

Czech University of Life Sciences Prague

Faculty of Economics and Management



Diploma Thesis

**Investigation into Impacts of Promotion Mix Case Study
of Crown Worldwide**

Dipl. Lidija Stojmirovic

Supervisor: Ing. Richard Selby, Ph.D.

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DIPLOMA THESIS ASSIGNMENT

Lidija Stojmirovic, dipl. ek.

Economics and Management
Economics and Management

Thesis title

Investigation into Impacts of Promotion Mix – Case Study of Crown Worldwide

Objectives of thesis

The overall purpose of this diploma thesis is to present, evaluate effectiveness and compare promotion mix between two brands of a specific company, over a specific time period in particular location.

The main objective of the thesis is to identify the effectiveness of promotion mix created for different brands of the company. (B2B and B2C)

Methodology

For reaching the purpose of this thesis, detailed literature research is conducted on promotion mix across the world in order to achieve a general understanding of promotion mix.

For the practical part, the qualitative data is collected from an analysis of public documents and annual Marketing reports. The quantitative data is collected from annual analyzes by the company's data analysis team in order to identify the impact of promotion mix between two brands (B2B and B2C).

In addition, a detailed comparative analysis of the collected data is conducted and presented.

The proposed extent of the thesis

Approx 60 – 80 pages

Keywords

Global marketing; promotion mix; advertisement

Recommended information sources

KOTLER, P. – ARMSTRONG, G. *Principles of marketing*. Harlow: Pearson, 2012. ISBN 978-0-273-75243-1.

Kotler P., (2016), *Marketing Management*, Harlow UK., Pearson Education, 832pp, ISBN-13: 978-9332557185

Lewis R.D., (2006), *When cultures collide*. Boston MA. USA.: Nicholas Brealey International, 624pp., ISBN 978-1-904838-02-9

Perreault W., Cannon J, et al. (2013), *Basic Marketing*, New York USA.: McGraw-Hill Irwin, 832pp., ISBN 978-1-259-06076-2

SHIMP, T A. *Advertising, promotion, and other aspects of integrated marketing communications*. Mason, Ohio: South-Western Cengage Learning, 2010. ISBN 978-0-324-59360-0.

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The Diploma Thesis Supervisor

Ing. Richard Selby, Ph.D.

Supervising department

Department of Management

Electronic approval: 11. 11. 2020

prof. Ing. Ivana Tichá, Ph.D.

Head of department

Electronic approval: 12. 11. 2020

Ing. Martin Pelikán, Ph.D.

Dean

Prague on 27. 11. 2020

Declaration

I declare that I have worked on my diploma thesis titled “Investigation into Impacts of Promotion Mix Case Study of Crown Worldwide” by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague

Lidija Stojmirovic

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First of all, I would like to express my gratitude to my master thesis supervisor, Mr. Ing. Richard Selby, Ph.D. He has been a constant source of encouragement and insight during my research and helped me with numerous problems and professional advancements.

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Finally, my greatest thanks go to my family members, for their infinite patience and care.

Dedication

To My Family

ABSTRACT

Nowadays, the difference between competitive companies are expanding due to the improving effect of different marketing mixes. Recent studies illustrate that employing an effective promotion mix in the company's marketing strategy provides a significant advantage against its competitors.

Therefore, in this thesis, promotion mix is presented with its elements in detailed. Furthermore, the impact of promotion mix is investigated on sales volume and net income of the company. In addition, this study shows that the type of the business requires the particular promotion mix for that type of business.

A case study has been held on for providing an example for the outcomes of this study. This case study provides investments and net income data of the two different brands of the Crown Worldwide company in United Kingdom between 2017 and 2019. Based on provided data return of investment has been calculated and illustrated for the given period. Consequently, obtained return of investment values, which has been identified as key performance indicator by Crown Worldwide, revealed that applying a well-oriented promotion mix improves the return of investment of the company.

Keywords: Promotion Mix, Impact of Promotion Mix, Marketing Mix, Return of Investment

ABSTRAKT

V dnešní době se rozdíl mezi konkurenčními společnostmi stává znatelnější díky dopadu různých marketingových mixů. Nedávné studie ukazují, že využití efektivního mixu propagace v marketingové strategii společnosti poskytuje firmám významnou výhodu oproti jejím konkurentům.

Z důvodů popsaných výše je proto je v této práci podrobně představen propagační mix i s jeho prvky, včetně zkoumání dopadu propagační směsi na objem prodeje a čistý příjem společnosti. Tato studie navíc ukazuje, že každá jednotlivý typ podniku vyžaduje konkrétní propagační mix mířený přesně pro jeho konkrétní typ podnikání.

Jako příklad pro výsledky této studie byla provedena případová studie. Toto zkoumání poskytuje údaje o investicích a čistém příjmu dvou různých brandů společnosti Crown Worldwide ve Velké Británii, a to konkrétně v letech 2017 až 2019. Na základě dat z poskytnutých údajů byla pro dané období vypočítána a rozvržena návratnost investic. V návaznosti na získané hodnoty návratnosti investic, které společnost Crown Worldwide identifikovala jako klíčový ukazatel výkonu, odhalily, že použití dobře orientované propagační směsi zlepšuje návratnost investic společnosti.

Klíčová slova: Propagační mix, důsledky propagačního mixu, marketingový mix, návratnost investice

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Chapter 1

Introduction

In the global world market where is battle for competitive advantage constant, modern marketing dictates that it is not enough just to produce a product, determine its price and make them available in target market. In such a turbulent condition characterized by strong competition, variable demand, high requirements from customers as well as the shorter life cycle of products it is equally important as much as to promote and present products to the target group of costumers as well as other market participants.

Promotion is one of the elements of the marketing mix 4P beside product, price and place. It enables interactive communication between costumers and companies, and it is equally important for the all segments of sales, from the pre-sales period, through sales and its consumption to after-sales customer support. The importance of promotion lies in customer's need to be aware of the product, to get the knowledge about it and to make sure that it is worthy to buy. Even the best products and services cannot be sold without promotion, so the question is not whether promotion should be present or not but what is the proper one and to apply it at the right place in the right time.

In order to identify which elements of promotion mix to focus on and what should be the "dose" of each element, it is necessary to take into consideration: size of the target market, customer information needs, budget and costs of each promotion element individually.

The role of promotion mix is very important when building brand loyalty, when introducing new products and when it is necessary to maintain place in the market among all competitors.

In order to guide the stated research objectives, this master thesis is organized as follow:

Chapter 1 consist of introduction part and explains background in shortcut by giving some basic guides.

Chapter 2 describes objective and methodology and give information what is the general purpose of this master thesis and what I would like to present later on, with determined case study.

Chapter 3 introduces the background knowledge about history of Marketing mix and detailed information about Promotion mix, as well as its elements. Every element is described in details and development of promotion mix is explained as well. AIDA model and its interaction with promotion mix is presented. This chapter, also, describes what is the impact of promotion mix, how does it affect the product, brand equity and company overall, what is its influence.

Chapter 4 is related to particular case study; it is introduction of the company with its historical points. The brands and services that the company provides are expressed and presented which creates clear image of the firm's business. Moreover, its values, vision and goals are also provided.

Chapter 5 describes the Marketing plan of the company and its components in details together with approach and the way how company apply them in practice. The impact of Marketing mixes for both brands (Relocations and Record management) is presented through ROI (Return on investment) as it is used as KPI (Key performance indicator) in Crown Worldwide. This chapter also presents comparison of the impact of Marketing mix and its results for both brands.

Chapter 2

Objectives and methodology

2.1 Objectives

The purpose of this thesis is to investigate promotion mix and compare its impact on corporate level, of the international company Crown Worldwide, between two brands. This objective will be investigated in between Records management as brand and Relocations in United Kingdom.

Since that developing of promotion mix highly depends on promotion goals, customers, available budget and selecting elements of promotion mix, these key points will be observed in detailed in the period from 2017-2019. Elements of promotion mix such as application its strength and weaknesses will create an present the characteristics of promotion mix.

First objective of the thesis is to assess the impact of the effective utilization of promotional mixes. Since all the locations for all brands of the Company apply the similar business cases, diversity of customers, promotion goals, available budget for two different brands have significant differences and these differences in the UK will show different impact of promotion mix. In order to satisfy this objective, initially some of the sub-objectives related with the promotion mix must be obtained. These sub-objectives can be listed as following.

- To identify the promotion mix that is used in the company for Records management and Relocations.
- To find out the reason why company preferred the same utilized promotion mix in different brands
- To investigate the impact of promotional mix on the company sales
- To evaluate effectiveness of implemented promotional mix in both brands.

As a result, after specifying all details of promotion mix and its results of those two brands in time period of three years it will be able to be observed. Therefore, the second objective of this thesis is to analyze the gathered data and then compare the results of the analysis. The second objective of the thesis will prove how international companies such Crown Worldwide has to “think globally but act locally” especially in marketing field.

2.2. Methodology

In order to satisfy the objectives of the thesis an exploratory study with qualitative research method is employed. Initially, a focused literature research on promotion mix across the world is conducted in order to achieve a general understanding of the promotion mix. Different examples from several industries are gathered for understanding of the elements of promotion mix and having diversified and accurate data. These examples will show that how the application of promotion mix is changing within different brands and how effective it is on sales volume. These data, which is also called secondary data, is collected from both published and unpublished literature materials such as thesis, academic research papers, books and manuals.

The primary data contains the quantitative data of this research. In order to observe the impact of the effective utilization of promotion mix, a case study applied to investigate Crown Worldwide's promotion mix in two brands Records Management and Relocations.

The primary quantitative data is collected from the quarterly marketing reports from marketing departments of both brands of the company and annual public reports of the Crown Worldwide. The case study also contains some qualitative data from the company. These data are gathered from the unstructured interviews with company's senior management members. In addition to these, profit and loss reports are obtained from the marketing department of both branches of the company.

The gathered data is being subjected to the comparative analysis for both branches of the Crown Worldwide in order to provide more clear understanding of the impact of promotion mix on the company.

The impact of Marketing mix is calculated and presented through ROI (Return on investment) which Crown Worldwide uses as KPI (Key performance indicator) tool, it is presented in percentages.

Chapter 3

Literature review

3.1 Marketing mix

In 1964, Neil H. Borden published article under the name “The concepts of Marketing mix”. In this article, Neil H. Borden explained and described how he started to use the term “Marketing mix”.

In fact, the story begins in late 1940’s when James Culliton named his marketing manager as “mix of ingredients” due that Mr. Borden liked the term a lot he started to use it during his teachings. His “mix of ingredients” was consisting of product, planning, price, branding, advertising, promotions, personal selling, display, servicing, packaging, distribution channels, physical handling and fact-finding analysis.

All those “ingredients” were split into four groups, by E. Jerome Mc.Cartney, and they were used as basis for creating the term 4P in marketing.

In the past term “Marketing” referred to the sales and selling options of the goods that are produced and already ready to reach customer. For organizations was the most important to find the paths how to sell their products and services by the easiest way with no concerns about the customer needs.

Until today, Marketing as terms and science itself passed through evolution and today it is all about customer needs. Customers are the one that are followed and according to their needs, satisfaction and demand in general marketing has been created.

“Customer satisfaction depends on -A product's perceived performance in delivering value relative to a buyer's expectations. If the product's performance falls short of the customer's expectations, the buyer is dissatisfied. If performance matches expectations, the buyer is satisfied. If performance exceeds expectations, the buyer is delighted.” (P.Kotler, 1999, p.12)

3.1.1 Definition of Promotion mix

Marketing took place between customer’s needs and their decision to satisfy their wishes. From the moment that customer realizes his needs to the moment of making decision to buy particular service or product there are number of activities that has particular impact on their decisions. Those activities are part of Marketing i.e. Marketing mix of some organization or company.

In simple words, Marketing mix is set of elements that one company can use and combine in order to reach their Marketing goals.

“A company’s total marketing communication mix, or promotion mix, consists of the specific blend of advertising, personal selling, sales promotion and public relation tools that the company uses to pursue its advertising and marketing objectives “(P.Kotler, 1999, p. 756)

4P that I mentioned above, is group of special elements that simplified Marketing mix and gave special highlight to Marketing as science overall. Name itself - 4P is shortcut of 4 elements that belong here:

- **Product**
 - **Place**
 - **Price**
 - **Promotion**
-
- The first element of 4P is Product. Product is any physical product or service that can be sell to the costumer in order to satisfy his needs.
 - The second element is Place. When we talk about the place as one of 4 elements in Marketing mix, it refers to location that is in tight relationship with distribution channels that one company choose to distribute or launch its product or service.
 - Price took the third place in 4P as it doesn’t give just the number or value how much customer should pay for particular product or service, but it comes as result of combining expenses, costs, discounts, price policy, target costumers, competitors and so many other factors.
 - The last element is promotion that refers to the way how one company would like to present their product or service and make potential customers aware of their product.



Figure 1. 4P of Marketing Mix [Own processing]

So many marketing experts explain Marketing mix that it has logic of big cake that consists of four ingredients and in order to make it successfully all ingredients must be used just the dosage can be reduced and determined by company. These four elements create marketing mix of a company but company by knowing what their product or service is, can decide how much emphasis it will put on each and every element particularly. All of those “pieces” create whole “cake” that contributes and lead a company to the success.

In order to develop marketing mix, marketers have to meet their customers (this is usually completed by gathering all required data) and learn how big is audience that is interested or can be interested in their products after that a company can set up their marketing goal.

On the other side of developing a marketing mix we have budget. Budget is really important component as it allows us how far we can go and invest in each element particularly.

Promotion mix is vital component of Marketing and one of 4P elements from Marketing mix. Effective promotion mix is based on good experience in Marketing and possibilities to identify your target customers, determine the budget and choose the most efficient marketing tools.

Usage of promotion mix is really important the main goal doesn't need to be, always, sales increase and turnover of company but to keep the brand out of their competitors, to improve communication between company and customers, to educate the people, provide the information etc. In order to make promotion mix effective it has to be applied at the right place in the right time. There are four components of Promotion mix:



Figure 2. Components of Promotion Mix [Own processing]

3.1.2 Components of Promotion mix

Advertising

“We define advertising as any paid form of non-personal presentation and promotion of ideas, goods or services through mass media such as newspapers, magazines, television or radio by an identify sponsor.” (P.Kotler, 1999, p.792).

Advertising is able to reach large number of people at one time and that’s the most powerful characteristic and the reason why companies invest a lot of money in advertising, in the past.

“Advertising is used by many organizations to communicate specific messages about themselves, their products and services, or their models of behavior to a predefined target audience, in order to stimulate a response from audience” (P.Kotler, 1999, p.792).

Advertising needs to be creative and its development consist of five objectives that are followed by many subobjectives in order to fulfill requirements and make it successful. Very first step is to set the objectives and according to the objectives of firm the budget should be determined. Once the goal is defined together with the budget that we can invest we come to Advertising strategy that refers to decision by which message we will communicate with our target audience, choice of media that will carry the message, how frequent it will be published etc. The last part belongs to evaluation which will clearly show what is impact of our advertising on sales and what was response of our customers.

On the other hand, it should be remembered that advertising is not only provides a promotion for the product, but also influencing other variables of marketing mix. The effect of advertising on other variables of promotion mix can be illustrated as; (R. R. Khan, S. R. Kamble, R. Khatri, 2011, p.7)

- Advertising and Product: A product can be defined as a set of elements such as quality, shape, size, color and other features. Designing a product consist of many complex stages which will require careful handling and correct operation during the usage of that product. Therefore, consumers have to be acknowledged and educated for the proper use of the product and its applications. This can be achieved by applying an effective advertisement. To sum up, it can be stated that advertising plays an informative and educative role.
- Advertising and Price: A product can be purchased with a price. This price alters proportionally with the quality of the product. In other words, high quality products tend to have higher prices; However, although consumers would like to have a high-quality product, they usually don't want to pay a high price. This is where the advertising takes place to convince to consumer on the value of the product. Thus, advertising has a persuasive role on price.
- Advertising and Promotion: Advertising is one of the most important elements of promotion. Every company need an effective promotion to survive and succeed among the competitors. In the competitive business environment promotion can level-up the business with an effective advertising which will result in improved brand image and brand loyalty.
- Advertising and Place: having a good place leads to effective physical distribution and well-known stores where the goods are available for customer in a convenient place. Therefore, advertising has a key role on facilitating effective distribution and expansion of market.
- Advertising and Pace: Pace means the speed in marketing decision and actions. Although a company can launch a product faster than all its competitors, they might not be able to reach to potential buyer in time unless they apply their marketing strategy in the same pace.
- Advertising and Packaging: Even though the main purpose of packaging is to protect the product and to preserve the quality of the product during transportation and usage, they also carry a significant advertising value. With an attractive package a product can grab the attention of more consumer. It also provides an assurance of quality and creates confidence in the minds of customers to buy the product.
- Advertising and Positioning: In order to have a distinctive image of the brands in the minds of customers, product positioning is a vital element. With the power of advertising companies can present the positioning of the brand and they can affect the target consumers. (R. R. Khan, S. R. Kamble, R. Khatri, 2011, p.8-p.9)

In order to classify advertising marketing scientists defined many ways but the most common classification is according to their functions and role. Some of important ones can be listed as shown in the following figure. (R. R. Khan, S. R. Kamble, R. Khatri, 2011, p.27)

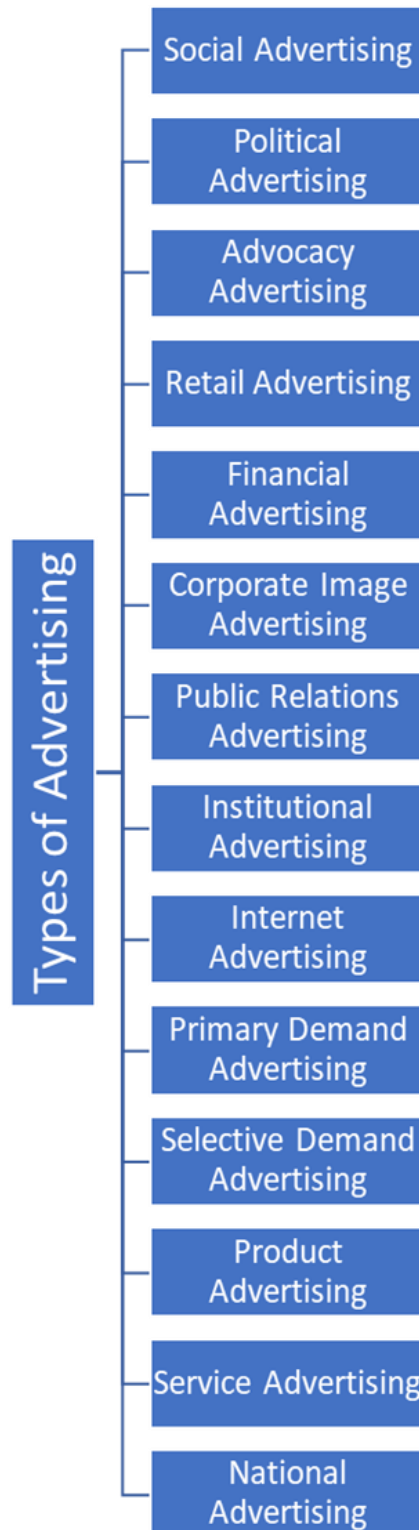


Figure 3. Types of Advertising [Own processing]

- Social Advertising: Social advertising can be applied by non-commercial organizations such as associations and its purpose is to support social activities for instance advertisement for collecting donations for war victims or group of people who suffer from a particular disease.
- Political Advertising: Political advertising can be employed by political parties to encourage to people to support their ideologies. This type of advertising can be observed heavily during election times and they mostly consist of plans and policies of the concerned party.
- Advocacy Advertising: Advocacy advertising is carried out by the interest of a group or the public and typically does not promote a product or service. Generally, advocacy advertising can be supported through nonprofit organizations, corporations, or private advocacy groups.
- Retail Advertising: it is fulfilled by retailers who usually sell goods direct to the customers. Retail advertising has 3 main goals and those can be listed as follows;
 - To establish the identification of business
 - To attract the attention of targeted customer
 - To sell the stock
- Financial Advertising: An advertisement can be called financial advertisement when the message of it is directed to attract for earning capital. The examples of it are seen on the banks, insurance companies in order to encourage people to invest in their funds. In addition, in order to have successful outcome from the financial advertising, there are several key points external than advertisements itself and they can be listed as follows.
 - Good performance and reliable image of the company and its future prospects must be satisfying.
 - Charges for the customers must be fair and reasonable.
 - Wide publicity of the company would be also helpful.
 - Financial climate of the country affects the customer significantly.
 Moreover, having all the essentials of financial advertising brings several advantages such as improved awareness of the customers on their investments, increased publicity of the company, provides better connection with customers.
- Corporate Image Advertising: Corporate Image advertising has a goal to create a proper attitude towards the seller and to build goodwill or reliable image for the advertiser rather than to sell a specific product or service directly.
- Institutional Advertising: It is carried out to establish manufacturers reputation in the overall society. Institutional advertising provides the description of the company its people, its contribution in promoting social welfare activities, in promoting consumer satisfaction its achievements in technology its broad philosophies, its share in economic progress of the Company etc.

Although these advertisements do not lead to a direct benefit or sales immediately, they are important factor for the success of the company in long-term since they establish good image for the company. Hence, the institutional advertising aims at getting public support for raising the capital through public subscription.

- **Public Relations Advertising:** The fundamental objective of public relations advertising is to establish sincere and healthy relations with the customers, bankers, suppliers and governments. public relations advertising allows company to announce the changes and improvements in its policies, its developmental activities its position. This kind of advertisements can put their values forward in the short supply of products and services by keeping the interest of the customer alive.
- **Internet Advertising:** It is a form of advertising which uses the Internet to deliver promotional marketing messages to consumers. Nowadays, internet the fastest growing medium for advertising in the history because it provides incredible opportunities for a wide range of people in both business and advertising.
- **Primary Demand Advertising:** Primary demand is when a potential buyer is showing interest in a product or service for the first time. When a demand is needed to be created for a product or service, then primary demand advertising can be utilized. Especially, it can be observed for newly developed products or the products which are rare in the nature.
- **Selective Demand Advertising:** Selective demand advertising is carried out to satisfy the growing competition during growth stage of the life cycle of the product. The goal of this advertising is to increase the demand of specific product or service. Often, promotion becomes less informative and more emotional during this phase. Advertising may begin to stress subtle differences in brands with emphasis on brand name recall. At this stage, pricing is usually used as a weapon if products of all the competitors are almost similar in quality.
- **Product Advertising:** Product Advertising refer to the advertising of physical product. It is a powerful tool for the marketing of the products. It is any method of communication attempt to induce potential customers to purchase the product.
- **Service Advertising:** Service advertising is constructed to perform in the public interest. It is undertaken to seek public welfare and social development. In this type of advertising, the objective is to put across a message intended to change attitudes or behavior and, as a result, benefit the public at large. It is generally used by government and other organizations to promote public welfare. (R. R. Khan, S. R. Kamble, R. Khatri, 2011, p.27-p.35)

Sales promotion

“Sales promotion includes a wide variety of promotion tools designed to stimulate earlier or stronger market response. It can be targeted at three levels within the distribution chain – the consumer, the trade or retailer and the company’s sales force. Consumer promotions include money-off, coupons, premiums, contests and others. Trade promotion range from special discounts, free goods and loyalty bonuses to training. Sales force promotions include bonuses, commissions, free gifts and competitions.” (P.Kotler, 1999, p.792).

Sales promotion is used in short run usually limited by time and it is marketing tool that can be applied quickly and give quick results. The main goal of sales promotion is to convince the costumers to try new product by giving samples for free, to stimulate current customers to buy the product more frequent and become loyal customers or to move potential customers from the point where they are interested for the product to an action i.e. purchasing.

If we compare sales promotion with advertising, we can realize that final evaluation of effectiveness is way much easier as sales promotion is more direct, which is huge advantage of using sales promotion as element of Promotion mix. “Whereas advertising offers a reason to buy, sales promotion offers an incentive to buy” (P. Kotler, 2000, p.305).

Personal selling

Personal selling is interaction between customer and salesperson, it belongs to one of the most effective elements of promotion mix as it presents directly how much company is customer related. Usually it is used when we talk about big orders, when the products or services are expensive or when it is needed.

“Personal selling is the interpersonal arm of the promotion mix. Advertising consist of one-way, non-personal communication with target consumer groups. In contrast, personal selling involves two-way personal communication between salespeople and individual customers whether face-to-face, by telephone, through videoconference or by other means. As such, personal selling can be more effective than advertising in more complex selling situations. Salespeople can probe customers to learn more about their problems. They can adjust the marketing offer to fit the special needs of each customer and can negotiate terms of sale. They can build long-term personal relationships with key decision makers.” (P.Kotler, 1999, p.847)

Furthermore, personal selling can be investigated in detail with 8 steps as shown in the following figure.

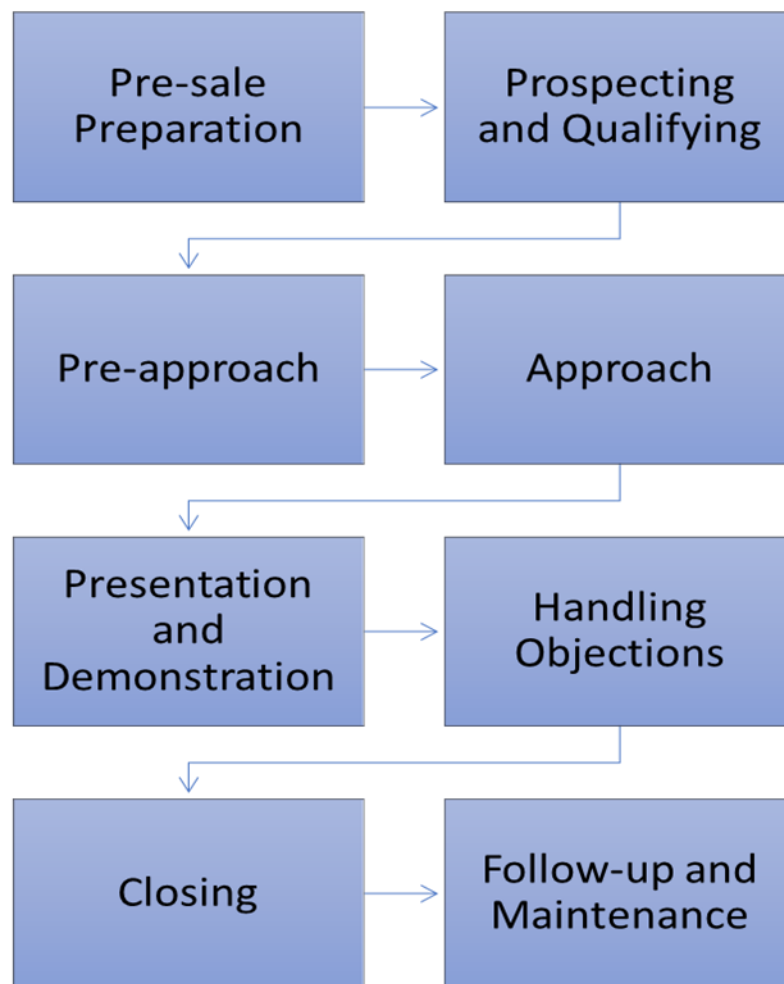


Figure 4. Personal Selling Investigation [Own processing]

- Pre-sale Preparation: This process consists of all preparation before the selling, when the salesman prepares all the necessities for the sale. During this process, the salesman should equip all the information about the product market, applications of product and organization. Making a pre-research about the product would allow salesman to know benefits and disadvantages of the product which will help in the next following steps.
- Prospecting and Qualifying: This process refers to the method of finding the potential customer. Most of the budget, time and effort for personal selling is spent during this process.
- Pre-approach: During this process, potential buyer must be analyzed. For instance, the needs, struggles, preferences, attitudes and interest of the potential buyer should be determined. According to the analysis of

salesperson on potential buyer, not only the best approach option must be set by salesperson, but also the best timing should be selected.

- Approach: The first contact with the potential buyer is known as approach. The main point in this process is to grab the attention of the customer by starting the introducing himself. There are few popular techniques for this process, and they are can be listed as below.
 - Reference approach: includes reference of the product by other sources
 - Benefit approach: points out the advantages of the product
 - Sample approach: showing an example of product
 - Mutual approach: considers the potential buyers' importance.
- Presentation and Demonstration: In this process salesman gives a full presentation about the product or service to the potential buyer and demonstrate its functions and benefits by illustrating how the goods will satisfy the needs of the potential buyer. Since, personal selling is one of the main elements of promotion mix, people have been developing many techniques since the emergence of marketing and the oldest technique caked canned approach which is a memorized sales talk covering the main points. This talk uses right attractive words, pictures, terms and actions and creates a formulated approach to salesman. The formulated approach can change according to the type of goods and potential buyers. Another technique for presentation is called the need-satisfaction approach which starts with a research for the customer 's real needs by encouraging the customer to do most of the talking. This approach can be employed with a good listener and problem solver salesman. (J.C. Subhash, 1999, p.445-p.471)

During demonstration, salesman should use several influence strategies. These strategies can be identified as follows.

- Legitimacy: emphasizing the good image of the company.
 - Expertise: presenting a knowledge about the product.
 - Referent Power: building shared characteristics, interests and acquaintances.
 - Ingratiation: in order to strengthen reciprocity, supplying personal favors such as small gift for potential buyer.
 - Impression management: Conveying favorable impressions about potential buyer
- Overcoming and Handling Objectives: Because of the psychological position of the potential buyer, it is likely to happen that there will be a resistance during presentation and demonstration such as interfering the salesman presentation to pose an objection or presenting an unpleasant association about other persons. These objections require a careful handling by salesperson. During the objections, salesperson should possess a positive approach by classifying the objectives with valid reasons and turning objectives into reasons for buying. Experience and training would enable him to deal with the objections satisfactorily.

- Closing: The shorter demonstration usually results positive since mitigating the emerging of an objection or a negative reaction. Therefore, closing of the talk must be done as soon as possible by considering the moment and including physical actions, statements and comments of the potential buyer.
- Follow up and Maintenance: this process starts from the asking of delivery by potential buyer. It includes arrangement for the dispatch and delivery of the product. This step is necessary to maintain the customer satisfaction and for future business. The salesperson should develop an account maintenance plan to make sure that the customer is not forgotten. (J.C. Subhash, 1999, p.445-p.471)

Public relations

Public relations as instrument of Marketing is used to improve company's image in public and to make people aware of existence of the product or service in the market.

“Public relations (PR) involves a variety of programs that are designed to promote or protect a company's image or its individual products”. (P.Kotler, 1999, p.847)

“Publicity works best when it is integrated into the entire marketing mix. A Marketing manager must understand how the right promotion moves a customer through the buying process. As a customer moves through the process, different types of information are needed” (Perreault, Cannon, McCarthy, 2017, p.424).

In other words, public relations refer to any unpaid activity or marketing channel that companies use to publish information about its business, products and brands. The main goal of this promotion element is not to motivate customer on purchase directly but to inform them about company in public, due to that it is really hard to measure effectiveness of this element.

Public relations are unpaid media and grouped into two groups: owned media and earned media.

3.2 Development of Promotion mix

In order to develop adequate promotion mix, it is necessary to know how an customer ended up with decision to purchase product or service and how different promotion elements work in practice. The main aim of promotion mix is to move customer from the phase in which he is not aware of product existence trough phase of making awareness, phase of interest, meeting the significance of the product for him that will make him to try it and finally start to buy it continuously. From the point “never heard” to the point “more, more” (Forsyth, 1994, p.44).

In order to reach your goal and be successful marketing mix must be established in precise and systematic way. Marketing experts have developed various guidelines for managing with this complex task. One of them is 6 W Model which presents six key questions whose answers will gradually lead step by step to the successful creation and implementation of promotion mix. (Cuellar-Healey, 2013, p.10)

Model 6 W- following questions:

- 1) **Who** is your target audience?
- 2) **What** are your promotion objectives?
- 3) **What** is the available budget?
- 4) **Which** promotional elements to use?
- 5) **Where** should the promotion be run?
- 6) **When** should the promotion be run?

3.2.1 Who is Your Target Audience?

The first step in developing your promotional program is identifying your target audience, that is, the group of prospective buyers to whom the promotion is directed. To the extent that your resources permit, the target audience should be the target market you identified through your marketing research and market segmentation studies. The more you know about your target audience, the easier it will be to develop an effective promotional program. When the target audience is the final consumer, mass media communication channels allow access to a large number of potential buyers. On the other hand, personal selling is often used when the objective is to reach the end consumer at the point of purchase or when intermediaries are the target audience. In these cases, the customer often has specific needs and technical questions that sales representatives can address. (Cuellar-Healey, 2013, p.10)

3.2.2 What are your promotion objectives?

Once we identify the group of our customers to whom the message of the company will be addressed it's needed to identify and precise the goals that should be reached by our "communication" with audience. That goals usually refers to: have your own place in the market, to make potential customers aware of product or service, increase the sales, be a step ahead of your competitors. All those goals must be adjusted as per life cycle of a product. Life cycle of each product has 4 stages: introduction, growth, maturity and decline.

"The main objective of promotion during the introduction stage is to raise consumer's awareness and interest about your product or service. The promotional mix at this stage usually includes all promotional elements but advertising is particularly important to reach a large audience. During the growth stage the objective is to persuade the consumer to buy your product or service. Again, the primary promotional elements to use at this stage are advertising if your target audience is the end consumer (to stress brand differentiation), and personal selling when your promotional focus is on the intermediaries (to solidify the channel of distribution). In the maturity stage, the objective is to maintain existing buyers.

Advertising is used to remind your customers of the existence of your product or service. Sales promotions in the form of discounts, coupons and price cuts are used to maintain loyalty of both end consumers and intermediaries. In the decline stage the product is close to being phased out, and as a consequence, little (if any) money is spent on promotion.” (Cuellar-Healey, 2013, p.11)

3.2.3 What is the available budget?

After defining the message through which we communicate with audience and specifying our goal next will be to determine the budget. To determine the budget is necessary for promotion mix but it is not simple activity as it is quite hard to predict and reach precise data.

“However, firms follow one of several methods to arrive at a promotional budget, including: objective and task budgeting, percentage of sales, matching competitors, all you can afford, etc. The best method is the objective and task approach, where a firm determines its promotion objectives, identifies the tasks necessary to accomplish the objectives and establishes the cost of carrying out those activities. If the resulting cost is beyond the firm’s possibilities, objectives need to be reassessed and tasks adjusted accordingly, until a suitable balance is accomplished.” (Cuellar-Healey, 2013, p.12)

3.2.4 Which promotional elements to use?

In order to develop marketing mix in company choice of promotion mix comes as next step after determined budget and set goals. Promotion mix may vary from the simple one that consist of one element to the most complex one that consist of all elements.

“An advertising message or “ad” usually focusses on the key benefits of the product or service which are important to the potential buyer when making trial and adoption decisions. Most advertising messages contain both informational and persuasive elements combined to provide a reason for consumers to act. To develop and effective advertising message you need to know as much as possible about your target consumers, particularly about their lifestyle, attitudes and demographics along with their geographical location”. (Cuellar-Healey, 2013, p.12)

3.2.5 Where should the promotion be run?

“Depending on your target audience, your promotion objectives and your budget, the next step is to identify the best medium or place to execute your promotional program. For example: for advertising you need to consider the different media available; for direct marketing you need to decide if you are going to reach your customers by direct mail, online or at farmer’s market; if your promotion is focused on developing public relations and publicity you need to decide what type of events you need to sponsor or attend that would be the most effective for your product and service and your firm, etc.” (Cuellar-Healey, 2013, p.13)

3.2.6 When should the promotion be run?

Once our promotion mix is developed and ready to apply, it is necessary to determine the time or launching our promotion activities. The order in which promotion elements are combined and the frequency of their appearance are background of whole promotion mix.

“Repeat advertising works better than a one-time shot. Repeated exposure lends familiarity and credibility and helps prompt people to reach for or ask for your product or service. If seasonality is not important, or when the objective is to maintain customer awareness advertising is run on continuous schedule throughout the year. (Cuellar-Healey, 2013, p.13)

3.3 Impact of Promotion Mix

The fundamental objective of promotion is to get in touch with consumer and motive it for purchasing the goods and services. An influential promotion requires strong background knowledge and experience on process of persuasion and defining of environmental factors of consumer decisions. The promotion is identified as a “marketing activity involves the persuasion contacting process through which the sender define of a commodity, or service, or an idea, or a place, or a person, or a pattern of behavior for the purpose of influencing the members of a particular audience minds, to appeal to their response behavioral about what promotes” (M.I.Nour, M.S. Almahirah, 2014, p.145).

In today's modern world, most of the business organizations are using several types of strategies in order to attract the customers. Promotional mix is one of the most preferred strategy because promotional mix can improve the business organizations' sales. According to Aaker and Joachimsthaler promotion is the main element of the marketing mix, since it directly motivates the customer to purchase the goods and services of business organizations. In the competitive marketing, a rigid success of a business organization depends on its promotional strategies. (S.Kumar, S.Patra, 2018, p.80).

In the marketing history, the impact of promotion mix on customer decisions was introduced by Gupta in 1988. The study proved that promotional mixes clearly increases the sales of the business organizations. Then, Pheng Low and Tan presented promotion mix from different perspective which showed the promotion mix as a tool to delivering the information related with the goods and services to motivate the consumers to buy it. Therefore, promotion mix is introduced as the soul of marketing strategies (S.Kumar, S.Patra, 2018, p.80).

Similarly, Oh and Kwon represented the promotion as a tool that step ups the number of sales and profit of the business organizations because the wish of the customer to purchase is boosted with several promotions which ultimately increases the product awareness. Hence, the study revealed that promotion plays a key role to motivate consumer to purchase the goods and services (S.Kumar, S.Patra, 2018, p.81).

After couple years, the research strengthened the effect of promotion mix on customer decisions and added that the most efficient promotion tools are social media, customer referral, sales promotion and discount, sponsorship events and advertisement (S.Kumar, S.Patra, 2018, p.80).

Moreover, a different perspective for promotion mix was investigated by Mela, Gupta and Lehmann in 1997. They examined the long-term effects of promotion mix in consumers' brand choices by addressing two questions.

- 1) "Does consumers' responsiveness to marketing mix elements change over time? For example, are consumers becoming more price sensitive over time? "
- 2) "If such changes as increasing price sensitivity occur, what factors affect these changes? For example, is the reduction in advertising expenditures and/or increase in promotions influencing consumers' price sensitivity to the product?"

In order to answer those questions, they have defined the term "long-term". According to their time dependency characterization, long-term refers to a period that is longer than 16 weeks. As a result of their study, they have claimed that promotion has been transferred through time and it will create a carry-over effect in time. Hence, the long-term effect of promotion will increase over time on consumers' purchasing decisions.

Mela, Gupta and Lehmann explained this correlation between promotion and time by considering the price sensitivity of the customer. Therefore, they investigated two main theories that anticipate the effects of promotion on consumers' price sensitivity. In the first theory, scientists suggested that promotion bring about diversity in products, so that it decreases the price sensitivity of consumers. In the second theory, it has been explained that since promotion increases the competition between business organizations by providing information to the consumers, it will also rise the number of the consumer who are more sensitive to price. After investigating the different approaches on long term effects of promotion, scientists used a distributed lag model to capture the long-term effects of promotion. Resultingly, researchers concluded that promotion assists to the business organizations in long-term by making the consumer decisions less dependent on price. Moreover, promotion mix increases the loyalty of the consumers in the long run (C.F.Mela, S.Gupta, 2014, p.249).

As a result of those studies, it is fair to claim that promotion mix has a positive influence on sales of business organizations in different ways. In addition, all the researches that are studied until now are from perspective of business organizations side; however, another interesting point is to analyze the impact of promotion mix from consumers' perspective. This approach will provide an excellent insight how

promotion mix can affect consumers. At this point, the impact of promotion mix on consumers can be explained by AIDA model.

3.3.1 Promotion Mix and AIDA model

AIDA is an acronym that stands for Attention, Interest, Desire and Action as shown in figure 5. This model is highly popular in marketing area and it basically introduces that which processes consumers are going through while they are purchasing the promoted product.

Originally, the model was established by a businessman, E.St. Elmo Levis, in 1898. While he is creating the model, his ultimate goal was maximizing the sales by optimizing the relationship between the business organizations and consumers. Since this model has been used for more than 100 years, it has significant importance in marketing history, and it has been named as “basic movement of marketing”. Model is aiming to increase the attention of candidate consumers by providing a touchy knowledge about the product. This phase is also called as cognitive phase of AIDA. Once attention of the consumer was grabbed at the first stage, consumers’ interests should be improved and resultingly, consumer should desire the promoted product. This process is also called as affective phase. Finally, consumer is convinced to purchase the product and takes action to own the product. This phase of AIDA is also called as conative phase. While the process flows in this hierarchy, the number of the candidate consumers will decrease in each phase. Therefore, the number of candidate consumers can be presented as reversed triangle. In another words, each step converts candidate consumers to real consumers and this conversion rate increases in each step as shown in figure 5. (E.Hadiyati, 2016, p.49-p.62).

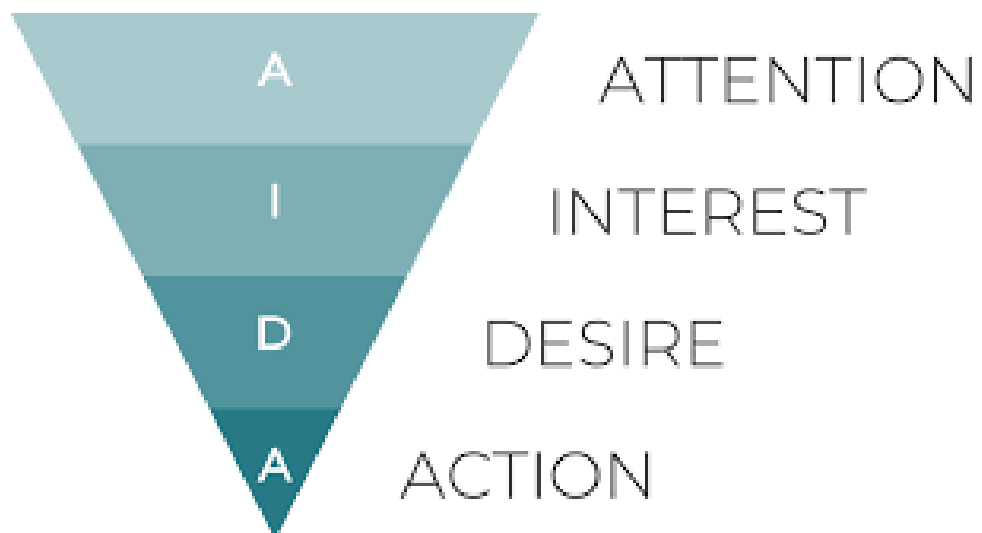


Figure 5. AIDA Model Elements

Source: <https://neurofied.com/aida-model-improved-business-results/>

The main purpose of a business organization should be enlarging the reversed triangle, so that they can increase the number of real consumers who will take action to purchase the goods and services. In order to satisfy this purpose, all phases of AIDA model have to be considered individually as described further.

3.3.1.1 Attention

A media of the product information should be designed carefully to grab the consumers' attention. This media can consist of eye-catching visuals, statements with strong words. In 2001, Kotler and Amstrong illustrated that the knowledge that will be provided to the consumers should include 3 key points.

- Information should be “Meaningful”, benefits and attractive points of the product should be presented.
- Information should be “Believable”, information should have reliable background.
- Information should be “Distinctive”, the message transferred in the promotion is better than the competitor.
-

3.3.1.2 Interest

After attracting the consumer, the attraction should be converted to continuous interest by maintaining the attraction. In this stage, product description should be designed in a way that transferred information should arouse the interest on the product. This can be achieved by providing solution ways to problems in a way to get the interest of consumers. In some successful examples, it can be seen that well explained features and benefits of the product improves the consumers' interest.

3.3.1.3 Desire

In this phase, consumer has to be seduced and persuaded by the promotion to purchase the product. Promotion should create awareness on the consumer that they would like to have this product. Although this step is just before the conative phase, hesitation and doubt of the customer blocks the wish to purchase the product in this stage. However, if the product information is reliable, then promotion or the products itself will create purchasing desire.

3.3.1.4 Action

As soon as owning desire of the product is maximized, final step takes place and consumer takes action to purchase the product. Action gives information about the steps need to be completed by the business organization in desiring to read and targeting consumers to own the product. It is also referred as the last effort to influencing the consumer decisions. Promotion has to lead the consumer in a right path, so that action phase will be completed by purchasing.

From the literatures, it has been observed that promotion mix has a trigger effect for AIDA model. Almost in every step of AIDA, elements of promotions take place and influence the consumer to purchase the goods and services of business

organizations. This affect can be tabulation as following; (E.Hadiyati, 2016, p.49-p.62)

	Attention	Interest	Desire	Action
Advertising	Very Effective	Very Effective	Somewhat Effective	Not Effective
Public Relations	Very Effective	Very Effective	Very Effective	Not Effective
Sales Promotion	Somewhat Effective	Somewhat Effective	Very Effective	Very Effective
Personal Selling	Somewhat Effective	Very Effective	Very Effective	Somewhat Effective

Table 1. AIDA and Promotion Mix [Own processing]

On the other hand, while consumers are purchasing the goods or services, this flow of AIDA model might not go through to end of action phase smoothly because consumers can face with more complex problems such as economical limits and misunderstanding or missing the point of the information provided by promotion. For instance, studies show that consumers are not able to process the pure and perfect information even though they are able to satisfy the economic needs of the product. The reason behind that could be some technical information or some terms that consumers are not able understand. The model needs consumers who can find and evaluate the available information in order to take the required action to own the product. Moreover, the fundamentals of strategic decision making that consumers employ while selecting choices of organizing consideration of alternative choices is rely on simplest procedure more than complex procedures since those are requiring more effort and time. (E.Hadiyati, 2016, p.49-p.62)

3.3.2 State Chart of Impact of Promotion mix

A conceptual framework is employed in order to investigate the impacts of promotion mix in detailed. This framework provides a visualization on the main elements of promotion mix. Therefore, it creates opportunity to approach impacts of each main element of promotion mix separately as shown in figure 6.

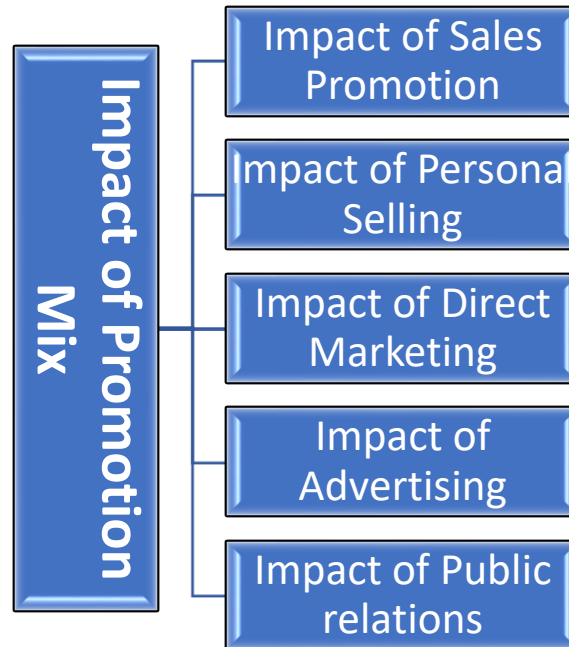


Figure 6. State Chart of Impact of Promotion Mix

Source: [Own processing]

3.3.2.1 Impact of Sales Promotion

Sales promotion is identified as a special offer for a product which is different than its usual status or an activity that represents marketing communication. Another research described sales promotion as a proposal or incentive that lead to manufacturers' and retailers' sales results. Sales promotion can also be referred to as any incentive used by manufacturers or retailers to provoke trade with other retailers or with other channel members, or with consumers to buy brands apart from encouraging the sales force to aggressively sell the items. In 2006, Kotler explained that sales promotion is an encouraging proposal for purchasing or sale of a product. During the application process of promotion, sales promotion step ups the sales of the business organization, so that it usually supplies an impulsive boost to sales. In sales promotion, it is important that consumer demand, market demand and product availability should be optimized by using media and non-media marketing communication tools. Some coupons, contests, sample products, trade shows can be showed as good examples for sales promotion.

In the basics, the aim of the sales promotion attracts new customer and introduce the new products to them. Furthermore, sales promotion brings some vital advantages to business organizations. These advantages can be listed as;

- Opportunity to provide quick feedback to consumers' questions
- Creates more excitement on the product.
- Adds different ways to reach to consumer
- Provides flexibility in timing and efficiency for both consumers and manufacturers

However, it has also some disadvantages such as high cost of reaching consumer and inability reach all consumers effectively. For instance, most of the yacht makers invests in the annual boat shows in order to attract the new customer by showing the last version of their yachts. In these boat shows, they are able to talk one on one with almost most of the consumers and boat shows creates excitement on the boat lovers; However, joining a boat show is not cheap for consumers and manufacturers as well. (F.O. Afande, M.P.Maina, 2015, p.68-p.69)

The prior art indicates that sales promotions' importance is increasing enduringly for both manufacturers and retailers in whole world. This significant importance of sales promotion depends on several factors such as expand in advertising industry, increase in respect to sales promotion, rising the influence of retailer approaches towards micro-marketing, decreasing in planning time horizons of sales promotions and snowball effect. (F.O. Afande, M.P.Maina, 2015, p.68-p.69)

Researchers found out that in Malaysia, sales promotion is highly appreciated among the retailers and manufacturers in order to encourage their customers because Malaysian customers are feeling more comfortable to enjoy monetary-saving promotional offers .The main cause of this is that they see these promotional offers as a sign of opportunity to buy more and it is worth to buy. Previous studies showed that when sales promotion techniques are properly employed, it would assist retailers or manufacturers to encourage customers to advocate their business and to try out the products and services being promoted, and in return would help the retailers and manufacturers to achieve their objectives. Malaysian consumers' behavior and purchase patterns indicated that the most widely implemented and liked sales promotion techniques by retailers and manufacturers in Malaysia were coupon, price discount, free samples and bonus packs. (F.O. Afande, M.P.Maina, 2015, p.68-p.69)

Moreover, product type is also one of the important variables in sales promotion. While determining consumers; perspective, it plays vital role. Consumer product literatures have documented the importance of personal values studies especially on consumers products. Personal value was shown to influence different consumer product and eventually consumer brand preferences. Product type and its characteristics can be simply identified as knowledge about the product type, frequency of purchase, product differentiation, product tangibility and price. Literature review represented that differentiation in product types was mainly employed in competition between products that were located at various positions in a theoretical characteristics space where consumers have personal preferences over the different positions. (F.O. Afande, M.P.Maina, 2015, p.69)

In addition, it also allows firms to serve efficiently for the consumers' different choices. Likewise, it would also potentially help firms to obtain more localized market power. Thus, this study enlarges the current knowledge to include sales promotion techniques for different types of consumer products such as convenience products, shopping products, specialty/luxury and its impact towards customers purchase satisfaction and behavioral intention (F.O. Afande, M.P.Maina, 2015, p.69)

Although Increasing importance in sales promotion and their potential for services marketing, there are several number of service providers who do not rely on its effects. In that case, sales promotion activities are called below-the-line activities and the product becomes tangible where it is difficult to offer 10 percent extra free or a free trial sample. When the service cannot be tailored according to demand, pricing becomes the vital element to change for promotional purposes. In some service markets, promotional pricing forms such as coupons are frequently used; However, these promotional activities bring some difficulties and danger along with it and also affects the other services, since setting prices for services is already challenging and customers are considering the price as measure of quality often. Another setback of price-based promotions is that customer considered as value seeking and price aware, but in reality, their approach to price that is connected to quality cannot allow them to think fully value seeking. Price based promotions and quantity-based promotions such as "5 percent free" or "buy 3, pay 2" are manipulating the quantity-price ratio to increase the value of the product and these promotions are called value-increasing promotions, but they are suitable for service promotions generally. Similarly, there is another group of sales promotions called "value-adding" promotions and these promotions do not change neither the quantity nor price of the product. The main aim of these promotions is parceling up the product with some other product in order to increase its value to customer. Impact of the promotion can be increased easily with value adding promotions.

Measuring of sales promotion is a challenging issue for service providers. The easiest way to do it is analyzing the sales patterns to obtain the effectiveness of sales promotions, but this solution way is also questionable since most of the competitions run by service providers do not require any form of purchase to entry.

3.3.2.2 Impact of Personal Selling

Personal selling is one of the most useful communication tools during several process of purchasing, especially creating the first choices of consumer. The interactive nature of personal selling increases the impact of the promotion method. Since building relationships with potential customer is the first interactive step, personal selling has vital importance of promotion mix, particularly, for service sector in developing countries (F.O. Afande, M.P. Maina, 2015, p.72).

Impact of personal selling started to play key role in banking institutions. Researcher stated that having an effective salesperson determines how big the impact of the promotion is. It is stated that the performance and psychological characteristics of salesperson is a function of both personal traits and organizational factors. For the effectiveness of salesperson, there are two individual-level variables, which are

called strategic ability and intrapreneurial ability. The impact of these two variables is mediated by two relationship-process variables which are communication quality and customer trust. Strategic ability is defined as “the cognitive capacity of a key account salesperson to analyze customer organizational and business problems and focus on their long-term interests.” Furthermore, definition of the intrapreneurial ability stated as “the key account salespersons’ ability to locate personal or other resources within the seller firm and deploy them to assist the customer account.” Although most of the variables that has impact on salespersons performance such as sales aptitude, mental ability and personal traits are individual characteristics are out of the control of the management, management can design and employ appropriate training programs so that sales performance of the firm can be increased, and long-term performance of salesperson could be improved. (F.O. Afande, M.P. Maina, 2015, p.72-p.73)

Researchers studied that the effectiveness of selling techniques used by salesperson in the insurance industry. Resultingly, they have found out that some selling techniques affects the success of failure of salesperson critically. They have identified 12 variables that creates difference between salespersons. Moreover, it has been proved that top sellers who used non-manipulative and customer-oriented practices were able to adapt in different circumstances in order to satisfy the requirements of the consumer. (F.O. Afande, M.P. Maina, 2015, p.73)

In 2000, Kotler stated that personal selling represents not only most costly but also the most effective form of creating connection between a consumer and company’s products and services (P. Kotler, 2000, p.305). Although the cost of personal selling is high, it has been published by many researchers and journals that an in-person sales presentation, which is containing an effective verbal presentation and interaction with the potential buyer, is considered the most powerful marketing tool in today’s world. The focus of successful salesperson is based on emphasizing the needs of consumer and matching the products with these needs. The reason behind the high cost personal selling is due to the recruiting, selecting, hiring, training of salesperson. However, these high-investment costs on salesperson allows for the company to maintain higher levels of resource control. For example, managers can monitor, supervise, and mentor salespeople in order to further develop their skills. Likewise, the company is in control of decisions such as how to evaluate and reward the high-performing salespeople. Some researchers believe that personal selling messages have greater potential to be more persuasive than advertising or public relations since communication with customers is directly face to face. (F.O. Afande, M.P. Maina, 2015, p.72-p.73).

Another aspect that effects personal selling is that cultural values influence the preference for inter-personal communication. In a cross-cultural study showed that difference in cultures leads to difference in perceptions of personal selling, so that it affects the consumer behavior during purchasing process (F.O. Afande, M.P. Maina, 2015, p.73).

3.3.2.3 Impact of Advertising

Advertising includes paid presentation and promotion ideas, products, programs, or services in magazines and newspapers, television, radio, billboards, bus card, direct mail, open days, events, exhibitions, speeches, or other mediums. In last couple decades, technological advancements have driven companies to do online marketing through social networking sites like Instagram, Twitter and Facebook. (F.O. Afande, M.P. Maina, 2015, p.75).

It can be stated that in today's world, advertising one of the most universal and persuasive channels of communication. Advertising can influence in many ways; However, the main goal of advertising is to catch the attention of as many people as possible and seed the wish of purchasing into those people. In other words, advertising is to promote products and services persuasively and creatively with different channels.

Advertising effects can be investigated in 3 main function of it. Firstly, initial impact of advertising is the identification function, that is, to identify a product and differentiate it from others. Therefore, awareness of the product can be constructed in order to provide a basis for consumers to choose the advertised product over other products. Secondly, advertising should present the information about the product, its attributes, and its location of sale; this is the information function. Lastly, advertising should persuade consumers to try new products and to suggest reuse of the product as well as new uses and this is called persuasion function (F.O. Afande, M.P. Maina, 2015, p.75).

3.3.2.4 Impact of Direct Marketing

Direct marketing consists of sending an information about a special offer, product, sale announcement, service reminder and other type of communication to a person at a certain physical or electronic address. In despite of the most advertising, direct marketing allows one on one communication with the consumer, so that the certainty level of delivering the promotion message is increased. (F.O. Afande, M.P. Maina, 2015, p.75). With the increase in this certainty, it is possible to state that direct marketing has more impact than advertising on the consumer.

3.3.2.5 Impact of Public Relations

Academic analysis of public relations programs have illustrated that public relations is an effective marketing tool since many public relations programs are trying to stimulate media coverage, much of the research has focused on the role of coverage in influencing consumers.

Although direct impact of public relations on the sales level has been discussed among the researchers, many companies includes public relations into their promotion strategies in order to increase sales of products and services. There are effective public relations strategies which can boost the effectiveness of promotion mix. For instance, a public relations strategy aims to increase the attention of the consumer on the product, so that positive purchase experience can be achieved by offering free product trial through a newsworthy event (Council of Public Relation

Firms, 2005, p.3). Therefore, public relations can create an indirect impact on the purchasing decision of the consumer. However, public relations programs may be designed to influence consumers at any stage of the purchase process such as increasing awareness of products and services, increasing willingness to consider the products and services, creating desire on product to convince consumer and purchase it and building continuing preference on the product. (Council of Public Relation Firms, 2005, p.8).

3.3.3 Promotion Mix Effects on Brand Equity

Several researchers suggested that promotion mix elements have positive and significant impact on brand equity. (S.Kumar, S.Patra, 2018, p.81) The significant impact of promotion elements mix can be investigated for each element separately as follows.

3.3.3.1 The impact of advertisement on brand equity

It has been illustrated spending more on advertising lead to improved quality which helps to create higher brand equity. It was suggested that every business must invest in the advertising since it plays key role to build strong brand equity and point out tremendous advertising help to create high confidence and high quality which lead to brand equity. Similarly, researchers suggested advertising spending give long term effect as brand equity. Further, researchers, indicate higher advertisement contribution support to create greater brand equity. Also recommended out of the various marketing activity the advertising is very helpful to the formation of brand equity. It has been proven that advertising boosts the brand equity by providing complete information regarding the brand its products. (S.Kumar, S.Patra, 2018, p.82)

3.3.3.2 The Impact of Sales Promotion to Brand Equity

It has been stated that sales promotion is one of the most important tools to enhance brand equity. Likewise, another research illustrated that sales promotion effect brand awareness, brand associations and improved quality which help to construction of brand equity. Several researchers investigated the relation between advertising, sales promotions and brand equity and results revealed that sales promotions effect positively to brand associations and perceived quality which leads to higher brand equity. On the other hand, other scientist concluded that price promotion causes the brand image to lose their value whereas sales promotions lead to higher brand evaluations. Hence, brand equity can be developed with sales promotion strategies (S.Kumar, S.Patra, 2017, p.82).

As a result, sales promotion has a positive effect on brand equity, but researches also show that price promotions might harm brand equity and it can have destructive effect on its creation. Therefore, in order to reach high brand equity sales promotion must be aimed (S.Kumar, S.Patra, 2017, p.83).

3.3.3.3 The Impact of Personal Selling to Brand Equity

It has been illustrated that personal selling has more significant impact than other forms of promotion which plays a meaningful and active role in brand equity. Researchers described the impact of personal selling on the creation of overall brand equity. They revealed that results of the study revealed and suggested that the personal selling directly enhances brand perceived quality and brand loyalty which help to create high brand equity (S.Kumar, S.Patra, 2017, p.82).

To sum up, personal selling is one of the richest sources of constructing the customer awareness, and it builds long-term, healthy and trustworthy relationship with the customer (S.Kumar, S.Patra, 2017, p.83). Hence, personal selling is more significant and highly interactive promotion instrument.

3.3.3.4 The Impact of Direct Marketing to Brand Equity

Researches illustrated that communication in marketing is the combination of direct marketing, general advertising, sales promotion and public relation, etc. According to their study, the marketing communication help to contribute creating awareness of the brand which lead customer-based brand equity. It has been stated that marketing communication such as direct marketing personal selling, etc. is directly related to brand equity. Therefore, marketing communication should be appropriate to improve brand equity (S.Kumar, S.Patra, 2017, p.83).

Chapter 4

Characteristics of Company Crown Worldwide

4.1 History of Crown Worldwide and its organization

The story of Crown Worldwide began in 1965. In Yokohama, Japan, founded by Jim Thompson and first shipment set sail in Japan. During the 70's expansion continues towards Hong Kong, Singapore, Malaysia, Saudi Arabia and Iran. Later on, in 80's Crown Worldwide continues to growth in UK, Netherlands and Belgium. Since that time the company was developing and extending all the time around the World.

“When you start out in business you can afford to be a bit reckless as there's nothing to lose, but when you've built up a company, your focus needs to change to protect what you've created” -Jim Thompson, Crown Chairman.

Today Crown Worldwide is an international company that has 83 main offices in 42 countries around the world, with headquarter in Honk Kong. The company provides services that are categorized in six different brands and has over 1 703 employees that are from over 50 countries and speak over 56 languages.

4.2 Brands in Crown Worldwide

As for the type of business, Crown Worldwide is company that mainly provides the Relocations services as it is one of the most developed brands among five others, four brands are B2B and two brands are B2C. Some services may be provided entirely by the company while for mostly of them Crown Worldwide must outsource the service to sell the complete product to their customers.

The company has in total six brands:

- Relocations
- World Mobility
- Fine Art
- Records management
- Logistics
- Wine cellars

Relocations- Crown Worldwide takes personal care and full attention needed to make customer's relocation successful. This service include completely relocating clients as well as their families, from the initial paperwork and visas to the final steps needed to settle their new life.

“Be it a local, domestic or international relocation, our Move Managers oversee every aspect to ensure a smooth move. They offer advice that stems from

formalities and procedures to first-hand guidance on capturing the magic of exploring a new location.

Relocating can be a change that invigorates and uncovers new possibilities.”

(<https://www.crownworldwide.com/en-us/crown-relocations>)

“With so much experience relocating people, we understand exactly what it means to pick up your whole life and move - across town or overseas. Across the city or around the globe, we’ll take care of all your belongings. We can even help you adjust to a new location or an unfamiliar culture” – Jim Thompson

World Mobility- as service refers to moving employees for small and large companies. Crown Worldwide has over than 50 years of experience around the world. In dependence of firm’s business World Mobility is split into four groups:

- 1) International
- 2) Domestic
- 3) Self Service Moves
- 4) Program management

“Our comprehensive mobility services make domestic or international operations more effective - supporting your business with the strategy, managing the logistics, minimizing the risks, improving the efficiency and increasing the return.” (<https://www.crownworldmobility.com/about-us/>)

Fine Art- “Crown Fine Art provides dedicated logistics services to museums, institutions, galleries, auction houses and private collectors. Coordinating touring exhibitions, transporting individual works or whole collections, while always providing the highest standards of care – transporting art safely around the world.” (<https://www.crownfineart.com/en-us>)

Records management- main task of this service is to transform client’s i.e company’s information and data into a corporate asset. This brand provides complete information, storage and access solutions by maximizing the value of client’s corporate memory.

“Every organization can perform better by being in complete control of the information it creates, processes, preserves and destroys. Our aim is to help you maximize the value of your corporate memory through the storage, active management, smart and timely distribution of information assets.” (<https://www.crownrms.com/en-us>)

Records management is one of the biggest brand among five other brands that the company possess. It is B2B related and it has the biggest impact on company’s turnover as the customer base is the largest.

The company manages over 20,000,000 cubic feet of business records and has grown to become the number one private company in this field. Its services include:

- Business information storage
- Imaging, data conversion & data hosting
- Escrow services and destruction services

Logistics- refers to supply chain in the couple of industries such as cosmetics, fashion, luxury hotels and health products.

“Well established, high end brands in the fashion, cosmetics, health products and luxury hotel industries, can discover more possibilities to grow their business and add value to their customers”

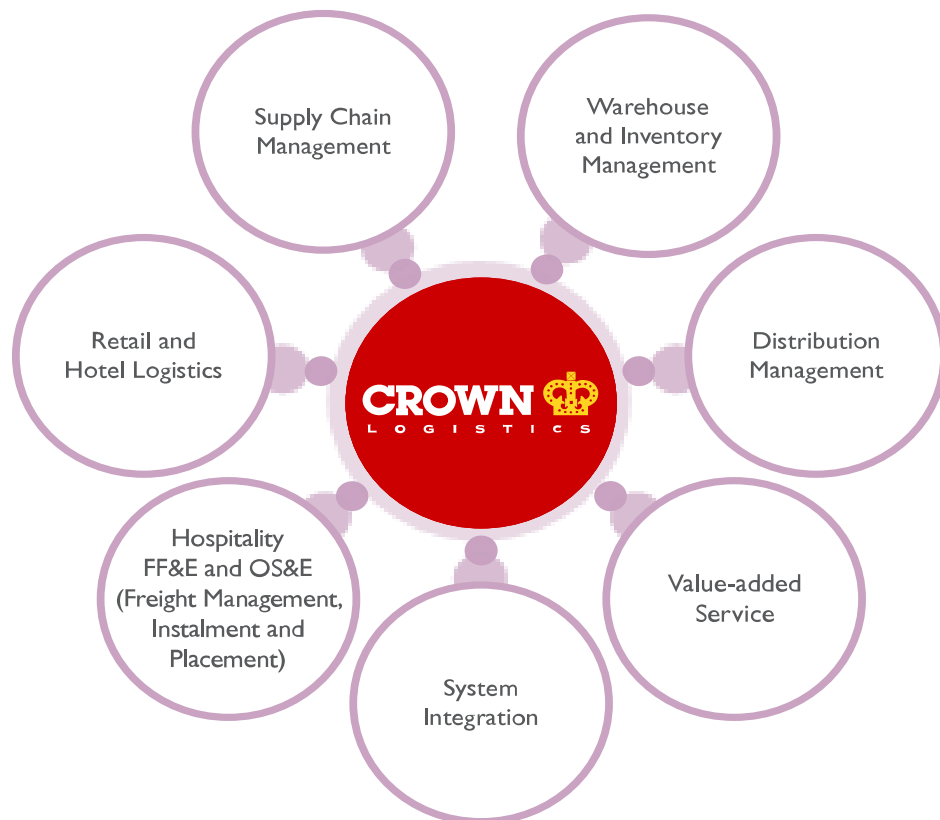


Figure 7. Departments of Logistics of Crown Worldwide

Source: <https://www.crownworldwide.com/intl/nl-nl/crown-logistics>

Wine cellars- Acknowledged as one of the finest wine cellar facility in the world. Crown Wine Cellars is dedicated to the meticulous handling, storage, long-term maturation and ultimate enjoyment of wine.

Since the original intention of the cellars was to provide safe and secure arms and ammunition storage, the bunkers are located 20 meters underground with secure

connection and designed with the latest technologies in order to be able to create perfect environment for the wines. The essential fine wine cellar conditions come together in perfection and ensures that all wines cellared at Crown Wine Cellars enjoy unsurpassed provenance.

4.3 The company's vision and goals

Crown Worldwide introduces their vision as transparency on their core values and sharing, hence it can be clearly and openly described who they are as an organization. Starting from the establishment of the company, they have been aiming to develop and expand in terms of the environment, human rights, health and safety, labor practices and antibribery and corruption.

Likewise, Crown Worldwide encourage their people to decide on, develop and drive initiatives by aiming to understand and care about local needs, to create a momentum for positive change.

Crown Worldwide aiming to keep focused on issues material to their business activities by planning to continue to scrutinize their environmental performance, especial the areas where they missed their targets. Moreover, they aim to share the value of what they bring to communities and strengthen their company in order to enable them to keep doing goods. Most importantly, their main goal is to keep looking for new practices and ways to leverage our core business activities, so that they can have a positive impact every single day.

Internal organization and respect of employees has a very large impact on the provision of further services which creates and overall image of the company. Therefore, the company has five main values:

Caring, open-minded, determined, there and sharing and those values guide and inform everything that Crown Worldwide does as business and try to develop each and every year with different focus.

Chapter 5

Marketing plan of Promotion mix

5.1 Marketing plan of promotion mix for Relocations brand and Records management brand

Until year 2017. Relocations brand in United Kingdom was way much smaller than it is currently. Up to 2017. UK branch was operating just relocations inside of Northern Europe, UK and Ireland, while today United Kingdom Relocations brand covers whole EMEA region (Europe, Middle East and Africa).

Due to business re-organization and decision of board members to cover Relocations brand for whole EMEA region from UK location of the company, it reflects to other segments of business and to internal departments of the company, especially on Marketing. Due to those business-organization changes, marketing team got the task to create completely new Marketing plan in long run that will cover all future plans. So, in 2016. Marketing team of the company created “Long time strategy” for next 4 years with possibilities to adjust and change marketing plan according to the business, impact of the marketing and internal or external factors.

“Long time strategy” is internal name for the global marketing plan in long run that was created in October 2016. with key business focus for 2017, 2018, 2019 and 2020 year with the main objective to globalize Relocations brand and Records management. As the main goal is to make the business of moves and keeping records globally, the global plan was created with its goals what should be done by the end of the year 2020. The second objective of “Long time strategy” is to re-organize duties of NILSC and the third objective is to develop domestic moves in the territory of UK and Ireland.

The first goal of marketing plan is focused on movements and to globalize them in terms of particular space. The company wanted to make all services of relocations for EMEA region done from UK which from marketing point of view is to make all customers aware that their calls or online requests to purchase relocation service will get done from UK which is really good as one of the largest and oldest branch is exactly located there so it already carries with it certain trust that can be turn into marketing.

The second goal is focused on duties and tasks that NILSC has. NILSC (Northern Ireland Legal Service Commission) is the name for call center that is located in Belfast, Northern Ireland, UK and operates by its law. Up to 2016. it operated with limits and just for the territory of UK and Ireland but from 2017. it was decided that the call center will manage all web leads on behalf of wider region. So, it is part of “Long time strategy” as it is new service for whole EMEA region, and

the company needs to encourage all customers to feel free to call for any questions or queries they have due that the platform was already created and tested for them.

Regarding the third goal, all what is needed is to put more accent and special highlight on already existing service in particular location of UK and Ireland. In order to achieve this objective, marketing activities have to give an explanation as response to the question “Why Crown Worldwide?” and to motivate their targeted customers to choose Crown Worldwide as service provider.

5.2 “Long time strategy”

Crown Records Management is the corporate information management business of the company, serving large and small corporations around the world. As an established global player, Crown Records Management is well positioned to help organizations meet the challenges of good information management in a fast-changing world. Its combination of facilities, knowledge and insight into the opportunities of effective records management can bring order to a complex environment and create advantage. Therefore, the main objective for Records Management brand is to attract more corporations to keep their records with Crown Worldwide. Since the brand is B2B the development itself has direct impact to turnover of the company as high income comes at once.

Relocations is one of the most developed brands in the territory of UK among the other brands supported from the location. Marketing strategy called “Long time strategy” of Crown Worldwide has four main headlines:

- 1) Engage (Awareness)
- 2) Acquire (How to reach audit-new customers/clients)
- 3) Grow (Up-sell, cross-sell and repeat)
- 4) Leverage (Referrals)

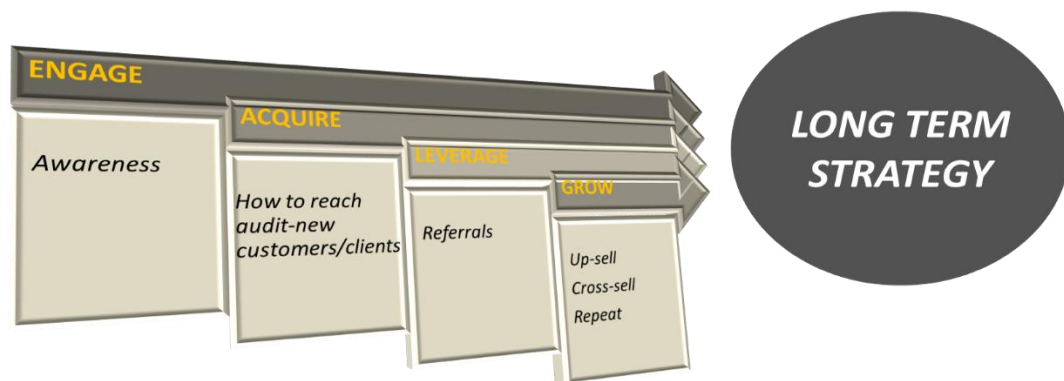


Figure 8. Marketing Plan

Source: [Crown Worldwide data - own processing]

5.2.1 Engage

Meta goal for engage is brand awareness and consideration. The goal would be reached by applying public relations which is one out of 4 components of promotions mix. The company decided to use owned and paid media by creating 3 main strategies:

- 1) Develop blog
 - 2) Brand campaigns on social media
 - 3) Instagram
-
- 1) Development of the blog is completely new campaign for the company, the plan is to develop blog contents and to write articles that will be shared all around the world, so that all customers can see and review them as it gives an shot of trust in the brand. By creating blog and articles marketing team wanted to extend, not only already existing channels but to bring in something completely new that will attract attention of targeted audit.

 - 2) Brand and campaigns on social media are based on previously targeted different groups of audits so that the most suitable agenda can be applied and published according to the main marketing rule “in right time, at the right place”. Although the right steps have been taken, after marketing review of year 2017. success metrics showed the results that agenda that has been posted on social network, particularly Facebook, was reviewed by males for 47% more than females which was loss for the company not just in terms of marketing but also financially. After this omission, from year 2018. the content of all posts for future period was changed accordingly.

 - 3) As part of owned media, marketing team, decided to push the Instagram profile more through the channels and point out more on the posts. The posts for four consecutive years are more focused on to let customers know what is new in terms of, above mentioned, blog, articles etc. Instagram posts are present to transfer them to go and visit company’s Facebook page, to visit the website and to learn there what is new for them. In the posts three following segments are highlighted:
 - Quality of life

 - Good quality converted to business

 - Diversity of the channel

5.2.2 Acquire

The goal for acquire segment is to get new clients by concentration on social networks particularly on Facebook through organic posts by following organic reach which is key for them due to its purpose and content.

- 1) Promotion
 - 2) Optimize SEO and website development
 - 3) Direct communication and live support
-
- 1) The season of Relocations brand starts from the end of March and finishes at the end of August which gave idea to include promotion when out of season. Promotion occurs through promo codes during low season months. How to use promo codes and participate in order to get the discount for services of the company, customers need to visit company's Facebook page and stop by on organic posts of the company's Facebook profile. Marketing team connected those two channels so that through organic reach visitors of the posts and participants for promotion codes the company will be able to make direct comparison of numbers and find out through the comparison what is the difference between the customers that just saw the posts and those that saw the post and got and promotion code. This will give a response to the marketing team whether organic Facebook posts do not give enough explanation for customers or they are not interested at all.

 - 2) As SEO stands for Search Engine Optimization it refers to optimization of any website by which the visibility of it will increase. The company's methodology is to develop the traffic of website and increase visibility which leads further to take first place on Google. Along with that, by the end of year 2020, website should have option to choose any other local language and website will be translated directly. From the past couple of years, research based on survey showed result that very high percentage of customers would be happy to be able to read the website on their native language, especially in terms of what relocation service includes which is crucial for them.

After SEO optimization the plan is to plan is to optimize website journeys in order to find out what is the path through which the customer reached company's website. The path will further branch into subchannels that will show exactly the map of how customers move through the website, on which service they research the most, for which service they come back again to visit after some time. In nutshell, it will give a schematic diagram of visitor's movements from the point of entry to the point of leaving the website.

- 3) As up to now customer can reach mobility advisors, moving managers etc. by phone, email and web leads they decided to develop live support on company's website that will be online 24/7. At the present time, once customer is interested in any service there's in the website particular form that customer needs to fill in and by one click send back directly to Web leads department that particularly takes care about those forms and send requested service further to the proper business segment. Marketing team use Web leads as an effective tool in order to make market research, to understand user's behavior on the Internet and to evaluate visits of the company's website. From the Web leads Marketing team can find out the volume and frequency of visits, popularity of the content, it also identifies who are the visitors and where they are located.

Due to overload with Web leads and their deadline of 48 hours, there will be live chat in the website as some clients know what they want to purchase and are able to present fully what they need. By using live chat, they can agree on full service and get the job done in couple of minutes.

This will improve communication with the clients as the chat will be unlimited and they will get in touch not with a robot but with real person. Sometimes customers have quick questions, they would like to know something additional and make comparison with some competitor of Crown Worldwide and make their final choice and decision from which company to purchase the service. Even though it doesn't seem like big improvement in fact it is really big step to get close to your target audience and show them that the company is possible to reach by so many ways.

Under this segment there was planned to send SMS to the customers and keep them in touch with all news, possibilities, promotions etc. The company actually never tried nor executed this type of direct marketing as the functionality was bad.

5.2.3 Grow

Meta goal of grow segment, from Marketing plan, is to be focused on up-sell and cross-sell as it gives maximum value to customers.

Up-selling is strategy to sell to customer more expensive version of product that he already has, and Cross-selling is strategy to sell addition for product that customer also already has or buying at the moment.

When those two strategies are combined, they will increase revenue without recurring costs on different marketing channels. In order to done it properly the key point is to understand and know what your costumer exactly needs.

The objective of the company is to increase customer value and give them response with products and corresponding support as "Long time strategy" is customer related.

Through the marketing plan there are three initiatives:

- 1) “My move” launch
 - 2) Develop our domestic moving proposition
 - 3) Push the customers through the buying cycle with content
-
- 1) Cross selling reflects through “My move” service which is just new version of relocation. It is full package of relocation which includes additional services like: to find school for kids, to support with visa queries, to find job for other family members, to make possible hobbies for family members etc. where one price has been created to support all of mentioned above from the beginning until the end. By launching “My move” service the value to the customers will be given which will further lead to “word of mouth” marketing which is invaluable for a company on the market.

 - 2) As part of the same segment is to develop company’s moving proposition in the territory of United Kingdom. “My move” is marketing trick as it is package of already existing services but for this type of market it will be something really “fresh” as in the territory of UK “Crown Worldwide” didn’t have couple of services that are, at the present, part of the package.

 - 3) The third part refers to change the map of moving the customers through the purchase of the services which reflects Up-selling point. This is strategy which goal is to re-direct customers from buying simple services to make them aware of new services with content.

To put above mentioned strategies in practice the company will pay advertisement on Google, the main objective is to be the first in there. This will be applied through combination of PPC and PPL advertisement.

“Pay per click” campaign is created by marketing team according to the budget that was determined earlier. Applied PPC campaign will give an image of customers transparently which the company is searching for. PPC is perfect tool for the company, as Crown Worldwide wants to combine transparency, website growth and the budget.

PPL stands for “Pay per lead” and it is mostly concentrated on Records management branch as this campaign is used for business clients or any third party that contributes to the service. As this marketing plan itself is long time strategy for both branches, the company uses both campaigns, mutually, as this marketing campaign runs for multiple services, B2B which is in this case Records Management and B2C where Relocations brand belongs. As Crown Worldwide has long experience in this branch marketing

team is able to make an approximate assumption and create proper campaign according to the previously determined budget. PPL campaign is used partially for the customers and B2C brand for customers that don't know who we are, but they might know and recognizes our partners.

Blog, that comes with SEO optimization of the website, is used as second tool to present the three initiatives to the market. Blog contains introduction of the service, recommendations and benefits. For any purchase or detailed information there is map in the website that is presented through links. This is used in two ways: One is to help the customers to reach all needed and necessary information that they need and second one is company related and it gives again, result how customers move through website.

There will be special dedicated page in the company's website named as "Why Crown Worldwide?", which will be filled with domestic customer's reviews and comments. In the territory of United Kingdom, the company became partner with couple of real estate agencies which marketing team turn into marketing campaign. The company recommends their accommodation and apartments to Crown's customers while doing Relocation service while in turn they will promote Crown Worldwide in their Newsletter as compensation.

5.2.4 Leverage

In the fourth segment, which is the last one, as part of Crown's long-time strategy, meta goal are referrals. This goal will be achieved by following scheme that consist of three parts:

- 1) Third party reviews
 - 2) Utilizing user's content
 - 3) Group initiatives
-
- 1) As very last thing, when the service is done customers will fill in feedback survey which will be used to update the blogs and fill in free space of postings in the social networks, particularly Facebook, Instagram and LinkedIn. There's schedule which post and blog should be published at right time, in order to avoid the situation of finding several posts related to the same service in one line, the feedback survey is used for these purposes, to make cross between the same posts. With website optimization, there will be section called "Third part reviews" where customers will be able to access these feedback reviews and see what others think about Crown Worldwide and its services. This page will be worldwide available and translated into local languages.

 - 2) As result of previously applied strategies, marketing team assume that number of new customers will decrease which will be used here at the same time as technique and marketing tool. Once customers purchase the

service, they will sign an agreement for allowing Crown team to make pictures while doing relocations, those pictures will be turn into marketing later on. Pictures taken of customers and their relocations will be published as post on social network (Facebook). Along with photos there will be additionally customer's comment and evaluation. They will give review and will be able to write an comment in their own words. As very last thing, when the service is done customers will fill in feedback survey which will be used to update the blogs and fill in free space of postings in the social networks, particularly Facebook, Instagram and LinkedIn.

- 3) Group initiatives are based on motivating customers to fully purchase the service and stay with Crown Worldwide until the end of processed. This marketing activity is related to B2C brand- Relocations. Marketing is presented in the form of two promotional activities that intersect the main service which present exactly the point of motivation for customers. For every purchased Relocation service fully, customer gets Amazon gift card and promotional code that can be used for any next product purchased from Crown Worldwide.

5.3 Relocations and Records Management data

The differences in Marketing mixes will be shown through their impact on the company's turnover and KPI -Return on investment. Therefore, the data in this paragraph will be expressed through two key indicators:

- 1) Net income of the company
- 2) Expenses that are invested

The table below presents the data of net income in percentages for Relocations brand versus total net income of the company that is built by other five brands.

The table below also contains expenses, which is in this case marketing investments in percentages out of all investments in the company for following year. The data below is on the level of particular territory, United Kingdom.

Brands		2017	2018	2019
Relocations	Net income	%25.3651 Of total net income	%28.5806 Of total net income	%30.6743 Of total net income
	Expenses	%2.2112 Of Cost of Investment	%2.2385 Of Cost of Investment	%2.9482 Of Cost of Investment
Records management	Net income	%14.8654 Of total net income	%3.8401 Of total net income	%22.7084 Of total net income
	Expenses	%0.6068 of Cost of Investment	%0.4784 Of Cost of Investment	%1.1070 Of Cost of Investment

Figure 9. Percentages of Net Income vs Investments

Source: [Crown Worldwide data - own processing]

Total net income in year 2017 for Relocation brand was 25,3651% out of whole net income built by other brands of Crown Worldwide in United Kingdom. Out of whole expenses of the company 2,2112% went on Marketing investments and campaigns. During next years, total net income was increasing for around 2-3 % in comparison with previous one.

Therefore in 2018 we have total net income of 28,5806% and expenses a bit higher which is 2,2385% out of all expenses in the company during following year.

In the year of 2019 net income that just Relocations brand brought is 30,6743% with expenses 2,9482%.

As B2B brand, Records management has less investments in Marketing which results in lower net income than Relocations brand. The main reason for that is nature of the business, as the company has many years of experience and large clients as its customers Crown Worldwide is already known name in that sphere of business so Marketing plan “Long time strategy” is a bit more focused on to develop domestic and international locations.

The year of 2017 showed 14,8654% of net income from particular brand followed by 0,6068% of total investments into Marketing activities.

In the year 2018 there was big and sudden drop in net income that was only 3,8401% with total expenses of 0,4784% on Marketing activities.

After really low net income from Records management brand in 2018, there is 22,7084% of net income in the year 2019, which is big increase over the previous year. The total expenses were 1,1070% which is about double the investment in marketing than previous year, but the total net income is seven times higher than year 2018.

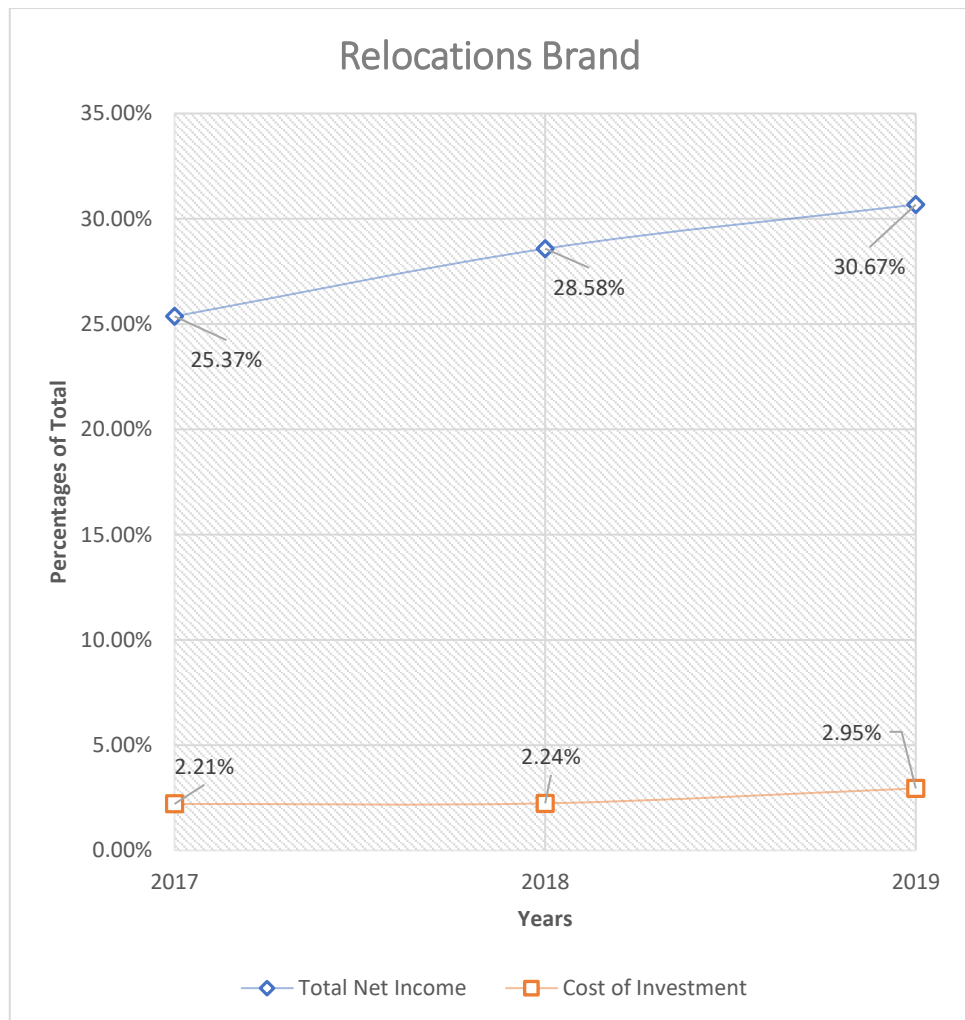


Figure 10. Investments vs Total Net Income for Relocations Brand

Source: [Crown Worldwide data - own processing]

As shown in figure 10, Relocations brand was able to increase their total net income with new marketing strategy starting from 2017. While they were achieving higher income every year, they have invested in more than previous year for marketing activities. Consequently, it can be stated

that for relocation brand there is a direct proportional relationship between cost of investment and total net income.



Figure 11. Investments vs Total Net Income for Records Management Brand

Source: [Crown Worldwide data – own processing]

Figure 11 illustrates that marketing investments can increase the total net income of the brand; However, external factors such as losing a market leader customer can affect the marketing budget of the brand. In 2018, records management brand had to reduce the cost of investment on marketing budget which results in less promotional activities during the year. The decrease in marketing budget resulted in loss of total income significantly. As a result, it is possible to observe the direct proportional relationship between total net income and cost of investment.

Both points presented in the table, total net income and cost of investment, are key factors in order to calculate ROI (Return on Investment) and see what the company actually does, whether Crown Worldwide makes profit or loss in terms of an investment. To calculate

ROI, the benefit of an investment is divided by the cost of the investment. The result is expressed as a percentage or a ratio.

$$\text{Return Of Investment} = \frac{\text{Net Income} - \text{Cost of Investment}}{\text{Cost of Investment}} * \%100$$

Equation 1. [Return of investment calculation-Own processing]

Net income refers to the proceeds obtained from the sale of the investment of interest. Since ROI is measured as a percentage, it can be easily compared with returns from other investments, allowing one to measure a variety of types of investments against one another.

Return of Investment presents key performance indicator that the company is using for significant amount of time as it proved to be very successful KPI that gives clear image in couple of numbers, in which direction the business is going.

In Crown Worldwide it is not just used to see return of investment financially but also it is used successfully in the practice when it comes to the time and length of several processes in different departments within the company.

5.3.1 The impact of Marketing on sales

This paragraph will show impact of Marketing on sales of Crown Worldwide. The marketing activities that were described above theoretically under the name “Long time strategy” will be followed by analysis data.

Strong marketing campaign and high investments into marketing activities are not applied just to make high return on investments but to create an image of the company by making name of the brand and to keep Crown Worldwide a step ahead of the competitors. Properly created campaign for time period of 4 years significantly reflected on the sale of company’s services and therefore on the income of the company.

5.3.2 Relocations brand

Once money is invested into marketing campaign the result must be measured so that the company can ensure that they make profit on applied marketing campaign. In order to identify feedback from marketing campaign that is applied, as KPI (key performance indicators), Crown Worldwide uses ROI (return on investment). ROI is expressed in percentage and the company uses it to see efficiency of marketing

investments and to make future decisions regarding to the campaign. It gives an image of what was done and what should be changed in future. There are so many types of KPIs, but ROI is one of the most reliable for Crown Worldwide as they can use the indicator not just for financial investments but also time investments which is crucial for couple of brands, Relocations especially.

As in year 2017, “Long time strategy” was applied for first time the result of KPIs presented crucial factor on which further decision will be made. Any future adjustments of the strategy would be based on the results that ROI gave. For all 3 years (2017, 2018 and 2019) the budget that was determined for marketing campaign, is similar with possible adjustments after review of the current year.

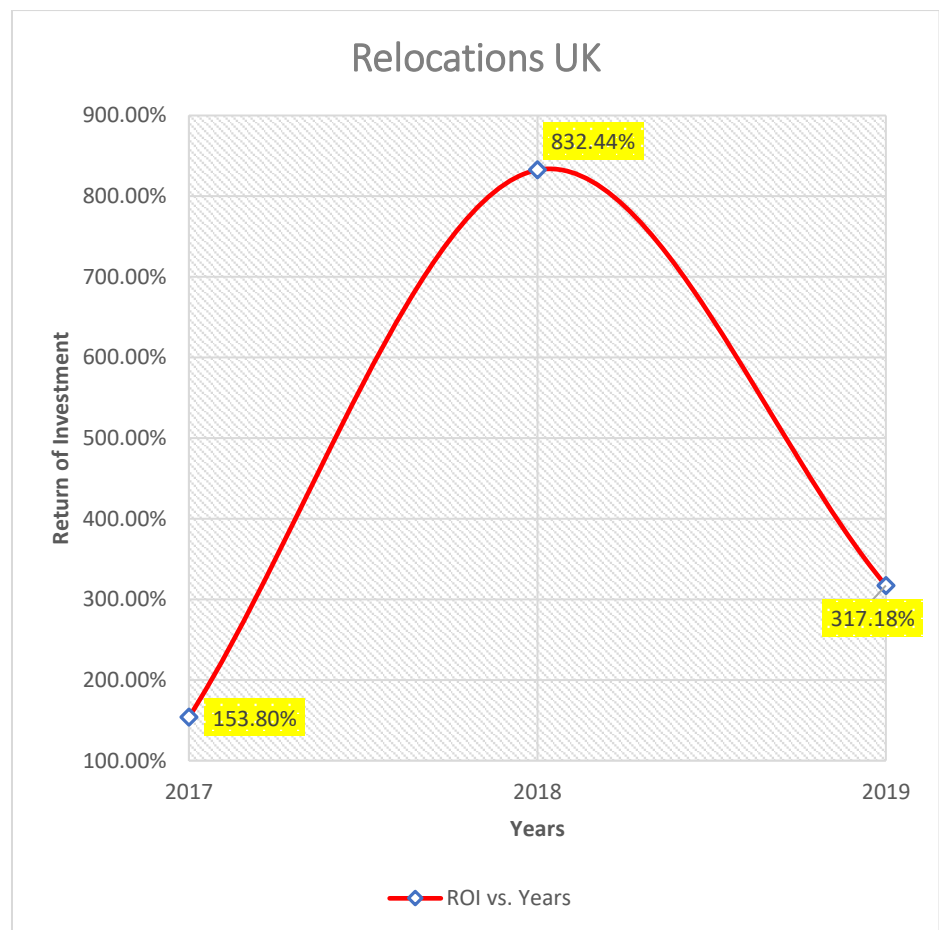


Figure 12. ROI for Relocations Brand

[Crown Worldwide data - own processing]

As shown above in figure 12, ROI is presented in terms of years (2017, 2018 and 2019) for Relocations brand. Graph illustrates that ROI was 153.80%, 832,44% and 317,18% respectively from 2017 to 2019. While ROI was increasing significantly between 2017 and 2018, a decreasing trend can be observed on ROI between 2018 and 2019.

In the year 2017th the marketing campaign started with Blog development that is described above and with marketing campaign on Social media, particularly Facebook and Instagram. The result showed that ROI is equal to 153.80% on the budget that was invested into Marketing activities in order to fulfil the goal of all 4 segments: Engage, Acquire, Leverage and Grow. The result of 153.80% was quite good return in investment and pleasant surprise for whole Marketing team, considering that when launching completely new Marketing campaign the company is ready to get a negative result as well, especially after first year of placement.

The marketing team planned to use the result, after first year, as a guideline for the future marketing activities and adjustments of the “Long time strategy” if needed. The year 2018 for Relocations brand was one of the most successful years in the term of ROI. The budget that was determined for Marketing activities for 2018th was quite similar to the budget for previous year but brought a great result of 832,44% of return on investment. In other words, for every pound that has been invested Crown Worldwide got 8,32 GBP back. This is a great result not just in the territory of United Kingdom and not just for Relocations brand but on the level of the whole company. This was year when Marketing had a significant influence on the profit and brought one brilliant image of “Long time strategy” that was created by the Marketing team.

After winning very good result, the marketing campaign continued with the same activities with no changes in the year 2019 which ended up with an 317,18% of ROI. This is drop off in comparison with last year but still positive return on the money that was invested into marketing campaign in particular year. The marketing team did an analysis on internet marketing whose result showed that the company needs to focus more on the SEO optimization of the website as the web leads visits were extremely low.

5.3.3 Record management brand

As Records management is B2B (Business to business) brand, return on investment showed that difference clearly. In year of 2017, the same Marketing campaign as for the brand Relocations reflected to the Record management brand with an 165.70% of the profits compared to how much was investment as shown in figure 13 below.

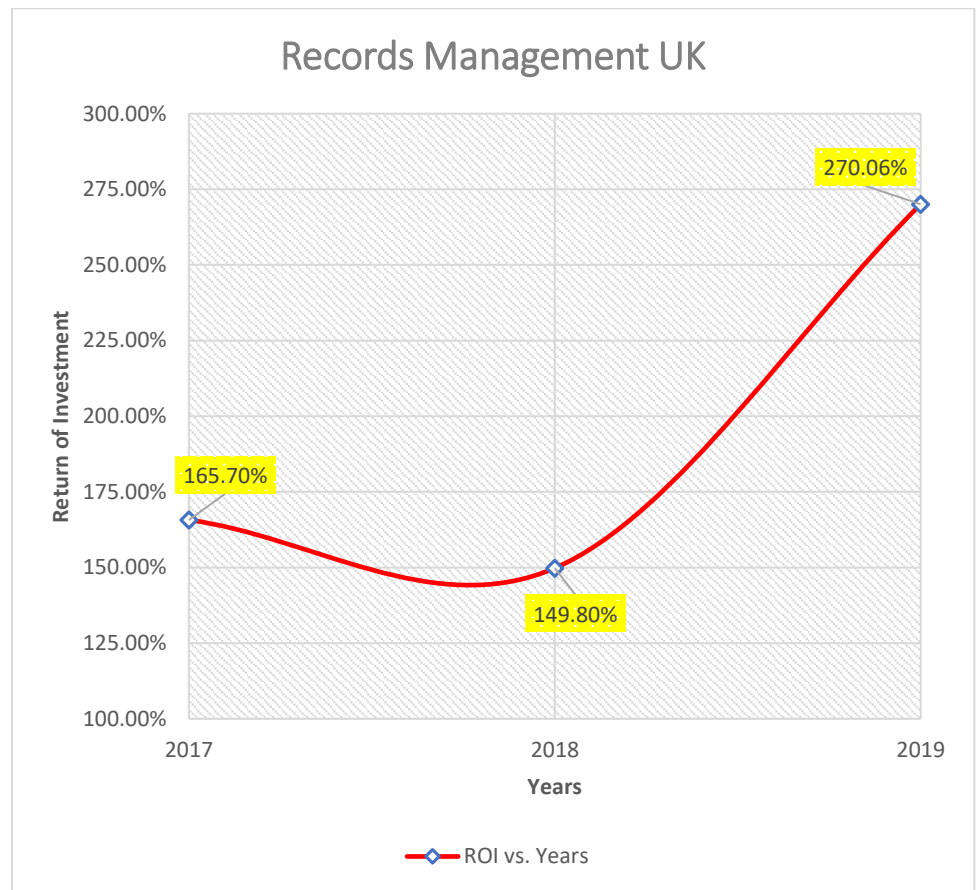


Figure 13. ROI for Records Management Brand

[Crown Worldwide data - own processing]

Following the same logic in year 2018 and Marketing campaign that was focused on SEO optimization, promotion and Social network ROI was 149.80%. This is good result overall but one of the lowest in the period of 3 years (2017-2019). The expected result was higher especially due to investments. In the previous year the result of ROI 165.70% served as basis for achieving far greater result in 2018 but it didn't happen. Due to drop off of the result for 15.9% Marketing team decided to make research on that by starting to review visits on Facebook posts and to review PPL campaign. PPL campaign was bringing significant amount of the clients especially when taken into consideration that this first time for

the company to merge into partnership with the advertiser. The posts on Social Network, particularly Facebook, showed up as less attractive to the potential customers of the brand Record management, as there were almost no visits from the sides of the potential customers. After that the marketing team focused more on the preparation of posts for Social networks whose content provides enough information about the brand and attracts enough attention of the potential customers.

After improvement made on social media posts the score of the year 2019 was almost doubled with return of 270% of the money that was invested. This is the most favorable year in the period from 2017-2019 the investments stayed the same with improvements on the posts for Social network and the company got the best result in terms of ROI in particular period.

5.4 Comparison of the Results of Marketing Strategy between Relocations brand and Records management brand

As in 2016 marketing team of the company decided to apply “Long time strategy” for the period of next for years, starting from year 2017. This is how the marketing team called the Marketing plan internally, it is formed like matrix with four main components: Engage, Acquire, Grow and Leverage each of them has its Meta Goal, Key initiatives and Success metrics.

The plan was done in this way as the company decided to be one step ahead of its competitors and the main goal for both brands is to make Crown Worldwide recognizable for people in the territory of United Kingdom and to globalize business. Until year 2017 Marketing campaign was bringing average results, which always reached certain limit which in the end seemed like the only goal the company could accomplish. Since then it was decided on big change that the Marketing campaign can be created on global level of the company but with focus on a local customer and their needs and requirements.

In figure 14, ROI rates of the brands are compared with each other between 2017 and 2019. Both brands observed the good efficiency of the new marketing plan in 2017. When relocations achieved 153.80% ROI rate, records management obtained 165.70% rate of ROI in 2017. From this result, it can be proven that new marketing strategy fulfilled the aims of Crown Worldwide in the first year.

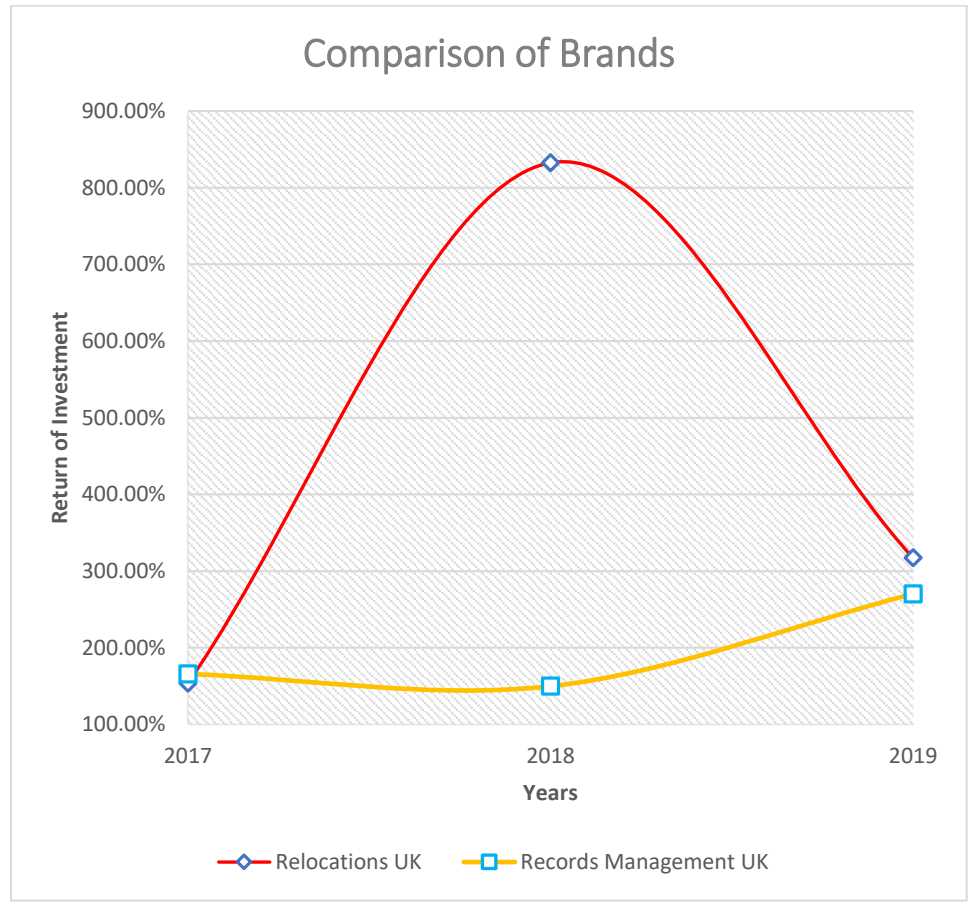


Figure 14. Comparison of ROI between Relocations brand and Records Management
[Crown Worldwide data - own processing]

Since 2017 was a successful year with new marketing strategy, in 2018, marketing teams were advised to improve and maximize the impact of their promotion mix. Consequently, relocations brand increased their ROI rate to 832.44%; However, Records management brand observed a slight decrease on the ROI rate which is 15,9% for 2018. There are several reasons of this decrease in 2018. Initially, Crown Worldwide dismissed their collaboration agreement with a customer who is the leader in their own market which resulted in a loss of income. Losing a market leader customer triggered the loss of return of investment due to the lost income. In addition, with the expanding effect of social media advertising on customers, Crown Worldwide stayed one step behind of their competitors in this year because they have not published their Instagram page yet. This led to lack of public relations of the company for the given year. Consequently, these factors caused a loss of return of investment for the overall year of 2018.

On the other hand, ROI rate of Relocations brand improved significantly in just one year. They have earned more than 8 times what they have invested in 2018. Although there were several external factors of this rise, from the marketing point of view, key elements of this

increase can be stated as successful promotions, improved public relations and new service of Crown Worldwide. Firstly, the company started to reap to fruits of successfully employed price promotions. Secondly, social media activities were improved, and additional webpage called “Third party reviews” designed and published which increased to reliability of the company since the customers can read the experiences of customers who have already used relocation service of Crown Worldwide. In addition, those experiences are shared in social network, so that these positive feedbacks are reached to bigger audience. Furthermore, Immigration support were added to the portfolio of the company. Since there was separated team constructed just for supporting paper works of immigration offices during relocation, customers more tended to work with Crown Worldwide. Therefore, relocations brand increased their return of investment up to 832.44% whereas record management brand observed a decrease on their return of investment down to 149.80% by applying the same promotion mix.

Figure 14 illustrates that the effect of promotion mix in 2019 have the reverse characteristics of the year 2018 which means that the Records managements ROI rate increased on a large scale and relocations obtained a deduction on their rate of ROI. In 2019, although Relocations have observed a decrease, their rate of ROI is still able to be considered as successful because they are gaining more than 3 times what they have invested. There are several reasons why they have observed a decreased while they have achieved their best of ROI. These reasons can be listed as lack of new promotions and decrease of marketing budget. Since the company could not keep the previous year’s price promotions due to the reduction in the marketing budget of relocations, they have lost their some of the customers to the competitor relocation companies who were applying new price promotions. Moreover, Investment into PPC campaign was low and not frequent, so the company has lost their high accessibility on Google. Moreover, further studies showed that marketing campaign that was prepared and applied to social media was not reached to the targeted customers. In particular, advertisements of 2019 in social media such as Facebook were not seen by the female customers who are the targeted customers. All these reasons have one source which is the reduction of investment into promotion mix in 2019. This reduction also led to decrease in return of investment rate as it can be seen from figure 12 and 14.



Figure 4. An Example of Advertisement of Crown Worldwide Published in Social Media

Source: [Crown Worldwide data]

The Facebook post “Win your move costs to Oz” was competition run through company’s Facebook page which is at the same time most engaging social account. “Win your move costs to Oz” was about providing Relocation services to the customer who is moving from UK to Australia. Targeting was on 25-44 years old and focusing on people likely to receive a visa based on information acquired during the visa workshop in November. The competition was primarily promoted through sponsored Facebook post. The most important for Marketing team was to make sure that by making this design of the post they are focusing on the right people.

The competition had three main goals:

- Reach a millennial international mover audience
- Increase web leads
- Begin to gather user generated content

This campaign brought following results:

The Ad had 1,222,762 impressions and 1,114 clicks where 78% of visitors were between 25-34 years old, 21% 35-44 years old and 1% of visitors were 45-54 years old. In general, 64% of potential customers were man and just 36% were women.

After observing the statistics of the post, A/B testing was initiated to optimize the Facebook post “Win your move costs to Oz” campaign after noticing women within company’s target group were no longer engaging with the Ad.

A/B test is systematic way to find out what doesn’t work and what works in given marketing campaign. It is comparison of two variants A and B in order to identify which one will bring better result and success. The test has five steps:

- 1) Research – Before create A/B test the research on how current Marketing campaign works is conducted.
- 2) Observe and formulate hypothesis – In this step of A/B test the result how Marketing campaign works is ready, and the goals of campaign should be set up. Based on that hypothesis is created and tested via different parameters.
- 3) Create variations – In this step the variation is created based on hypothesis. Variation presents the second version of first advertisement but with the changes that Marketing team considers making.
- 4) Run test – Due that hypothesis is ready it can be compared, and the A/B test can be applied.
- 5) Result analysis- This is final step where result is ready and analyzed. Marketing team takes into consideration observed result and implement the post.

As shown below, in figure 16, this the post which “won” as one of two variations in A/B test.

The picture was completely changed, it contains family motive and war colors in order to attract females which is targeted group. (<https://vwo.com/ab-testing/>)

Crown Relocations
 March 29 at 12:13pm · 🌐

Relocating to Australia within the next 12 months?



Win your move costs to Oz!

We will be providing our expert relocation services to one lucky winner who is relocating to Australia! Enter now for your chance to win the once in a lifetime offer.

WWW.CROWNRELO.COM/INTL/EN-GB/WIN-YOUR-MOVE [Learn More](#)

* UK only

Figure 5. An Example of Advertisement of Crown Worldwide Published in Social Media

Source: [Crown Worldwide data]

The new Facebook ad was created targeting the women within Crown’s defined audience, but the original advertisement was using as well to continue targeting the men.

After publishing the post which was improved by A/B testing the results were improved by reaching almost double amount of impressions and the most significant, the visits by targeted group of customers increased for 12%. This new post also increased UK Facebook followers by 36.

On the contrary, records management has achieved almost the same rate of ROI by increasing their rate 120,26%. On the last year, they have achieved their best ROI rate which is 270,06%. This rise has achieved by well-established personal selling and development in online advertisements. Although Crown Worldwide lost a big customer in the previous year, in 2019, by employing a good personal selling they were able to start a collaboration another market leader from different industry. This agreement allowed to have a larger marketing budget for the

company during the year and create a chance to earn what they have lost in the previous year. The enlarged budget for marketing mostly spent on developing the online advertising and social media usage. For instance, the most important improvement was search engine optimization of the website which resulted in attracting more customers by increasing the natural traffic of the website. Moreover, with new social media profiles advertisements could be reached to larger number of customers. As a result, increased activity on promotional mixes in 2019 resulted in the highest rate of return on investment of the records management brand.

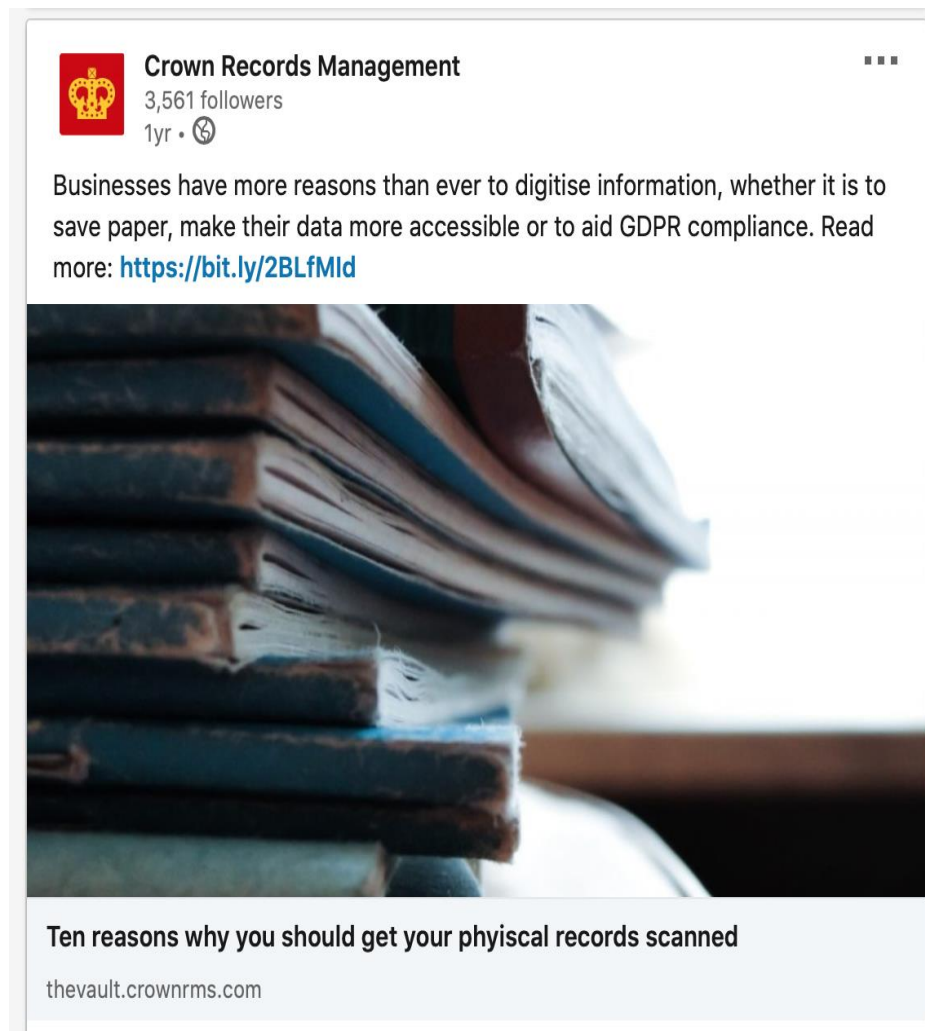


Figure 6. An Example of Advertisement of Crown Worldwide Published in Social Media

Source: [Crown Worldwide data]

Improvement of advertisements primarily refers to the frequency of PPC campaign on Social Network and postings. A/B testing was also done on some of the previous posts related to Records management brand, after the results composition and colors of the posts were changed accordingly.

Most of the post enhancement is about visibility, all posts to be clear at first sight by containing key words that can attract customers intention. The content of the posts at first glance does not sell the service directly but it is focused on the story with main idea to awaken thinking, in the customers, about possible shortcomings in their business or potential to facilitate business and modernize it. As this is B2B brand the main idea is to help to the customers through the short story to identify why might their business is missing and how Crown Worldwide can help with that.

The posts are providing complete information so that potential customers can easily find the details needed, it is done by placing bold link right in the post description where with just one click the link transfers customer directly to the proper place on the website. As described above website optimization was done also through “Long time strategy” Marketing plan, which is the overall goal, that optimized website is also advertised and to attract customers to visit more website and make them aware of the ease of purchasing services as well as the availability all necessary information.

The current CRM website is receiving approximately 15,000 visits each month. Since it first launched a lot has changed, while the demand for an improved mobile experience has grown exponentially. Crown Records Management continues to grow as a business, both in the physical records space and, importantly, in Crown’s new service areas of information consulting. Running alongside this is the ever-increasing importance of company’s digital channels for prospects and existing clients. Today the website generates, on average, 150 web leads every month and the company expect an improved online experience to grow these opportunities further.

The new website is also the final step in completing the refreshment of Crown Records Management brand in UK, which began rolling out with Marketing plan- “Long time strategy”.

After 3 years of applying same marketing strategy for relocations brand and records management brand, both brands reached the same level of ROI rate even though they have followed different paths. However, from the 9 it can be stated that applying this type promotion mix boosted the ROI rate of relocations significantly in overall of the 3 years. Furthermore, records management brand has also reached considerable achievement with the new marketing strategy by satisfying the goals of the company each and every year; However, the impact of the promotion mix for records management brand is not favorable as much as the relocations brand.

Chapter 6

Conclusion

Today, in order to start or develop any business without Marketing is almost impossible, to be user of Marketing activities is not enough, therefore, since marketing deals with detailed study of customers and market, smooth application and correct choice of marketing activities are the key to success. Furthermore, marketing mix was created during the 60s of 20th century as part of Marketing activities that, since from that time, was concerned about research and study of customer behavior, market research, segmentation etc. In another words, Marketing mix consists of four main components: Product, Place, Price and Promotion that represent technique that any marketing team has at its disposal in order to create winning Marketing campaign.

Among other possibilities the development of Promotional mix can be achieved by answering six questions from the model called 6W. As the questions are direct and touch all necessary areas, the outcome is always clear image of what kind of promotional mix should be applied in a given case. Once the promotional mix is formed and applied the real impact of marketing campaign and Marketing activities can be examined from different points of view. Since the Promotion mix is customer oriented the most interesting point is to research what impact it has on customer. This impact can be identified through AIDA model by examining four components: Attention, Interest, Desire and Action, that represent the cycle through which customer is going while purchasing any service. AIDA model very often, doesn't go smoothly through the process until the end as customer can have some obstacles while deciding on purchase. On the other hand, the impact of promotion mix on business and sales of a company can be identified on the basis of schematic presentation, where impact of each element of promotion mix is examined and research separately. Therefore, it is easier to find out which element pulls back whole marketing plan and what should be developed. Promotion as one of the most expensive marketing tools can influence both parties: customer and company itself by busting the sales and bringing new customers in the first place. While applying promotion company should be careful to do not be present in promotion activities for a long time as it can present promoted product like low quality product as customers consider price as measure of quality. At the same time promotion activities shouldn't be overworked neither in value increasing promotion activities nor in value adding promotion therefore it is quiet challenging to get exact dose of promotion activities that should be applied in particular time. In addition, public relations can be considered as help before or while promotion is run, in terms of let audit know about details and general information of promotion activities. While personal selling is considered as one of the most effective and powerful tool, as it presents interaction with direct influence on customer's purchasing perception, advertising is one of the most popular marketing tool. The effectiveness of advertising can be examined from three points: product presentation and what makes the product special and different than others, needed information about the product and from the point where advertisement should convince customers

to try the product or service. Direct Marketing can stand as background to other Marketing activities where with the increase of direct contact with customers it could outweigh the impact of advertisement. Promotion mix has significant impact on Brand Equity influenced by each element particularly and on its own way. Advertising with all information it provides leads to the better product quality and sales promotion raises brand awareness. Personal selling as well as direct marketing are the two elements with the greatest impact on Brand Equity that reflects through brand loyalty and brand quality as well.

For one international company such as Crown Worldwide, that was founded in the year 1965 and that has six brands in total, the sustainability of Marketing is crucial. The main idea of the company is to develop Relocations service in the United Kingdom with aim to provide service for whole EMEA region from UK and to expand Records Management brand in the same location. In other words the main goal is to globalize business for both brands in the territory of the United Kingdom hence the same Marketing plan is applied for both brands. Therefore, Marketing plan called “Long time strategy” is created with four main headlines where each component has its own aim, the marketing plan covers time period of four years 2017-2020. The Marketing plan begins with building brand awareness through blog and Social network which presents first component. In the second component that is called Acquire main aim is to attract new clients through promotion and SEO optimization of website. The first two components serve to publish marketing activities related to cross selling and up selling as well as new product that was launched, called “My move”, this part belongs to the third component called “Grow”. The fourth part of “Long time strategy” is at the same time conclusion, of previous marketing activities, as it presents referrals through third party reviews and utilizing users’ content that is turn into Marketing at the end.

Since Crown Worldwide provides B2C and B2B related services nature of the business classified Crown’s customers into two groups. B2C customers are predominantly career-oriented people between the ages of 30-45 who often have family. Therefore, the marketing plan is largely focused on additional services and service package that also offers accompanying things that can be needed. B2B are large corporations established long time ago where after several years of business is necessary to have storage where all your records will be safely stored.

Based on the obtained data from the company which are NET Income and Expenses, the ROI is calculated and presented in percentages as well as the company’s data. Through ROI we can see how Crown Worldwide Marketing mix operating efficiently and what benefits are achieved while from the data given from the company, we can see how investments go along with NET Income.

From the obtained data, for Records Management and Relocations brand, we can see that investments that are made in Marketing have direct impact on NET income of the company, in other words if the investments are higher NET income is increasing. Important is to mention that this is one of several ways to see how Marketing reflects on the NET income of the company, but also there are could

be other factors that have strong impact and besides the high investment, they can decrease NET income. Exactly this is what happen to the company with Records Management brand in 2019 where NET income was higher for 5,3% but money that was spent on Marketing activities was almost double less in 2019 than in 2017 which is proof of the given fact above.

Accompanying the Marketing plan “Long time strategy” which was applied and calculated Return on Investment, both brands achieved good results as it was never below 0 which means that the application of Promotion mix implemented successfully by satisfying the given goals and reaching positive result. From the given results can be concluded that the promotion mix combined from: Social Media, PPC campaign as well as direct promotion ideal for Relocations brand while for Records Management this doesn’t apply. When the post for Relocations brand was posted on Social media that was not visited from the side of targeted group, when there was lack of promotions and less budget for Marketing there is presence of significant decline of ROI.

Records management brand definitely gained way much more from promotion mix that consists of: Personal selling, SEO optimization of the website and from the web leads. As improved personal selling brought new client in 2019 the ROI was the highest. Once SEO optimization of the website was done the website has the most visits and the brand gathers more web leads than ever, which is monthly 150 leads.

To conclude, this study provided an overview of promotion mix which is the most important element of marketing mix. The study illustrated that the application of the promotion mix highly depends on the structure of the business. Firstly, different structure of businesses may apply to the same marketing plan; However, promotion mix must be implemented in a different way which can be chosen according to the needs of the business. Secondly, the budget for promotion mix should be distributed among the elements of promotion mix accordingly to the structure of business. With a well-implemented promotion mix, the success of a company is inevitable.

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