely to purchase online, because they want to see and touch the products, which is obviously not possible to do via the screen of their computer (Prajapati, 2020).

The lack of trust in online purchases adds to this issue in many countries, including Portugal, according to the National Statistics Institute (NSI). Online marketing can also be dependent on internet access and good connection. According to the NSI, more than 80% of the families in Portugal have access to the internet from their homes, so access is less of an issue as the years pass. But it is of high importance that if those are not able to provide the customer with a pleasurable experience, customers are not keen to be attracted to products and services presented to them in a digital way (Prajapati, 2020).

### **3.1.2 DIGITAL MARKETING AND ITS RELATIONS B2B AND B2C**

Digital marketing strategies improve the relations between businesses, the B2B (Business to Business) approach, as well as the relation among a Business and their Consumers, B2C.

B2B digital marketing strategy differs from B2C in a way that the first focuses essentially on marketing to value chain, meaning the activities that need to be done to create a product or service, with the aim of delivering the maximum value at the lowest possible cost (Lilien, 2016).

B2C, on the other hand, focuses on brand building and end-consumer journey, involving not only purchase but also post-purchase activities (Kannan, 2017.).

In today's digital era, inter-firm relationships are becoming more and more important for companies to improve their competitive position in the B2B market. Digitalization facilitates the way in which companies select partner firms and aids companies to create and operate relationships with partner businesses (Kim, 2021).

The introduction of digital technology facilitates firms to easily cooperate with each other, resulting in the firms achieving much more efficient and productive outcomes (Lee et al, 2012).

Although some B2B firms use digital marketing, most are still not able to use its full benefits due to the lack of widespread research on the matter (Pandey et al, 2020).

### **3.2 EMAIL MARKETING**

Email marketing can be defined as *“a form of direct marketing which uses electronic mail as a means of communicating commercial or fundraising messages to an audience”*. It is, in a simplified way, the promotion of products or services via email (Charlesworth, 2019).

This method aids in the build up of relationships between customers and potential clients. The customer preferences should be considered and there should be a mutual relationship, in which customers are encouraged to respond. The emails can target a specific group of the population, the one more likely to be interested in the product,

avoiding people to get too many emails and then end up not even reading any of the emails they receive from companies. The importance of permission lists also aids in this matter (Sabbagh, 2018).

The email marketing attractiveness relies on its ability to reach many customers at a very low cost. According to Chittenden and Rettie (2003), the total cost of a campaign also using email is less than half of direct post mail campaigns, per the same amount of customers it reaches. Email campaigns also need less preparation time and typically achieve faster responses from customers (Zhang et al, 2017).

This marketing strategy is used in most B2B and B2C companies. A study by Ascend2 (2016), showed that 52% of B2B and B2C companies use a marketing strategy involving the use of email, which in fact showed to be very profitable.

According to a study published in 2015 in the UK by the Direct Marketing Association, the average Revenue-based Return on Investment (ROI) of email marketing increased to 38 dollars for every dollar spent, compared with 24.93 dollars reported in 2013.

A research conducted by Eid and El-Gohary (2021), focused on email marketing, internet marketing, intranet marketing, extranet marketing, and mobile marketing. This research showed that internet and email marketing disclosed to be the most broadly used tools for e-marketing. This implementation had a positive impact on the success of the businesses that used them.

The effectiveness of the email marketing is also of easy access, through performance indicators. Through the site traffic, profitability of sales on the internet, duration of stay in the site and others, the success of a campaign can be examined, and modifications can be made in further operations (Kapustina, 2021).

### **3.2.1 GENERAL DATA PROTECTION REGULATION AND HOW IT AFFECTS EMAIL MARKETING**

The General Data Protection Regulation (GDPR) manages the personal data in the European Union. It sets out requirements for companies and organizations on the way they are allowed to collect, store, and manage personal data. Personal data can be defined, according to the official GDPR website by the EU (2021), as “*any information about an identified or identifiable person*”. It includes a person's name, address, ID, income, and many others (Official Journal of the European Union, 2021). In companies that process data on a large scale, a Data Protection Officer should be designated, monitoring how data is used and advising employees on how to process it (Official Journal of the European Union, 2021).

Email marketing requires careful consideration with the implemented GDPR. Companies can only send emails to contacts that gave them consent to do so. This should include a double opt-in system, avoiding accidental requests, and an easy opt-out system. Unsubscription should also be of easy access (Uzialko, 2020).

There was an initial skepticism about the GDPR by marketers, but as Loren McDonald, program director of market research at Acoustic stated, these regulations are improving results. "Data shows that these regulations are actually improving results by driving change within marketing organizations, many of which are becoming more focused on consumer trust and the customer experience. In addition to improving permission and data management practices, brands are increasingly using AI to personalize emails, dissect and analyze big data, and detect when campaigns aren't performing well" (Loren McDonald, 2020).

Although the GDPR sets up stricter ways for data to be used and accessed by companies, it ends up being beneficial for companies, coming from the principle that digital marketing works better when the audience is interested in the products or services they are being exposed to. This aids to avoid the waste of resources that disinterested users compile and helps customers gain trust when receiving information about companies they trust and attract them (Uzialko, 2020).

### 3.3 THE IMPACT OF DIGITAL MARKETING ON THE COMPANIES REVENUE

Revenue can be defined by the Cambridge dictionary as “*the money that a company receives, especially from selling goods or services*”. Companies work on strategies that act successfully on increasing the income, to make profit at the end of each year.

One of the goals of the digital marketing strategy, in today's digital era, is to reach the target audience in the most cost-effective way. This aims at the generation of an increase in profit by the firms that use it. Digital marketing has shown to be successful at generating an impact on revenue, as well as being effective in the acquisition of new customers and retaining the customer base (Debadutta et al, 2019). To achieve this, companies are now more focused on implementing a digital transformation, to enhance the customer's experience when searching and purchasing products and services (Sundaram et al, 2020).

A paper published by the Review of Business Management, aimed at assessing the efficiency of marketing activities on sale generation and profitability. This paper included several hypotheses. The first one was that *the marketing activities generate a positive effect on the daily sales of the products sold by the small company*. The second was the *aggregated estimate of marketing activities dynamically generates a positive result in revenue* the third that *it generates a positive result in company profitability*. These hypotheses proved to be confirmed, concluding that all the analyzed marketing activities proved to be effective in the increase of the products sales (Porto et al, 2017).

Equally important is to always collect and analyze data during all steps since this is the main way to measure results and act strategically with greater certainty of the revenue impact (Stieglitz et al., 2018).

#### **4. PÓSTIS SMART ACCESS – THE COMPANY**

*Póstis Smart Access* is a small company that was founded in 2009, in Portugal, by the two founding partners Tiago Brito e Cunha and Carlos Miguel Conceição. It started as a company providing services concerning electronic safety, starting its journey in Portugal with technological solutions that were innovative.

Initially its focus was to represent a single large company, called Salto Systems, that had its base in Spain, delivering high quality access control services. The services provided were from the beginning adapted to each customer's need. They included installations, technical assistance, engineering plans for works and the offer of services and products with the goal of reaching the best solution according to each client's wishes and needs.

The company is known for its high-quality service with the greatest transparency and reliability for all types of clients. PSA never refuses a job and is always able to provide at least two quotes for each specific request, to always give the client a choice according to their abilities and needs at the time.

Through the years, the range of security solutions provided expanded as well as the partnerships and brands it represents. The company has been growing, maintaining the objective of always meeting the customers' requests and the security needs of the market.

Until today, the innovative solutions are expanding and changing, and the company works in close relationship with prestigious brands in the security domain such as Bosch, Mitek Systems, Hikvision, Salto Systems, Dahua, Inim Electronics, Nuo, Zkteco, among others.

The company invests in its innovative solutions and professional experience, being its staff on continuous training, to keep the solutions proposed to clients up to date. PSA commits to pre- and post-sale services, working in proximity with clients. The company provides technical assistance, both in person and remotely, to ensure the best customer satisfaction, as well as to support a quick resolution to any technical and computer problem, ensuring their confidence and trust in the company.

Nowadays, the company comprises a team of eight people, all working to keep the firm growing. The range of provided services is broader than before, offering security solutions for both businesses and private consumers, working on a B2B and B2C approach.

The electronic security solutions offered by PSA include:

- Access management and control
- Video surveillance
- Document reading and authentication
- Intrusion detection
- Fire detection and
- IT support

All services and solutions provided by the company should be accompanied by a maintenance contract, this being the most efficient and economical way to guarantee an answer to solve any problem as soon as possible.

The vast majority of customers are corporate (B2B) but there are also private customers (B2C). Most customers include:

- Hotels
- Universities
- Local tourism
- Hostels
- Schools
- Public institutions
- Private institutions
- Airports
- Hospitals
- Commercial markets and
- Private consumers

To continue fostering growth as it has been doing for the past years, the company will focus on the pillars that have led it to be successful so far, including maintaining good relationships with existing clients, investing in staff, as well as innovation and quality of offer. PSA is also looking forward to attracting new clients, using the above-mentioned assets, so that it can, not only enhance its revenue levels, but also its market share in a growing smart security industry.

## 5. RESEARCH QUESTION AND HYPOTHESIS

As noted in chapter 4, *Póstis Smart Access – The Company*, they have been making use of good internal strategies among its employees, as well as looking into innovative solutions towards diversifying their offer, which has helped them maintain clients and generate healthy growth levels over the past few years.

Despite this fact and given competitors' behavior, allied with the industry's expansion, management felt that there could be more client demand being tackled by PSA, which in the end lead to the hypothesis of this internship report.

Being a service providing company, it is of utmost importance to strengthen the internal relationship with its employees, but mainly the external one, with its clients. The internal connection already exists and is benefited when there are several sales, incentives and mutual help, but further tools are needed to fuel outward relations.

This is where digital marketing comes in as a support for the entire sales team to find out the best way to interact with consumers and guarantee a superior and personalized quality of service, capable of boosting the sales channel. If successfully performed, it would increase profitability and guarantee sustainable growth for the company, by increasing demand for their services from new and existing clients.

During the work carried out on this project, several actions were explored in order to test in greater depth and granularity the realities they represent. The central focus of this study is to be able to answer: What is the impact of digital marketing on PSA's most important Key Performance Indicators?

Besides the importance of considering the aforementioned main question, both of the following secondary will be used to corroborate or debunk the findings:

- (1) What is the impact of the website creation on PSA's KPIs?
- (2) What is the impact of email marketing campaigns on PSA's KPIs?

It is crucial to be able to answer these important matters to inform and guide decisions regarding the distribution of marketing budgets across different channels. It is intended to study the impact of each of the actions in these different channels on PSA's most important Key Performance Indicators.

## 6. METHODOLOGY AND DATA COLLECTION

In fact, this internship report has a practical nature, therefore, the methodology used to try to answer the main question, what is the impact of digital marketing on the most important key performance indicators, will be focused on analyzing data resulting from the implementation of the digital marketing strategy.

Information came from first-party data, which was obtained from the technological platforms that belong to the company, such as the analytical tool of the company website (Google Analytics), and the Customer Relationship Management tool (CRM). It was complemented by the financial reports of the company, and its timely evolution is to be critically analyzed for the purpose of assessing the effects on the thesis question, along with other externalities that may explain inconsistencies or discredit any findings.

In order to be able to implement the methodology, it was necessary to develop a new website, responsive, modern, with the required back office with access to all the analytic information needed.

The following activities were considered as essential for action development throughout the internship, serving as the base strategy to execute, in order to achieve the goals sought out at the beginning and with the objective of gaining more insight on the thesis main discussable issues:

- Participation in the redefinition and implementation of the marketing strategy with a focus on digitalization
- Identification of the necessary procedural changes
- Identification of functional areas and tasks where it would be necessary to intervene
- Creation of a new modern website with all the information about the different solutions provided by *Póstis Smart Access*
- Updating and digitalization of the company's service catalogue
- Configuration and implementation of an analytics tool to measure and analyze the main variables of site usage (users, sessions, bounce rate, average time on page, clicks, among other metrics)
- Use of a CRM tool (Web CRM) as a form of communication and customer management via email

- Selection of the digital marketing tools (WordPress, Google Analytics, Excel, Power Point, LinkedIn, YouTube) best suited to the objectives of the marketing plan
- Configuration and implementation of digital marketing campaigns (email marketing, LinkedIn, YouTube, among others)
- Measurement and improvements of the website based on feedback and Google Analytics data
- Benchmark the main competitors in Portugal and their digital strategies
- Covid-19: Adaptation and quick response to the new challenges of the market, through the commercialization of new products in the areas of access controls, temperature measurement, IT security and fraud prevention
- Analysis of the evolution of the main performance indicators

To get hold of the results, it will be necessary to analyze several data reports and to extract information from different sources, such as website analytics and CRM, as previously referred, which will provide valuable information that can possibly help connect the dots between sales and each digital action.

As part of the course of action of the internship, regular reports to the general manager about the coordination and management of digital marketing activities took place and important insights were discussed to keep track of the project evolution. It is important to note that all the sales must be reported at the CRM database, in order to track sales source (Opreana & Vinerean, 2015).

Ultimately, the methodology used will gather and compile all the information, as well as produce a report summarizing the activity. This will allow conclusions to be drawn about the initial question of this project proposal.

To better target these answers, it is important to set out the main KPIs to be analyzed in the results and later discussed in the findings. Namely, they would be:

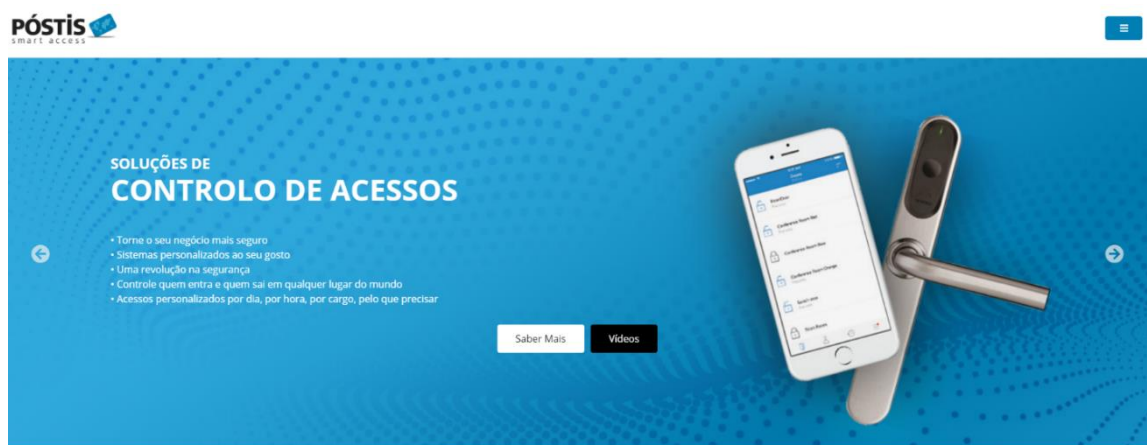
- Revenue
- Costs
- Profitability
- Number of Clients
- New Clients

- Sales per Client

## 6.1 DIGITAL STRATEGY

The main digital marketing activity carried out as part of the internship process was to build a new website from scratch, that would be modern, intuitive, and represented the company, its services offered and the values it stands by.

After the agreement with the management that the website creation was the right path to follow, the website [www.postisportugal.com](http://www.postisportugal.com) was created using *Wordpress*. Figure 1, below, showcases the homepage of the website.



*Figure 1 - Póstis Smart Access - Website Homepage*

To establish the site content, several meetings with the engineering and sales teams, as well as with management, took place, with the goal of understanding which were the most differentiated solutions commercialized by the company (Figure 2) and to understand what the most effective way was of communicating them to clients. Furthermore, it was necessary to determine which brands and offers to promote, bearing in mind the high number of partner brands the company partners closely with.

## AS NOSSAS SOLUÇÕES



VER TODAS AS SOLUÇÕES

Figure 2 - Póstis Solutions available for research on the website

Sequentially, it was necessary to add high quality imaging and design (Figure 3), so that the website presented was professional and appealing to potential clients. Among the options used for this were:

- Imaging retrieved from partners with their agreement
- Catalog imaging and professional photography

### Câmaras Dome

As Câmaras Dome são bastante populares por serem pequenas e discretas, o que as torna perfeitas para instalações em espaços fechados, sem chamar muito a atenção.

#### Cada vez mais utilizadas

São cada vez mais utilizadas em centros comerciais, universidades, escolas, empresas, condomínios, museus e todos os outros lugares fechados que optem por um sistema de CCTV / VSS com as características já referidas.

#### Diversos Modelos de Opções

Para esta solução de segurança existem diversos modelos de opções, entre elas as metálicas, que são as mais resistentes e ideais para espaços como lojas com circuitos fechados de gravação de vídeo 24h. Outros modelos podem possuir infravermelhos ou uma cápsula de segurança para proteção da lente. Cápsula essa que impede a percepção da direção da lente da câmara que está a filmar, protegendo possíveis indivíduos da realização de planos com base na exposição das câmaras.

#### Instalação de Câmaras Dome

As Câmaras Dome têm uma instalação bastante simples e a capacidade de serem facilmente alteradas de local. Cabe sempre ao nosso técnico instalador a capacidade de avaliar qual a melhor área de instalação, de acordo com as características únicas de cada caso.



Figure 3 - Póstis Solutions available for research on the website

Due to the great relation that exists with most clients, the idea came of adding their testimonials to give even more credibility to the services offered. It aims at helping to attract new clients and is presented as follows, in Figure 4.



Figure 4 - Testimonial from a client present on the website

Clients were also happy to have their brand be part of the website, by making their logo available in the “References” section of the website Menu, as shown in Figure 5. This is representative of a high level of trust at a B2B level and a wonderful marketing opportunity for PSA.



Figure 5 - Clients' logos that are part of the company's website

Another important aspect that was incorporated were the case-studies developed with some customers (Figure 6), where a challenge was proposed by a client and PSA had to have it fulfilled, by sometimes using complex solutions, connecting various smart resources in a way the company had never done before.

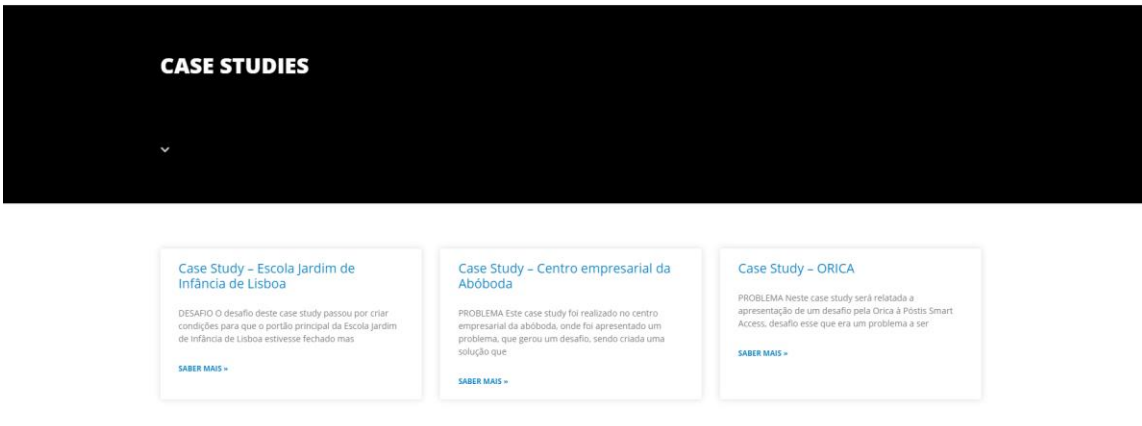


Figure 6 - Real cases from past projects are showcased on the website

To finalize the presentation of the newly created website, it is important to mention one of the most crucial features introduced, which is the possibility of asking for direct technical assistance on the website.

Before this possibility, most of the technical assistance provided by the company was on the field, on more physical jobs and due to the expansion of IT support the trend is changing as will be discussed further ahead.

Apart from the technical assistance feature, as is shown in Figure 7 below, there are also contact details included, as well as a form for clients to fill out and get in direct contact with someone from the company, allowing them to ask for any clarification they would like.



Figure 7 - Technical Assistance and contact page

Apart from the website creation and launch, it was necessary for the company to raise awareness of its existence. For that, LinkedIn profile and posts from the company were seen as a proper tool to be taken advantage of. Hence, they were created to allow this interaction with possible clients and examples follow on the figures 8 and 9 below:



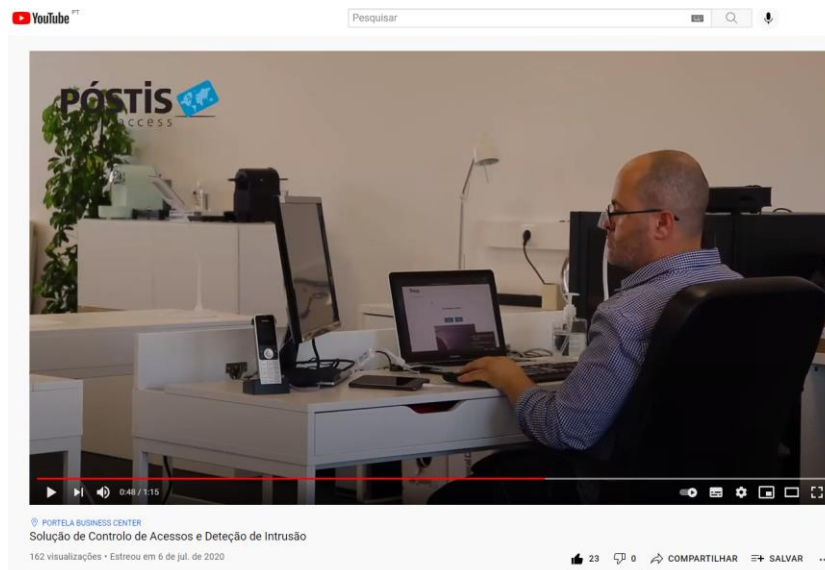
Figure 8 - LinkedIn Video



Figure 9 - LinkedIn Publication

On Figure 8, the website communication is the clear message of the post, highlighting the company’s available smart solutions, with a brief and concise description, as well as providing a direct link to the website where further information and clarifications can be obtained – for instance, through the direct contact feature of the web page.

On Figure 9, a more appealing type of communication is used. A short video on *Póstis Smart Access* new office, where covid-19 friendly access controls are shown being used real time by the company’s employees and all is controlled and registered in an app, provided by a partner company represented by PSA. The video had previously been uploaded to the Póstis YouTube (Figure 10) channel and this was a way of integrating both sides of communication, making the digital marketing offer more robust.



*Figure 10 - Póstis YouTube promotional video*

Email marketing campaigns had already been used before to divulge services and products offered by the company, but with the website launch, specifically targeted campaigns were put into place, which arguably helped boost the website traffic.

These campaigns had different target segmentation according to the type of client, with the objective of having the most personalized email for each possible customer, it being an already existing one, or a new possible service acquirer. In the discussion of findings section, this segmentation will be explained.

A specific example of such an email marketing campaign, that aimed at describing new solutions for dealing with the covid-19 pandemic and providing customers a way of working in a safe environment worked as follows: The email contained information about these services, accompanied by an explanatory video, which could be viewed by clicking on a YouTube redirectable link and also a presentation of the solution in a PDF format. On the email footer, the receiver had also available the company's website and the unsubscribe option, due to RGPD reasons. Total click rate was reasonable, especially for the video and presentation. For website traffic, direct clicks on the email were not very meaningful, but indirect visits are thought to have been positively affected after the review of the video or presentation. Rates and numbers can be found on the table below (Figure 11) and will be later discussed and possibly correlated with the results found for KPIs.

<b>Email Marketing Campaign</b>	<b>N</b>	<b>% of sent</b>
Emails Sent	12347	
Emails Opened	2345	19,0%
Total Clicks	245	2,0%
Website Clicks	25	0,2%

*Figure 11 - Email Marketing Campaign Statistics*

## 6.2 TRAFFIC ANALYTICS

In this chapter, data from website traffic will be measured and discussed using Google Analytics.

Despite the internship having started a few months before the creation of the website, data before that event was not available for analysis, as there were no processes for its collection and storage inside the company. As a result, traffic could only start to be measured when the referred procedures had their inception in July 2020, with the web page setup. It is going to be evaluated only until December 2020, time at which the internship ended.

Regarding the data acquired through the Google Analytics platform, that measures traffic on the new PSA website, it is possible to explore some relevant numbers. The website was launched in July, and in August the first email marketing campaign was carried out with the new website already up and running. In September LinkedIn posts were made available online, together with YouTube videos.

The graphic below (Figure 12) shows the monthly evolution of the users of the website, throughout the relevant months for the study. It is notable that there was rapid traffic acquisition in the first two months with August recording 34 users and September 273 users, peaking in September, thanks to the aggressive initial campaign, which encompassed, as above-mentioned digital actions namely, LinkedIn posts, YouTube and email marketing divulgation. After the initial peak, traffic plateaued as there was not

enough follow-up to the initial campaigns October recorded 211 users, November 194 and December 148.

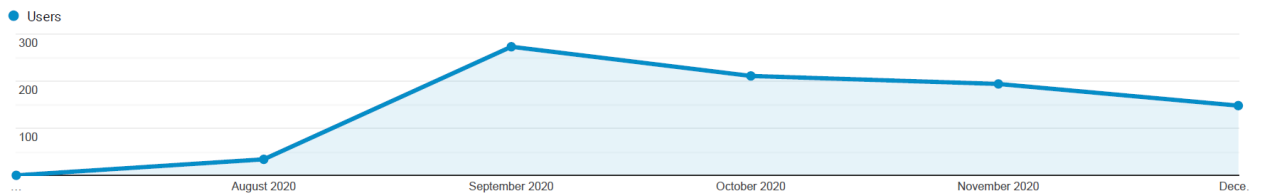


Figure 12 - Monthly website users

Present on Figure 13, which can be found further down, are audience overview statistics of the website during the period studied (July 2020 to December 2020). Throughout the six months of the analysis, 824 users visited the website, adding up to 1.099 sessions which averages 1,33 sessions per user. Despite the existence of a high bounce rate (~66%), the average session duration of over one and a half minutes was reasonable and indicated interest from site users. It is additionally emphasized that almost two pages of the website were visited in each session, pointing at existing and new possible customers browsing about for other solutions offered by PSA.

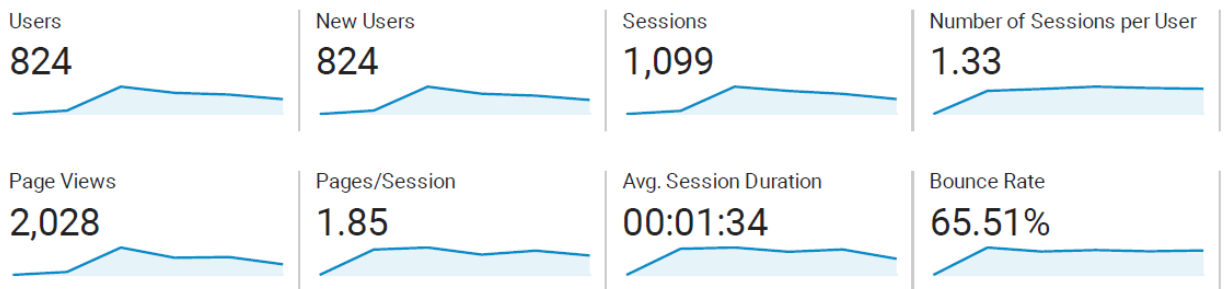


Figure 13 - Audience Overview Statistics

In Figure 14, it is noticeable that the percentage of new visitors to the site is over 90%, which is understandable since the site is new and we started with digital campaigns for the first time. Returning visitors can be seen as the ones that were more interested in the services presented on the website, being it referring to collecting new information towards

a potential service acquisition or just seeking virtual assistance, a solution offered directly on the homepage.



Figure 14 - Website Visitors

Finally, it is noteworthy emphasizing that the main input channels of the site are organic (50,7%) and direct search (46,7%), which ends up being a cost advantage, demonstrating that the majority of clients finds Póstitis in ways that do not necessarily require the invest on Google ads. This segmentation can be found on the picture below (Figure 15), regarding Top Channels.

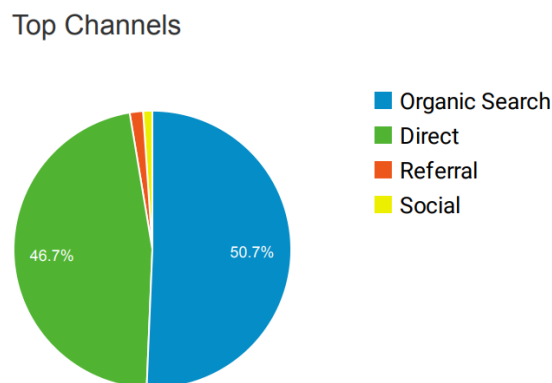


Figure 15 - Website Input Channels

On Figure 16 below, we can find the segmentation of the pie chart above. Adding to it, from the two main entry channels on the website it is clear that the average session duration is larger on Organic Search (1:39 min), when compared to Direct Search (0:59 min), but interestingly, Referral and especially social channels, bring in very positive

signs, as despite accounting for a lower sample, they translate into very high page session durations, that average at over five and seven minutes, respectively. The case can be made for these to be channels to bet on more incisively in the future. For example, for referral, creating actions of link building where PSA’s website link shows up in blogs or web pages recognized inside the industry and, for social, a bet on LinkedIn or Google Ads.

Default Channel Grouping	Acquisition			Behaviour			Conversions		
	Users ↓	New Users	Sessions	Bounce Rate	Pages/Session	Avg. Session Duration	Goal Conversion Rate	Goal Completions	Goal Value
	824 % of Total: 100.00% (824)	825 % of Total: 100.12% (824)	1,099 % of Total: 100.00% (1,099)	65.51% Avg for View: 65.51% (0.00%)	1.85 Avg for View: 1.85 (0.00%)	00:01:34 Avg for View: 00:01:34 (0.00%)	0.00% Avg for View: 0.00% (0.00%)	0 % of Total: 0.00% (0)	US\$0.00 % of Total: 0.00% (US\$0.00)
1. Organic Search	424 (50.66%)	415 (50.30%)	592 (53.67%)	63.34%	1.88	00:01:39	0.00%	0 (0.00%)	US\$0.00 (0.00%)
2. Direct	391 (46.71%)	391 (47.39%)	463 (42.13%)	68.68%	1.76	00:00:59	0.00%	0 (0.00%)	US\$0.00 (0.00%)
3. Referral	13 (1.55%)	11 (1.33%)	19 (1.73%)	63.16%	2.11	00:05:22	0.00%	0 (0.00%)	US\$0.00 (0.00%)
4. Social	9 (1.08%)	8 (0.97%)	25 (2.27%)	60.00%	2.52	00:07:08	0.00%	0 (0.00%)	US\$0.00 (0.00%)

Figure 16 - Website Input Channels Segmentation

Inside the website, it is crucial to infer which are the most viewed pages by visitors, as it can help shed a light on which services or solutions bring in the most interest and will presumably result in higher demand. As Figure 17 demonstrates, apart from the homepage, which would certainly be the most popular one, services such as “Access Management and Control”, “Intrusion Detection” and “Document Reading and Authentication” are the ones generating more traffic on the website user part.

Page	Page Views	% Page Views
1. /	979	48.27%
2. /solucao/controlo-de-acessos/	162	7.99%
3. /solucoes/	154	7.59%
4. /solucao/detecao-de-intrusao/	122	6.02%
5. /solucao/leitura-de-documentos/	104	5.13%
6. /quem-somos/	91	4.49%
7. /solucao/video-vigilancia/	78	3.85%
8. /clientes/	41	2.02%
9. /solucao/detecao-de-incendio/	38	1.87%
10. /como-pensamos/	33	1.63%

Figure 17 - Most viewed website pages

For the identified three most interesting generating solutions, which presented the most unique page views, above 120, specific metrics will be analyzed in the following paragraphs:

- In Figure 18, “Access Management and Control” shows high page visit duration – averaging at over four minutes, in spite of the high bounce rate of ~70%.

Page	Page Views	Unique Page Views	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
	<b>162</b> % of Total: 7.99% (2,028)	<b>143</b> % of Total: 8.52% (1,679)	<b>00:04:16</b> Avg for View: 00:01:50 (131.97%)	<b>63</b> % of Total: 5.74% (1,098)	<b>70.31%</b> Avg for View: 65.51% (7.32%)	<b>61.73%</b> Avg for View: 54.14% (14.01%)	<b>US\$0.00</b> % of Total: 0.00% (US\$0.00)
1. /solucao/controlo-de-acessos/	<b>162</b> (100.00%)	<b>143</b> (100.00%)	<b>00:04:16</b>	<b>63</b> (100.00%)	<b>70.31%</b>	<b>61.73%</b>	<b>US\$0.00</b> (0.00%)

Figure 18 - Access Management and Control Page Statistics

- In Figure 19, “Intrusion Detection” shows high page visit duration – averaging at just under four minutes, in spite of the high bounce rate of ~88%.

Page	Page Views	Unique Page Views	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
	<b>122</b> % of Total: 6.02% (2,028)	<b>107</b> % of Total: 6.37% (1,679)	<b>00:03:57</b> Avg for View: 00:01:50 (114.78%)	<b>87</b> % of Total: 7.92% (1,098)	<b>88.51%</b> Avg for View: 65.51% (35.09%)	<b>80.33%</b> Avg for View: 54.14% (48.37%)	<b>US\$0.00</b> % of Total: 0.00% (US\$0.00)
1. /solucao/detecao-de-intrusao/	<b>122</b> (100.00%)	<b>107</b> (100.00%)	<b>00:03:57</b>	<b>87</b> (100.00%)	<b>88.51%</b>	<b>80.33%</b>	<b>US\$0.00</b> (0.00%)

Figure 19 - Intrusion Detection Page Statistics

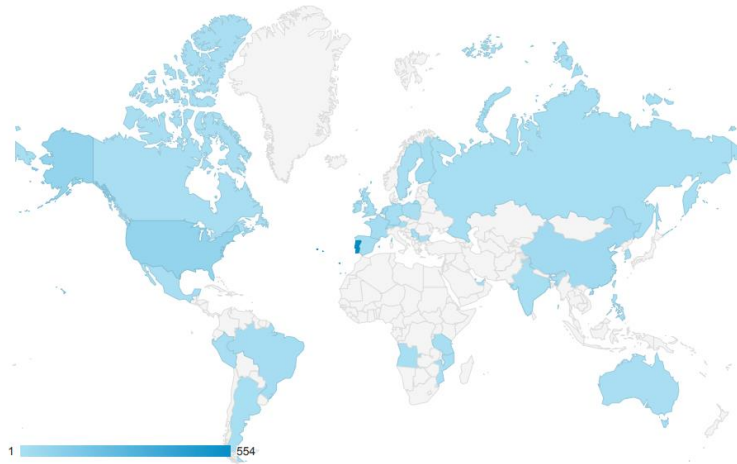
- In Figure 20, “Document Reading and Authentication” shows high page visit duration – averaging at over three minutes, despite the high bounce rate of ~77%.

Page	Page Views	Unique Page Views	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
	<b>104</b> % of Total: 5.13% (2,028)	<b>92</b> % of Total: 5.48% (1,679)	<b>00:03:07</b> Avg for View: 00:01:50 (69.31%)	<b>31</b> % of Total: 2.82% (1,098)	<b>77.42%</b> Avg for View: 65.51% (18.17%)	<b>55.77%</b> Avg for View: 54.14% (3.01%)	<b>US\$0.00</b> % of Total: 0.00% (US\$0.00)
1. /solucao/leitura-de-documentos/	<b>104</b> (100.00%)	<b>92</b> (100.00%)	<b>00:03:07</b>	<b>31</b> (100.00%)	<b>77.42%</b>	<b>55.77%</b>	<b>US\$0.00</b> (0.00%)

Figure 20 - Document Reading and Authentication Page Statistics

These metrics, especially the time spent on the page, may indicate that the website was important in, at least, sharing some information and clarifying about these specific services.

It is relevant to know the location of potential customers and people looking at a company's website. In Póstis's case, the web page is written in Portuguese, and as figure 21 shows, although there are visitors from all over the world, the country that originates most of the user is, as expected, Portugal, where the company is based and has its target customers.



*Figure 21 - Geographical Website Access*

Looking at countries specifically (Figure 22), it is possible to verify that Portugal, the country that generated the most visits, and Spain hold the longest average duration sessions, with just under 2 minutes for the first and 1 minute for the latter, as well as most pages visited by session – with an average of 2 pages. Brazil also has an appealing average time spent on the page, with numbers above 1 minute.

The remainder of the countries, despite some of them having a considerable number of website users, did not meet requirements that would qualify them as possible clients, due to the very small amount of time spent on the page, to which are added very high bounce rates of over 90%. One explanation for this is that visitors from these countries were most likely reaching the website by accident while searching for something else, ending up on the wrong website.

Both conclusions above align with the fact the website is written in Portuguese, hindering targets that do not understand the language. It could be a possibility for the company to look at an automatic translation plug-in, so that it could eventually explore

an international expansion of its services, but this option is still not seen as a priority for them.

Country	Users	Sessions	Pages/Session	Avg. Session Duration	% New Sessions	Bounce Rate
	<b>824</b> % of Total: 100.00% (824)	<b>1,099</b> % of Total: 100.00% (1,099)	<b>1.85</b> Avg for View: 1.85 (0.00%)	<b>00:01:34</b> Avg for View: 00:01:34 (0.00%)	<b>75.07%</b> Avg for View: 74.98% (0.12%)	<b>65.51%</b> Avg for View: 65.51% (0.00%)
1.  Portugal	<b>554</b> (67.15%)	<b>815</b> (74.16%)	2.05	00:01:56	68.10%	59.51%
2.  United States	<b>74</b> (8.97%)	<b>74</b> (6.73%)	1.05	00:00:01	100.00%	94.59%
3.  Netherlands	<b>28</b> (3.39%)	<b>28</b> (2.55%)	1.18	00:00:01	100.00%	82.14%
4.  China	<b>27</b> (3.27%)	<b>29</b> (2.64%)	1.17	00:00:45	93.10%	86.21%
5.  Finland	<b>21</b> (2.55%)	<b>21</b> (1.91%)	1.14	00:00:01	100.00%	85.71%
6.  Austria	<b>17</b> (2.06%)	<b>17</b> (1.55%)	1.06	00:00:01	100.00%	94.12%
7.  Brazil	<b>13</b> (1.58%)	<b>13</b> (1.18%)	1.54	00:01:03	100.00%	61.54%
8.  France	<b>13</b> (1.58%)	<b>15</b> (1.36%)	1.53	00:00:13	86.67%	73.33%
9.  Spain	<b>10</b> (1.21%)	<b>14</b> (1.27%)	2.00	00:01:04	71.43%	50.00%
10.  United Arab Emirates	<b>8</b> (0.97%)	<b>8</b> (0.73%)	1.00	00:00:00	100.00%	100.00%

Figure 22 - Website Analytics by country access

## 7. RESULTS

In this chapter, the results are presented for previously mentioned targeted KPIs, namely: Revenue, Costs, Profitability, Number of Clients, New Clients and Sales per Client. The objective is to analyze the numbers made available by the company on its financial reports, more specifically between the years 2017 and 2020, so that evolution and tendencies can be found and related to the digital marketing actions in the next subsection “Discussion of Findings”.

In the table below (Figure 23), an overview of the KPIs can be found in chronological order with year-on-year evolutions, and percentual changes form most of the indicators.

Year	2017	2018	2019	2020
<b>Revenue</b>	219 237,36 €	256 728,88 €	328 146,30 €	394 838,11 €
<i>YoY</i>		17%	28%	20%
<b>Total Costs</b>	197 576,71 €	238 783,53 €	295 987,96 €	322 780,15 €
<i>YoY</i>		21%	24%	9%
COGS	135 927,16 €	161 739,19 €	196 887,78 €	217 160,96 €
<i>% of sales</i>	62%	63%	60%	55%
ESP	26 308,48 €	33 374,75 €	45 940,48 €	51 328,95 €
<i>% of sales</i>	12%	13%	14%	13%
Personnel Costs	35 341,06 €	43 669,58 €	53 159,70 €	54 290,24 €
<i>% of sales</i>	26%	27%	27%	25%
<b>EBITDA</b>	21 660,65 €	17 945,35 €	32 158,34 €	72 057,96 €
<i>% pre-tax profit</i>	10%	7%	10%	18%
<i>YoY</i>		-17%	79%	124%

Figure 23 - Póstis simplified Financial Statement

The Revenue line of the table, which is one of the most important KPIs to be analyzed for the company, represents all the sales of services provided by *Póstis Smart Access* to its customers. It is possible to verify a healthy YoY increase, which was largest in 2019, with 28% growth, but that still remained positive in 2020, at 20%, during a very atypical and tough macroeconomic year for most companies, because of the surgency of the covid-19 pandemics. Absolute values have expanded in a very constructive manner for the company and that has helped boost its solidification in the growing industry.

As for Costs, they are divided into three main categories, COGS, which are costs of goods sold, related to prime matter necessary for *Póstis Smart Access* to perform some of

its services – for instance the cost of buying cameras to install a surveillance system for a client. ESP relates to External Services Providers. As supra-mentioned PSA relies a lot on their partners, and an example of this kind of cost would be, for instance, in a big construction project, the need to hire extra special technicians for support of the company's ones, to reassure the scheduling and quality of the service. The third and more self-explanatory cost, would be Personnel Costs, which is simply related to the salaries of fixed employees of the company.

Despite the absolute increase in costs over the years, even reaching 24% YoY in 2019 and growing from ~€200k, in 2017, to ~€320k in 2020, the truth is that there was in fact a decrease when speaking in percentage terms against revenue level: as an example, COGS weight as a percentage of sales decreased 7% from 62% to 55%, in the time span from 2017 to 2020.

This is tremendously positive for the company as the case can be made for this increase to be related mainly to higher business level and not efficiency losses. Examples would follow the ones mentioned two paragraphs above – increases in costs with staff, partners, or products necessary for the provisioning of services ended up being a sign of business volume scaling.

The last segment of the Table (Figure 23) refers to Earning levels of the company Before accounting for Depreciations, Amortizations, Interest on Loans and Tax and is a great proxy for profitability, as the company does not own meaningful amounts of depreciable goods nor is it highly leveraged in a way that it affects its profitability. Hence, by looking at EBITDA, it allows the performance of an analysis on this very important KPI.

Despite the decrease in 2018 (-17% YoY), which resulted in the worst EBITDA for the period analyzed, the company has been able to bounce back and be more cost effective in the two most recent years where it grew to 10% and 18% of sales, respectively, reaching a pre-tax profit of over €72k.

Profitability levels are invariably a relation between costs and revenues and it is highlightable that the increase in revenue contributed more to these results. After this paragraph, an assessment will be made on how these revenues behave and what was the relation with clients.

Hence it is crucial to look at Figure 24, where numbers regarding how Póstitis generated revenue through their clients.

Year	2017	2018	2019	2020
Sales per Client	5 219,94 €	4 351,34 €	4 825,68 €	7 050,68 €
<i>YoY</i>		-17%	11%	46%
Number of Clients	42	59	68	56
<i>YoY</i>		40%	15%	-18%
Client Variation		17	9	-12
New Clients		35	34	26
<i>YoY</i>			-3%	-24%

*Figure 24 - Póstitis Client Metrics*

First of all, it can be pointed out that the main contributor to revenue increase in 2020 was that the company was able to sell more to each client, having its sales per client metric grown by 46% YoY.

Sales per client started at close to €5,2k in 2017, and fluctuated below that value for two years before the aforementioned increase in 2020, when they amounted to value of above €7k.

Number of clients was growing very rapidly until 2019, even registering an YoY evolution of 40% in 2018. This happened mainly due to the gathering of new clients but also due to the maintenance of some. As an example, in 2019, The number of clients reached a peak of 68, of which half did not purchase any service in the year before, and the other half was an already existing client.

Unfortunately for the company, in 2020, client variation was negative, with an overall decrease of 12 clients, despite their ability to still find 26 new ones. Nevertheless, with the supra-referred average sale per client increase, revenue levels were still higher.

These findings now raise a question on if the digital marketing campaigns carried out in 2020, had any effect whatsoever in the selected KPIs, which will be discussed in the next subchapter. Various externalities are present, being the main one the surgency of the covid-19 pandemic, that can be argued to have contributed to client decrease in 2020. Still, the average sale increase per client could have been influenced by the campaigns that succeeded in advertising different services to other and existing clients and having mitigated the negative effects of the pandemic.

To get a deeper insight into the real impact of the digital marketing strategy on PSA's most important KPIS, it is important to conduct a quarterly analysis of the year 2020 in which the website implementation took place, Figure 25.

<b>Quarters 2020</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Revenue</b>	86 864,38 €	90 812,77 €	110 554,67 €	106 606,29 €
<i>% of 2020 revenue</i>	22%	23%	28%	27%
<i>Growth rate</i>		5%	22%	-4%
<b>Total Costs</b>	81 652,52 €	88 996,51 €	99 499,20 €	95 945,66 €
<i>Growth rate</i>		9%	12%	-4%
<b>COGS</b>	48 644,06 €	52 671,40 €	57 488,43 €	57 567,40 €
<i>% of sales</i>	56%	58%	52%	54%
<b>ESP</b>	10 423,73 €	11 805,66 €	15 477,65 €	13 858,82 €
<i>% of sales</i>	12%	13%	14%	13%
<b>Personnel Costs</b>	22 584,74 €	24 519,45 €	26 533,12 €	24 519,45 €
<i>% of sales</i>	26%	27%	24%	23%
<b>EBITDA</b>	5 211,86 €	1 816,26 €	11 055,47 €	10 660,63 €
<i>% pre-tax profit</i>	6%	2%	10%	10%
<i>Growth rate</i>		-65%	509%	-4%

Figure 25 - 2020 Financial Statement by Quarters

As already mentioned, the revenue line in the table is one of the most important to be analyzed within the KPIs, as it represents the total sales of services performed by PSA to its various customers in 2020. It can be seen that Q3 (28%) and Q4 (27%) had higher percentages than the previous quarters, Q1 (22%) and Q2 (23%), exceeding the annual revenue by more than half, 55% precisely. This means that the second half of the year was more profitable than the first. Q3 was the quarter with the highest percentage of revenue and it was also the quarter where the website was launched in the digital world. It is also notable that although in Q4 the website has been online for longer, while in Q3 its the launch occurs in the middle of the quarter , Q4 has a lower revenue percentage than the previous quarter by 1%.

Looking at the growth rate, it can be observed that revenue grew by 5%, from Q1 to Q2 and peaked in Q3, where it recorded 22%. In Q4, the growth rate was negative, -4%, which was already expected, as there was a drop in the revenue percentage between the last two quarters. This indicates that the growth rate had negative values, in this case, 4%.

Despite the increase in the value of absolute costs between Q1 and Q3, where from Q1 to Q2 it increased from ~82k to ~89k, representing a growth rate of 9%, and from Q2 to Q3 it increased from ~89k to ~99k, having a growth rate of 12%, in Q4 the trend was the opposite, in other words, it was positive. That is because from Q3 to Q4 the absolute costs went from ~99k to ~96k, which represented a growth rate of -4%. Therefore, despite the positive trend of increasing costs from Q1 to Q3, this trend was not maintained in Q4, which is a positive factor for the company.

Looking now at the percentage terms in relation to the revenue level, it can be seen that the weight of COGS, despite having increased over the quarters in absolute terms, from ~49k to ~58k, decreased as a percentage of sales, registering values from Q1 to Q4 of 56%, 58%, 52% and 54%, respectively.

Personnel Costs also went up in absolute value, from ~23k to ~25k but as a percentage of sales it went down from 26% to 23%. Consequently, it can be seen that overall, the percentages of sales related to costs decreased in Q3, with the exception of ESP costs. These were the only ones that increased from 13% to 14% from Q2 to Q3, but its visible that this is not only related to the launch of the website, this is because this was carried out in-house and without help from external companies.

ESP costs also increased over Q2020 from 12% to 13%. Despite these increases, looking at the percentages of sales related to the 2020 scores, it is possible to note that the figures are quite positive for PSA, because it can, thus, once again, be mentioned that this total rise in costs is related to the increase in the level of business and not to losses and mismanagement of the company. This argument is based on the data mentioned in the last four paragraphs.

Finally, EBITDA, Earnings Before Interest, Taxes, Depreciation, and Amortization, allows to the evaluation of the profitability of the company, as aforementioned. Looking at the 2020 values, it can be seen that despite the decrease in Q2, with a growth rate of -65%, this being the worst-case scenario for the year, Póstis was, nevertheless, able to make a great recovery and grew 10% in sales in the two following quarters, Q1 and Q2, thus achieving a pre-tax profit of ~11k in Q3 and ~11k in Q4.

Quarter	Q4Y2019	Q1Y2020	Q2Y2020	Q3Y2020	Q4Y2020
Sales per Client		1 277,42 €	2 214,95 €	2 512,61 €	1 903,68 €
Quarterly growth			73%	13%	-24%
Clients at Start of Y2020	68				
Number of Clients		61	41	44	56
Quarterly growth		-10%	-33%	7%	27%
Client Variation		-7	-20	3	12
New Clients		7	3	7	9
Quarterly Growth			-57%	133%	29%

Figure 26 - Póstitis Client Metrics by Quarters

As done previously, it is now necessary to analyze PSA's revenues in 2020 relating them to its customers to understand their behaviour. Looking at Figure 25, it can be seen that sales per client increased over the year, although they dropped from Q3 to Q4 by -24%, but looking at the year as a whole the figures are positive, going from ~1.3k to ~1.9k. Q2 was where the biggest growth occurred, recording a quarter growth of 73%.

The number of clients that started in 2020 was 68 and from there until the end of Q2 numbers were constantly decreasing, registering 61 and 41 respectively in each of the following quarters. Despite this less positive half of the year, the number of clients grew again in Q3 and Q4, registering a quarterly growth of 4% in Q3 and 27% in Q4.

It is also apparent that new customers saw a decline from Q1 to Q2, from 7 to 3, but have been steadily increasing since then, with 7 in Q3 and 9 in Q4. The highest quarterly growth was in Q3 with a positive rate of 133%.

As noted earlier, 2020 saw a decline in customer numbers with a drop of 12 total customers over the year, the vast majority of which were lost in Q2 where a customer variation of -20 occurred. Although PSA still managed to regain some customers, we know that Covid-19 certainly had a big impact overall on the loss of customers but it is important to try to understand what the true impact of digital marketing campaigns is on this balance.

## 7.1 DISCUSSION OF FINDINGS

In the following paragraphs of this section, conclusions will be drawn, on which a relation, or lack of evidence on it, is found between the strategy undergone by the company and the numbers to which it has reflected, in order to answer the proposed question at the beginning of the thesis.

Despite the annual growth recorded by the company in the years of its existence, only recently did the CEO invest in the first marketing strategy, and for the first time, existing analytical methods began to be used to measure traffic on the website, email marketing campaigns to attract customers, among other digital marketing actions mentioned in this report. These were very important digital marketing actions for the maintenance and permanence of the company in the market, with continuous annual growth. They were able to bring great advantages for both employees and especially for clients.

In this subsection of the seventh chapter as previously mentioned, the relevance, importance, and significance of all the results obtained in this internship report will be further explored. The aim is to be able to relate all this new data to the main question in order to support the interpretation of the data and to start drawing a conclusion.

Starting with the creation of PSA's new website, it is clear that this digital marketing action taken by the company increased its notoriety within its clients but also opened doors to new clients. For current clients, many emails and positive feedback were received, and this made Póstis enhance its image and, consequently, become a more trustworthy company, opening access to new customers. This made it possible to sell more services to current clients, as seen earlier, through the increase in the average purchase volume per client (sales per client), *Figure 24 and Figure 26*, this being a positive result and a start to answering the main question of this thesis.

Although revenue has increased over the years but mainly in 2020, *Figure 25*, it is not possible to relate this increase directly to the marketing campaigns carried out, this is because PSA's website does not have e-commerce, so it cannot measure the sales that occurred due to the existence of the new website. The company's commercials also have no way, or habit, of recording sales that came from customers, or new customers who got to know the company and its new services through the website and, only because of this, made the purchase of a certain service. Thus, it is not possible to have an effective

analytical certainty, capable of understanding the true and main reason for the sale. Looking at the data it is visible that the company's annual growth increased in 2020, being the majority of the increase felt on the second half of 2020, in the last two quarters, when the website already existed. Furthermore, the worldwide Coronavirus pandemic was already being felt making the analysis even more difficult. As it is not certain if this would be the natural growth of the company, or if the campaigns in fact had an influence, the doubt remains of which actions influenced more, what is the weight of each one, or even confirmation if the positive influences the actions brought actually translated into proportional betterments of the KPIs.

The same happens with sales per customer that, despite rising in recent years, Figure 24, and more so in the year of 2020, Figure 26, the one which featured all the campaigns. It still remains difficult to possibly relate this increase directly to the digital marketing actions undertaken by PSA. Sales per clients have increased, but again, it is not certain that this happened only thanks to the company's digital strategy.

The atypical pandemic times, experienced more intensively during that period, were also a factor that certainly influenced much of the data analyzed and the entire world economy, this being another factor that also cannot have a 100% direct relationship but that has had to have an influence on the company's results. The drop in customer numbers can certainly be justified in part by Covid-19 which negatively affected the hotel sector, this being PSA's main customer sector. Many hotels had to close their doors and carry out a lot of dismissals and restructuring processes.

About the company's costs, it is visible that they increased, but they increased less in the year 2020, when compared with the other years of analysis and mainly increased less than the revenue, and this means that profitability increased, which is a very important statement for the company. Total costs increased, but percentage costs went down, which although indicates that the increase in costs can be associated with the increase in sales and scaling of the business, no conclusion related to the KPIs under analysis can be taken with complete certainty and assurance.

Unfortunately, it is not possible to be completely certain of the findings and their relationship with the company's KPIs, we can only speculate and point to the most logical reasons and justifications to try to explain their rationale.

## **8. CONCLUSIONS AND LIMITATIONS**

The small scale of the company may make it difficult to reach the desired conclusions. In addition, there is the possibility that the number of data obtained from the campaigns falls short in order to draw conclusions in terms of the critical mass required to achieve a satisfactory level of confidence.

There is also another major risk associated with the Covid-19 pandemic, as it reduces all the economic activity from the main sectors of the market. Póstis Smart Access's main clients' sectors have been significantly affected by the pandemic (hotel and tourism). Therefore, it may be difficult to isolate and study the effect of digital marketing campaigns on the most important KPIs, as they may well suffer an effect provoked by this pandemic crisis.

Being the first time that PSA makes a digital marketing strategy can be a great advance for the growth and sustainability of the company but it is also a limitation due to lack of knowledge and having to go through mistakes that, if it already had a marketing team in structure and with experience, it would not have to go through.

Another barrier that, although already mentioned, is quite important and is a major limitation, is the fact that there is no ecommerce on the PSA website. If there were online sales, everything would be different and the reason for the sale would be ascertained, making it possible for the results of the marketing campaigns to be properly measured with all precision, thanks to the analytical world.

The Google Ads and LinkedIn ads campaigns were not approved due to lack of budget and strategy, which was also something that limited the efficiency and measurement of the real impact of the campaigns on the KPIs.

Last but not least comes the timing of this report, this is because it ends up being limited by interfering with other priority company processes and objectives, which leads to things not always happening as planned and on time. If there had been more time, the result could have been different or at least could have been measured with greater precision.

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