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**EVALUATION OF THE MARKETING
COMMUNICATION OF A RESEARCH PROJECT
AND PROPOSAL OF ITS OUTPUT PROMOTION
BASED ON THE STP MODEL**

ZHODNOCENÍ MARKETINGOVÉ KOMUNIKACE VÝZKUMNÉHO PROJEKTU A NÁVRH NA
PROPAGACI JEHO VÝSTUPU POMOCÍ MODELU STP

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Abstract

Diploma thesis proposes a marketing strategy for the output of the project “Collaboration in Higher Education for Digital Transformation in European Business”, shortly CHEDTEB. The theoretical part explains the principles of marketing communication. The results of the already carried out activities are examined in the analytical part for the purpose of development of the proposal. Evaluated results will be used for the creation of the promotion strategy based on the STP model.

Abstrakt

Diplomová práce navrhuje marketingovou strategii pro výstup projektu „Collaboration in Higher Education for Digital Transformation in European Business“, zkráceně CHEDTEB. V teoretické části je vysvětlena podstata marketingové komunikace týkající se dané problematiky. Pro potřeby sestavení návrhu jsou v analytické části zkoumány výsledky již proběhlých marketingových aktivit. Vyhodnocené výsledky budou použity pro vytvoření propagace výstupu prostřednictvím modelu STP.

Key words

Marketing, marketing proposal, STP model, analysis of marketing activities

Klíčová slova

Marketing, marketingový návrh, STP model, analýza marketingových aktivit

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Statutory declaration

I hereby declare that the submitted master's thesis is original and entirely written by myself. I also declare that the list of references is complete, and my thesis did not violate the copyright law, within the meaning of Law No. 121/2000Sb., on copyright and rights related to copyright.

In Brno 27th of June 2019

Petr Novotný

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INTRODUCTION

In recent years, the economies of the developed world are on the brink of another industrial revolution, the so-called Industry 4.0. In connection to this term, we could hear about many buzzwords on the internet, in the newspapers, magazines or from our enthusiastic colleagues and friends: Blockchain, Internet of Things, Automation, Robotics, Big Data, Smart Contracts and many more. Although many giant companies are working very hard towards implementing these technologies in practice – and some of them quite successfully, e.g. in the automotive and manufacturing sector – one of the crucial requirements for the ongoing technological and entrepreneurial development is the availability of highly educated, skilled and experienced human capital. This is especially related to Small and Middle Enterprises, that are not capable – either financially or materially – to employ the newest technologies in order to remain competitive. For that purpose, the Brno University of Technology (CZE) in strategic partnership with Bielefeld University of Applied Sciences (D) and University of Tartu (EST) is working on a research project “Collaboration in Higher Education for Digital Transformation in European Business”, shortly CHEDTEB.

The two-year international project intends to promote digital transformation and to support the competitiveness of European industry. Additionally, its primary output is to develop, present and accredit a brand new and unique interdisciplinary Joint Master’s study programme. The three universities cooperating on this output are hoping to provide a resolution, that will help the current business environment to further advance with adequately educated graduates.

The author of this diploma thesis is working on the project with the researchers from the Brno University of Technology. The author’s task is to manage all public relations relevant to the project, e.g. the promotion of organized workshops or courses for students, publishing of relevant news and information on the project’s website and lastly to manage all social networks. For the main aim of this diploma thesis, the author has thus the best insights and basically all collected data about all carried-out marketing activities, that occurred in the lifetime of the research project.

GOALS OF THE THESIS AND METHODS

The main aim of this diploma thesis is to propose an appropriate promotion strategy for the CHEDTEB's output, i.e. the prepared Joint Master's study programme, in order to reach potential applicants in the Czech Republic. The proposal will be based on the framework model Segmentation, Targeting and Positioning, that is widely used in marketing. Therefore, the goal of the proposal is to make the future study programme attractive and appealing to the relevant target group or groups, in order to achieve the best possible impact of the CHEDTEB's output.

For that purpose, the thesis will be structured into three parts, that are the main pillars for the final outcome. The first part defines the theoretical background and frameworks regarding marketing communications and public relations, including the description of various marketing metrics and their measurement. The second part will be focused on a deep and critical analysis of the most important carried-out marketing activities, e.g. sharing appropriate and relevant content about the research project CHEDTEB, the promotion of student courses and workshops, managing website content and its optimization for search engines and most importantly the relations with the public on all social networks. The analysed data will be evaluated to support the basis of the final proposal. The third part will be therefore dedicated to identification and broader description of the target audience for more effective promotion of the study programme, once it will be accredited and available for bachelor's students to apply.

Due to the fact that the output of the research project is rather non-profitable than profitable, the traditional analytical tools for identifying the current business' marketing and product strategy (e.g. Marketing mix 4P) and the competitive environment (e.g. Porter's five forces) are thus not applicable. For that reason, the diploma thesis includes in the analytical part only the PEST (i.e. political and legal, economic, socio-cultural and technological) version of the macro environmental analysis. The PEST will be focused strictly on the Czech environment, as this country represents the major region of the target audience. In conjunction with the analyses of the carried-out marketing activities, the macro environment will be then summarized in the SWOT analysis as the last step before the development of the promotion proposal.

1 THEORETICAL BACKGROUND

The following part is focused on definition and explanation of relevant theories, primarily the marketing communication and public relations, including its measuring. These will further expand the understanding and importance of marketing for the output of the research project.

1.1 Marketing

Marketing represents a complex of processes and activities for creating communication between the organization and the customer based on the viewpoint of the customer's satisfactory needs (Baines et al. 2013). The American Marketing Association (2013) defines marketing as *“the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.”*

However, these explanations of marketing are merely suitable for profitable, commercial and industrial organizations or companies. And the research project CHEDTEB is not profitable. Therefore, the project can be – speaking of marketing activities – compared to non-profit organizations, that approach the marketing strategies differently, since profit is not the motivation. Gonzalez et al. (2002) described non-profits as *“any organisation without a financial objective, under private control, which aims to generate a social benefit for a specific sector of society.”* The divergences between commercial and non-profitable organizations can be distinguished by identifying their marketing orientation (Hannagan 1992).

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1.1.1 Commercial marketing orientation

The commercial marketing orientation varies across the industries and markets. The current existing and most widespread orientations are as follows:

- **Product or Service orientation,**
- **Sales orientation or**
- **Customer orientation** (Hannagan 1992).

The **product or service orientation** is more concerned about the production process rather than about the satisfaction of the customer. The main emphasis is put on attaining economies of scale in order to minimize production costs. The organizations or companies with this orientation believe, that they can significantly increase its market share by increasing its sales effort. Appealing the customers by making the product or service more attractive is not pursued (Hannagan 1992; Jobber 2007).

The **sales orientation** is focused on stimulating the interest of potential customers in the existing products or services. The main assumption is that the customers are not willing to buy the products or services as they are not that demanding. Companies and organizations are thus aggressively persuading the customers to buy their goods, in most cases when they have overcapacity. Thus their aim is not to make what the market wants but sell what they make (Kotler & Keller 2006; Hannagan 1992).

Lastly, **customer orientation** (or marketing orientation) is the approach of organizations and companies correlating with most of the modern definitions of marketing. The main task is to determine the needs and wants of the customer and to satisfy them. Firms with this orientation are adopting a proactive search for market opportunities and information to embrace a long-term strategic perspective on markets and brands (Jobber 2007; Hannagan 1992).

1.1.2 Non-profit orientation

In the non-profit context, the exchange of added value is less common, or more likely almost non-existent. Although the marketing orientation is still recommended, most non-profit organizations or projects prefer to concentrate on other goals and considerations, rather than to satisfy the needs of the customer. The term “customer” is also quite misleading, as the entity (i.e. a person or any other stakeholder) interested in the non-profit organization or project has no possibility of buying any added value that is offered or provided (Nagyová 2004; Hannagan 1992).

Bruce (1995) classified the term “customer” into two groups. The first group – called End customers – include e.g. clients, patients, donors, advocates, volunteer workers, local community, committee members or local government community. The second group – called Intermediary customers – include people, who are directly involved in the process

of the non-profit activities, however, they are not the prime customer group. Another preferred term is “beneficiary”, that includes people who receive a benefit. It is apparent, that non-profits may face more hassles with their marketing strategies, as they are approached by different audiences. From this aspect, different marketing campaigns are required (Dolnicar & Lazarevski 2009).

Due to the existence of different audiences, Dolnicar & Lazarevski (2009) and Blery et al. (2010) put a strong emphasis on identification of customers who are interested in the mission or output of the non-profits (market segmentation), on building an attractive image to those people (product, service or output positioning) and on development of the most attractive communication messages through channels these people regularly use (place). This process is fairly comparable to the framework model Segmentation, Targeting, Positioning, which will be further explained in chapter 1.8.

1.2 Marketing strategy

Marketing strategy is a term in the marketing logic, where the company or organization is hoping to create a value for the customer and to achieve profitable relationships. For the non-profit context, the aim is rather in building meaningful relationships with the beneficiaries. Moreover, the strategy helps on identification of threats and opportunities and also on how to respond to them. Developing a marketing strategy plan can be further divided into the following separate activities or sections:

- objectives and issues,
- action program,
- marketing budget and
- controls (Kotler et al. 2018).

These activities or sections are there to help on defining what, when and how the marketing should be done. Therefore, the additional purpose of the marketing strategy is to pursue the mission of the company or organization with a certain ease, by determining how to effectively allocate the required time and resources. The marketing strategy and planning should support and contribute to the overall strategy of the company or organization (Kotler et al. 2018; Kotler & Keller 2006; Baines et al. 2013).

1.3 Integrated Marketing Communication

Blakeman (2007) defined the Integrated Marketing Communication (IMC) as a relationship marketing, that interactively engages a specific individual or group of individuals with a specific message, delivered with specific media outlets. Its goal is to develop a long-term relationship between the buyer and seller (in case of non-profits between the organization and customer, or beneficiary) by involving the individual in an interactive exchange of information. IMC diverts from the traditional mass media marketing – such as newspapers, broadcast or television – by presenting a specific message to a smaller target audience in media they are sure to see and use, and in a language they can understand and relate to.

In order to successfully use the IMC, the organization or company must ensure that the target audience receives a consistent message. Therefore, the IMC planning must also take into account several other issues, e.g. research of the intended target audience, identifying correct media tactics, creating an interactive relationship or choosing the optimal promotional and media mix (Blakeman 2007).

The ability to reach the targeted audience using the optimal promotional and media mix is another of IMC's advantages. IMC employs the communication tools, that are also used in the communication mix. Among many available tools most of the appropriate ones for non-profits are the following:

- Public relations,
- Direct Marketing,
- Internet Marketing or
- Word-of-mouth (Smith & Taylor 2004; Blakeman 2007).

However, speaking of having a bigger impact on the public as a non-profit, advertising (by using the newspapers, magazines, radio and television) may be also included in the mix as a relevant communication tool. Nonetheless, advertising in terms of costs is very expensive and thus in the majority, it is still used by profitable organizations. Figure 1 shows a usual blended mix of various channels suitable for a profitable company. Deciding on the most effective implementation of IMC and its communication tools hence depends on the marketing strategy and plan (Blakeman 2007; Smith & Taylor 2004).



Figure 1: Integrated Marketing Communications (Kotler et al. 2018)

Detailed explanation of the two most relevant communication tools for this diploma thesis and its outcome – public relations and internet marketing – is in the following chapters 1.3.1 and 1.3.2.

1.3.1 Public relations

Public relations (PR) represents a mostly nonpaid form of communication to build relationships with internal and external audiences with certain efforts to reinforce, defend or rebuild an organization or corporate image. The United Kingdom’s Chartered Institute of Public Relations (2019) defined PR as “*the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its publics.*” Therefore, its purpose is to develop and maintain good relationships with different publics. The publics are made of different groups of customers, as defined by Bruce (1995), and these groups have different interests in the organization or project (Blakeman 2007; Smith & Taylor 2004).

In the corporate context, the PR may include many functions, such as press relations, product and brand publicity, public affairs or investor relations. PR also uses several tools, one of the major tools is *news*. Another tool is *special events*, designed to reach and interest target publics. PR managers are also preparing *written materials*, e.g. articles and

newsletters, or *audio-visual materials* to appeal the audience. The last important and most common tool in PR is *corporate identity materials*. Logos, stationery, brochures and many other tangible or intangible objects become marketing tools when they are attractive. In the non-profit context, the PR and its tools may be used differently (Kotler et al. 2018).

PR is a powerful communication tool as it elevates the image of the company or organization by maintaining a positive position in the audience's mind. It can also reach or bring the desired organization's outcome or output directly to members of the target groups through the PR functions mentioned above. However, PR is not only surrounded by positives. Probably its biggest weakness is the short shelf life of newly published messages (Blakeman 2007).

1.3.2 Internet marketing

Internet marketing could be defined as an “*application of the Internet and related digital technologies in conjunction with traditional communications to achieve marketing strategies.*” The term digital technologies refer to media such as web sites, e-mail or other digital media, e.g. wireless and mobile. Nonetheless, for the corporate context, in order to have a successful internet marketing, there is still a necessity to integrate the digital technologies with traditional media, e.g. print or television. (Chaffey et al. 2006).

The internet allows the audience to decide when, where and for how long they will view a message. The internet is, therefore, an educational, informational and most importantly a convenient tool to direct the individuals for newest publications, news articles or any other relevant sources of information. Figure 2 shows the organisational processes for internet marketing, including the methods and strategies on how to reach the audience e.g. with an optimized web site, e-mail marketing or online advertising, influence the opinion about the content being delivered and finally on how to build an interactive, profitable or meaningful relationship. Additionally, the related management processes include planning how internet marketing can be best resourced to contribute to the organisation and integrated with other marketing activities. Increased adoption of marketing activities on the internet also implies a significant programme that needs to be managed (Chaffey et al. 2006; Blakeman 2007; Kotler et al. 2018).

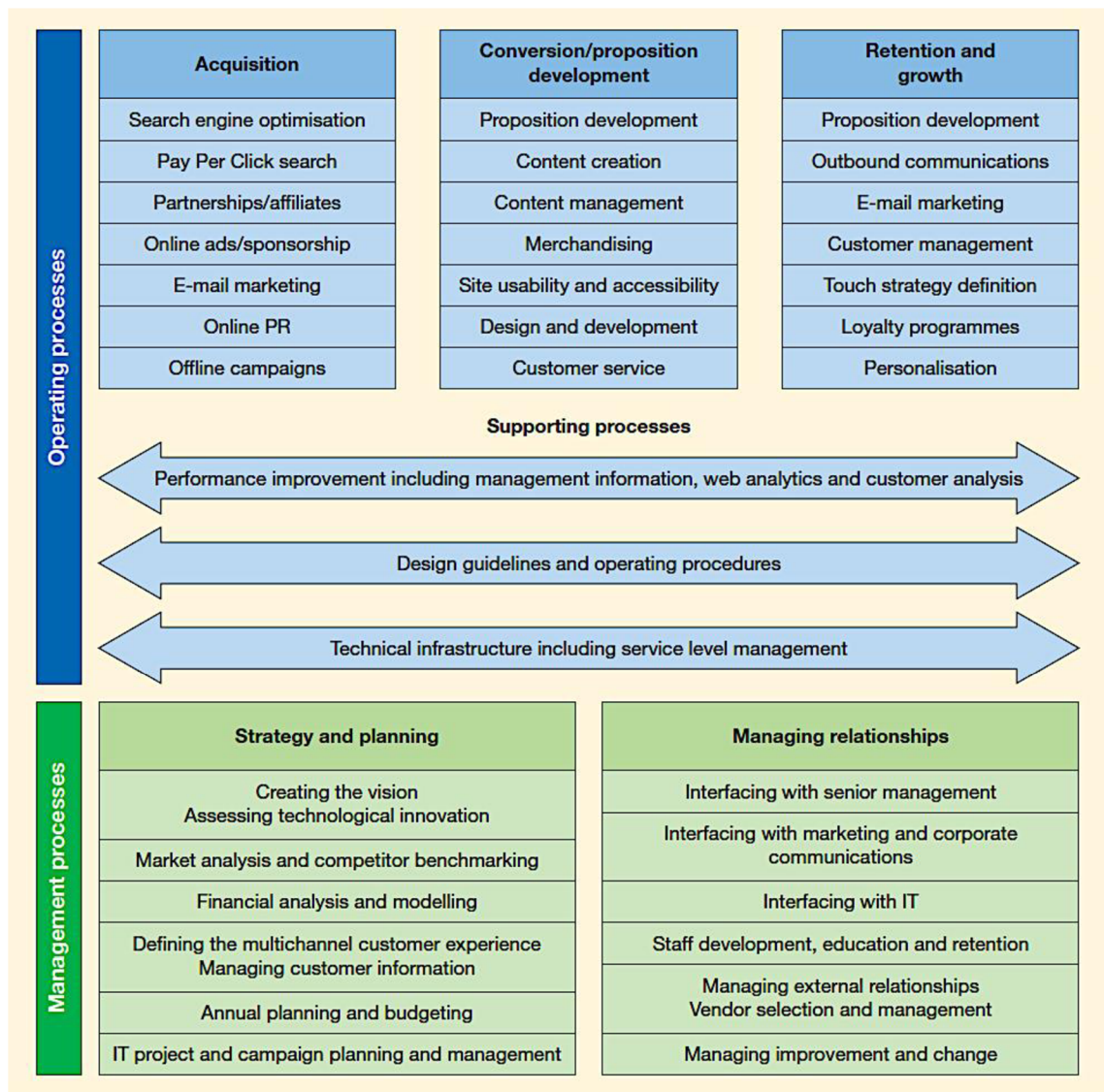


Figure 2: Key organisational processes for Internet Marketing (Chaffey et al. 2006)

Efforts of the internet marketing should reflect other efforts in the promotional and communication mix, it is also important to know how the internet fits into the mix. Internet marketing can go hand in hand with public relations very well. Other technologies that represent a substantial part of the internet marketing nowadays are social media (Blakeman 2007).

Social media

Social media are independent or commercial online social networks where people congregate in order to socialize or share messages, pictures, videos, opinions and other relevant content. Using social media for marketing purposes is both an advantage and a challenge. Mentioning the positive first, social media are capable of targeted and personal

communication, allowing marketers to create and share tailored content with individual groups and communities. Social media are also interactive, immediate and timely. Probably the biggest advantage is the engagement and social sharing capabilities of the social media users. Regarding the challenges, it is noticeable that many organizations – profitable or non-profitable – are still experimenting with how to use social media effectively. And the networks are largely user controlled, therefore the marketers need to build their way into the user’s digital interactions by developing a steady flow of engaging content (Kotler et al. 2018).

1.4 Offline and Online marketing comparison

Making the most effective marketing strategy is the primary objective of almost every marketer. And thanks to the continual growth of online marketing, the number of possibilities of targeting the audience is bigger than ever. As mentioned earlier, it is more than appropriate to combine both offline and online marketing in the promotion strategy. However, it is necessary to outline the advantage and disadvantages of both types of marketing (Standberry 2018).

The biggest advantage of offline marketing is in its reach potential, but that is also reflected in its costs. Additionally, the offline communication channels allow only a little or even no interaction between the audience and the currently used medium. On the other hand, online marketing is more affordable but it also has more limited reach. The interactivity is also incomparably higher, as the audience can easily react to the marketing content on any online medium (Standberry 2018).

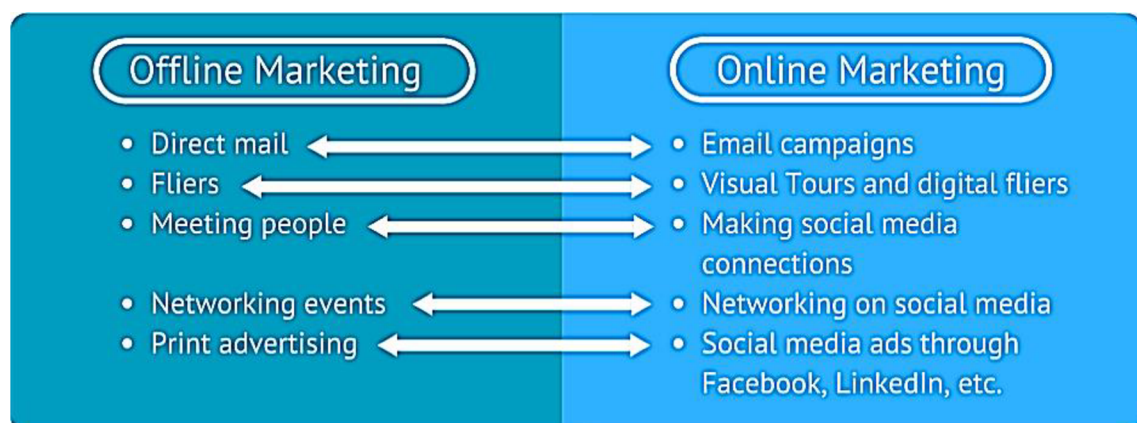


Figure 3: Offline and Online marketing comparison (Paradym.com 2017)

Speaking again of reach, however, online marketing allows more precise targeting than offline channels. That is an important difference, as especially the non-profit organizations can benefit off of it since they are trying to keep their marketing costs as minimal as possible. Another significant difference between online and offline is in the measurability. Thanks to various tools such as Google Analytics, the impacts of online marketing activities are easier to track, while offline marketing is more like estimations and supposition. More about measuring marketing activities is explained in the following chapter 1.5. It is apparent that extensive use of offline marketing is more likely done by larger commercial companies with a big budget, who have quite a broad target audience and who are certainly sure that the activities will generate sufficient return on investments (Impact8020.com 2017).

1.5 Measuring marketing activities

Measuring marketing has become one of the most important business needs today as organizations have to be very considerate with spending in order to achieve their mission and objectives. Therefore, to effectively measure marketing, the organizations must begin by understanding the context of their situation. And as mentioned earlier, profitable and non-profitable organizations have different objectives, and thus they may focus on different marketing metrics (Davis 2007).

Marketing metrics are a measuring system to quantify a trend, dynamic or characteristic of the marketing activities. Marketers nowadays must understand the markets or audience quantitatively. They must be also able to measure new opportunities and the investments needed to realize them. Identifying the most appropriate metrics for measuring the impact of marketing is obviously fundamental. For example, profitable organizations are oriented towards the financial measures, while non-profits are focused more likely on good awareness and the impact of its charitable actions (Farris et al. 2010; McDonald & Mouncey 2009).

McDonald & Mouncey (2009) designed a Marketing Metrics model (Figure 4), applicable within organizations to help prioritize scarce resources, set targets and measure outcomes. Although the model is primarily developed for corporate context, some of the processes (if changed) are also relevant for non-profits.

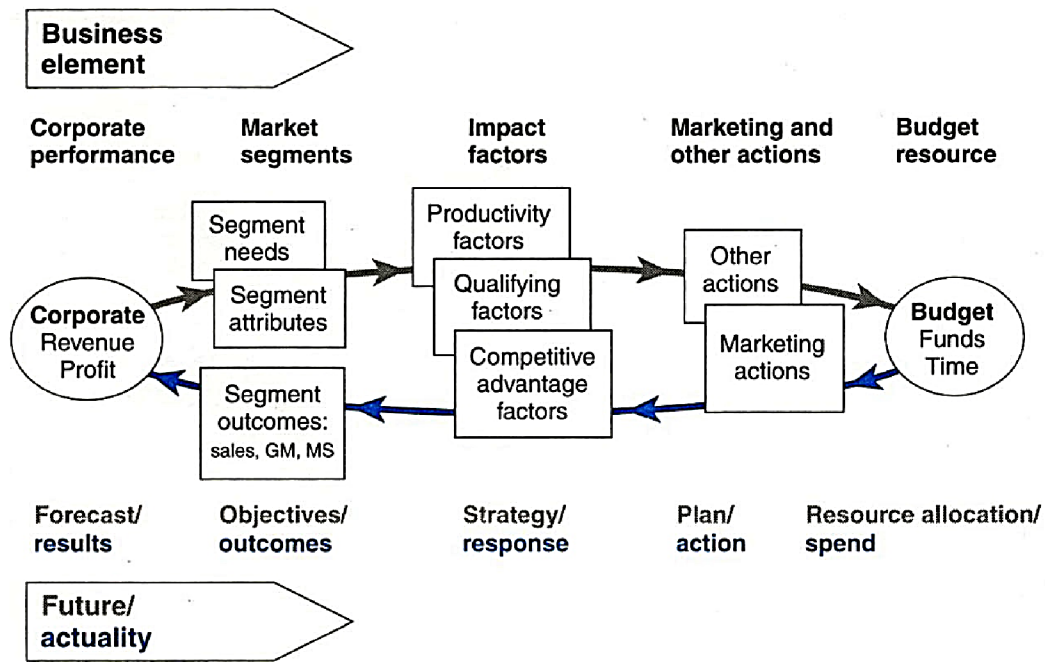


Figure 4: Marketing Metrics Model (McDonald & Mouncey 2009)

The model shows the steps through particular elements, starting with the future expectations and returning back as an actual result. The model is thus divided into five key components:

- *corporate performance,*
- *market segments,*
- *impact factors,*
- *marketing and other actions and*
- *budget resources* (McDonald & Mouncey 2009).

The component *Corporate performance* captures goals and associated metrics that relate to marketing activities and its associated measures of marketing's impact on achieving objectives. *Market segments* helps to identify target groups to enable appropriate objectives to be set and outcomes to be defined. *Impact factors* component is necessary in developing appropriate strategies for each market segment (i.e. target audiences) and to help identify the anticipated response from the customers, or beneficiaries. *Marketing and other actions* focuses on enabling a plan to be constructed for each segment. These can then be developed into a complete plan and the identification of the appropriate metrics to track progress and changes over time. Lastly, *budget resources* argue for an allocation of resources in terms of achieving the overall goals developed in the plan (McDonald & Mouncey 2009).

For the purpose of this diploma thesis and the CHEDTEB project, there are only a few appropriate metrics to measure. As the main marketing activities were carried out on the project's social media pages and its dedicated website, the primary metrics – explained below – are: impressions, reach, pageviews and engagement. Other metrics, such as the demographics or advertisement are explained in the analytical part, where they are relevant.

1.5.1 Impressions

Impressions is the number of times that a post, article or any other similar online content have been presented to people. Therefore, if the content was seen multiple times by a single user. For example, it measures how many times a Facebook post or video was seen (Farris et al. 2010; Jackson 2017).

1.5.2 Reach

Reach is the number or percentage of people in the target audience reached by a single exposure of a post, article or any other similar online content in a specified period of time. Reach enables to more effectively select the media vehicle that best captures the target audience that the organization seek (Davis 2007).

1.5.3 Pageviews

It is the number of times a specific web page has been displayed to users. All page views are counted no matter how many times a user has visited the website in the chosen period of time. This metric helps to understand which certain webpage is more popular than the others, allowing to focus on optimizing the webpage for better results (Farris et al. 2010).

1.5.4 Engagement

Engagement measures the number of times a visitor or user took action on a post, article, or any other similar online content. By understanding action, that could mean clicking a link, sharing or leaving a comment, engagement is one of the most important online metrics, as it indicates how the published content is actually likeable (Jackson 2017).

1.6 Environmental analysis

The marketing environment consists of forces and factors that affect management's ability to build and maintain successful relationships with the target audience. Moreover, the environment is split into two separate forces – micro environment and macro environment. Micro environment includes all factors close to the organization that positively or negatively affect its ability to create value or maintain relationships with the target audience. However, as mentioned at the beginning of the diploma thesis, the micro environment is not suitable for the non-profit context, and thus will not be explained further. On the other hand, the macro environment is relevant for the non-profit context, as these forces are affecting every organization (Kotler et al. 2018).

1.6.1 PEST analysis

The analytical tool PEST is the narrowed version of the macro environment tool PESTLE (Figure 5) Some of the forces affecting the organization are unforeseeable and uncontrollable. Other forces are predictable, and thus they can be handled through skilful management. Organizations understanding and adapting to their environments are capable to grow, those that do not can face struggles and difficulties. The PEST tool is an abbreviation for Political, Economic, Social and Technological (Kotler et al. 2018).

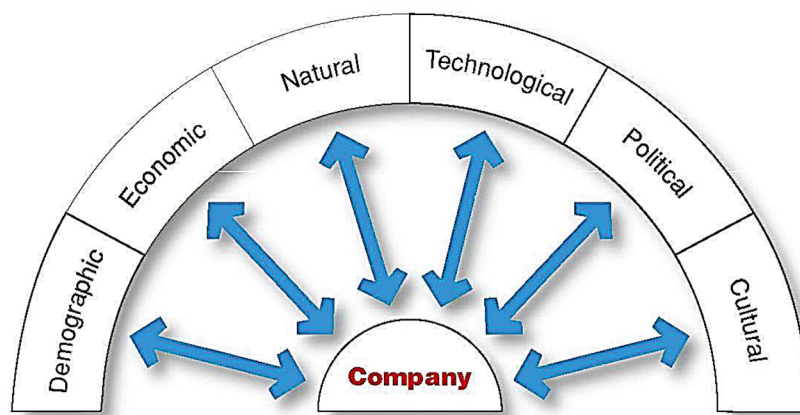


Figure 5: Major Forces in the Organization's Macro environment (Kotler et al. 2018)

Political factors

Marketing decisions are strongly affected by developments in the political environment. Government regulations and legal issues affect the organization's ability to achieve its

objectives. Issues that must be considered include tax guidelines, copyright and property law enforcement, political stability, trade regulations, social and environmental policy, employment laws and safety regulations. Organizations should also consider their local and federal power structure and discuss how anticipated shifts in power could affect their organization. The political environment is one of the least predictable elements in the macro environment. A cyclical political environment develops, as democratic governments have to pursue re-election every few years (Kotler & Keller 2006; Post 2018; Oxford College of Marketing Blog 2019).

Economic factors

The economic environment affects purchasing power and spending patterns. Although, this is more relevant for corporate context, rather than for non-profits. Nonetheless, a good economic state of the country or region is important for any type of organizations. The economy's performance is dependent on its growth, inflation rates, exchange rates or interest rates. Governments use fiscal policies, taxation policy and government expenditure as their main mechanisms to influence the economy. Better performance is very crucial for the existence of non-profits. For example, if the country's economy is in a bad state, it cannot provide sufficient funding for public colleges and other institutions of higher education, and thus the interest of younger people to pursue further education is fading (Kotler et al. 2018; Business-to-you 2016; Penn 2012; Professional Academy 2019).

Social factors

These factors are taking into consideration all events that affect the community from a social perspective. Therefore, it is necessary to outline and analyse the advantages or disadvantages that the people of a certain country or region have. These include the cultural expectations and norms, population dynamics, career attitudes, nature and characters of communities and of course the physical attributes of the population, such as age, gender, occupation, density etc. Another social trend, that is important to follow, is the human behaviour and interest, e.g. the attitudes towards new technologies, products or any other innovation, that could change or disrupt the social norms (Rastogi & Trivedi 2016; Bhasin 2018).

Technological factors

One of the most impactful forces in today's society is technology. Organizations should conduct research on the spread of technology in the targeted country or region, as the penetration and use of technology vary through societies. For example, before investing in marketing activities, the organizations must make plans for its campaigns and communications accordingly by researching the use of televisions, computers or mobile phones. There are also other technological influences, such as automation or faster internet connectivity. These factors are important to take into account when researching the target audiences and planning the marketing communications (Rastogi & Trivadi 2016; Kotler & Keller 2006; Bhasin 2018).

1.7 SWOT analysis

SWOT, or also called the situational analysis, is an analytical tool to determine the recent position of the company or organization, where it is now, and where it is heading in terms of the marketing plans in conjunction with the internal and external forces or trends, that might be affecting it. The tool is therefore used for describing an organization's appraisal, with the acronym standing for the internal **Strengths** and **Weaknesses**, and its external **Opportunities** and **Threats**. SWOT analysis is founded on a study of four areas upon which the organization builds its marketing program, i.e. identifying trends in the market, country or region, analyse the competitors (corporate related), assess the organization itself (non-profit related) and lastly, research the present and prospective target audience of the organization (Kerin et al. 2015).

Strengths

Strength is something that an organization is good at, or something that gives it a particular advantage in the market, country or region. It also represents internal capabilities that may help the organization to reach its objectives. These are things that are within the control. For example, the organization should identify which processes are successful, what assets does it have or what are the other positive aspects that can be utilized in the market, country or region (Baines 2013; Armstrong et al. 2017)

Weaknesses

Lacking something or performing in an inferior way is the organization's weakness. Thus weaknesses are internal limitations that may interfere with an organization's ability to achieve its objectives. However, if it is possible to identify the weaknesses, it may be possible to correct them. Therefore, the organization may focus on improving its processes that are slowing it down or tackle the challenges that it is currently facing. Once the organization specifies the internal forces affecting it and its activities, it can move towards identifying the external forces (Baines 2013; Hannagan 1992; Armstrong et al. 2017).

Opportunities

Opportunity is a potential that the organization can move further with by developing a satisfaction or fulfilment for a market need. Therefore, it is a factor that the organization may be able to exploit to its advantage. Opportunities may be discovered by marketing research, which helps to find out the potential in the market that is untouched or could be improved. For example, upcoming events that the organization may be able to take advantage of is one of the most important opportunities. That could be upcoming regulations, new trends or innovations being expected to happen in the market, country or region (Baines 2013; Hannagan 1992; Armstrong et al. 2017).

Threats

Lastly, a threat presents a possible obstacle or difficulty, that may destabilize and/or reduce the potential activities of the organization at some time in the future. It is a negative current and emerging external factor, that may challenge the company's performance. Threats should be classified accordingly to their seriousness and probability of occurrence. So, the organization needs to focus on avoiding or reducing the impact of possible negative events. For example, it could be political shifts and stagnant or worsening economic situation of the market, country or region (Baines 2013; Armstrong et al. 2017).

1.8 The STP Model

A significant part in the development of the marketing strategy is in the identification of the target audience. Therefore, the organizations – be it profitable or non-profitable – must focus on that. The method by which the markets are divided into different segments is also referred to as segmentation, targeting and positioning (further described in the following subchapters). Baines et al. (2017) refer to the method as the **STP Process** (Figure 6).

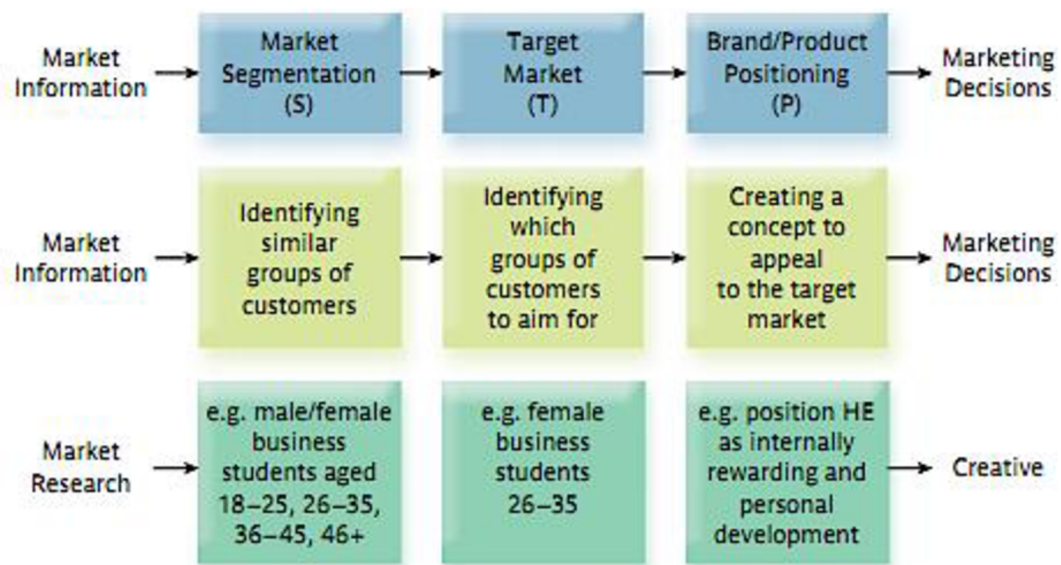


Figure 6: The STP Process (Baines et al. 2017)

The STP Process is used by marketers to determine who they should focus on, out of all the potential customers (in case of non-profits out of all the beneficiaries). Organizations conduct segmentation research in order to revise their marketing strategy, restructure some of its policies or launch a new offering. The key benefits of the STP Process include the following:

- enhancing the organizations position on the market, providing directions and focus for marketing strategies,
- examining and identifying growth opportunities through identification of new customers/beneficiaries, segments or proposition uses and lastly
- efficient and effective matching of resources to targeted market segments, promising better results from the marketing campaigns and activities (Baines et al. 2017).

1.8.1 Segmentation

Segmentation could be defined as a step in the STP Process that divides a market into a distinct groups of customers or beneficiaries with different characteristics or behaviours, who might require separate marketing strategies or mixes. And the market, country or region is very rarely static. Thus, as the customers or beneficiaries seek new experiences and develop new values, new segments emerge. These can be also identified as preference segments, with three different patterns:

- *Homogeneous preferences* – it is a market, where all customers or beneficiaries have roughly the same preferences,
- *Diffused preferences* – in other case, customers' or beneficiaries' preferences may be scattered throughout the whole market, meaning that their choices vary greatly. and lastly
- *Clustered preferences* – the customers or beneficiaries are in distinct preference clusters, the organizations are then deciding how to concentrate their marketing efforts (Kotler et al. 2018; Jobber 2007; Kotler & Keller 2006).

The market segments are classified by many variables, however, the most used ones in marketing are: *geographic segmentation*, *demographic segmentation*, *psychographic segmentation* and *behavioural segmentation*. *Geographic segmentation* is dividing the market into different geographical units, e.g. nations, states, regions, counties, cities or neighbourhoods. *Demographic segmentation* is more specific than the previous and also the most crucial for the success of the marketing activities. With this segmentation, the market is divided into groups based on variables such as age, family size, gender, income occupation, race, religion or social class. The fact that customers' or beneficiaries' preferences are often associated with demographic variables is what makes this segmentation popular to distinguish the target groups. *Psychographic segmentation* divides the customers or beneficiaries into different groups based on lifestyle or personality characters, as people within the market can exhibit very difference profiles. Lastly, *behavioural segmentation* is more commercial related, as it divides the customers accordingly by their knowledge, attitudes, uses, or responses to a product or service. It is believed that behaviour variables are the best starting point for building market segments (Kerin et al. 2015; Kotler & Keller 2006; Kotler et al. 2018).

1.8.2 Targeting

When the organization has identified its key market segments and its opportunities, it can move further to decide which segments and how many to target. However, the organization must firstly evaluate the various market segments by three factors: segment size and growth, segment structural attractiveness and lastly the organization's objectives and resources. After evaluating the segments, the organization can target people either very broadly (*undifferentiated marketing*), very narrowly (*micromarketing*) or somewhere in between (*differentiated or concentrated marketing*), as shown in the Figure 7 (Kotler & Keller 2006; Kotler et al. 2018; Baines et al. 2017).

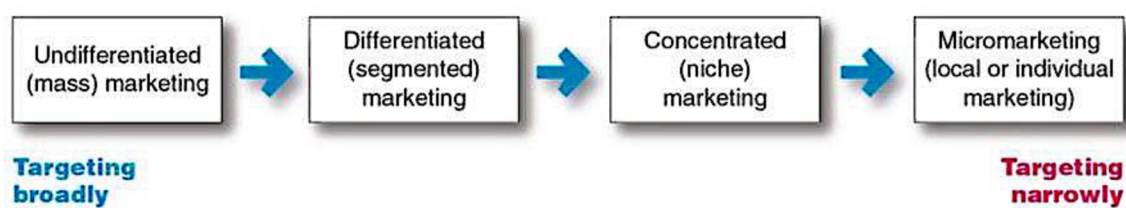


Figure 7: Market-Targeting Strategies (Kotler et al. 2018)

Undifferentiated marketing – also referred as mass marketing – is a strategy where the organizations might make decisions on ignoring the market segments differences and focus on the whole market with only one offer. Therefore, the organization is engaging in marketing activities or campaigns that will appeal to the largest number of customers or beneficiaries. The strategy of *differentiated marketing* – or segmented marketing – is used for targeting several market segments, where the organization designs separate campaigns for each target audience. Although it may help to target the market segments more precisely, the accumulated costs of the marketing activities will be probably greater. *Concentrated marketing* – or also called niche marketing – strategy is used by organizations that are aiming to target large share of people clustered in a very small segments or niches. This strategy helps to achieve strong position because of greater knowledge of customers and beneficiaries. The narrowest targeting strategy – *micromarketing* or customized marketing – tailors the marketing activities and campaigns to suit a very specific group of individuals or local segments. In other words, the more the organization segments the market, the narrower it must orientate its marketing strategies. (Jobber 2007; Kotler et al. 2018; Sharp 2013)

1.8.3 Positioning

The last step in the STP Process is positioning, which is the act of designing the organization's offering and image to occupy a distinctive place in the mind of the target market. Commercially related, the purpose of positioning is to give the customers a reason to buy a certain product. In the non-profit context, its purpose is to give the beneficiaries a reason to be interested in the activities of the organization or its message. The target audience is overloaded with information about a great variety of offers. Therefore, the position of the organization's offer is a complex set of perceptions, impressions and feelings that the customers or beneficiaries have in comparison with competing offers. (Kotler & Keller 2006; Kerin et al. 2015; Baines et al. 2017)

Perceptual mapping – also known under the term positioning maps – is a useful tool for determining the customer or beneficiary perceptions of the brand or organization with attributes important or interesting to the customers or beneficiaries. A successful positioning can be achieved with four factors:

- *Clarity* – the positioning idea must be clear, unequivocally recognizable and memorable,
- *Consistency* – it is important to keep the same message continually without changing it, to avoid confusion,
- *Credibility* – the positioned message must be adequately associated and corresponding with the offer and its marketing strategy and lastly
- *Competitiveness* – this factor is mostly related to the commercial context, meaning that the positioning should offer something of added value to the customer that the competition is failing to supply (Jobber 2007; Kotler et al. 2018; Kerin et al. 2015; Baines et al. 2017).

2 EVALUATION OF THE CARRIED-OUT MARKETING ACTIVITIES

This chapter is focused on a brief description of the CHEDTEB research project and its main aims and outputs. Then, the carried-out marketing activities of the project are analysed and evaluated to support the proposal in the third part. Additionally, an analysis of macro environment is presented. Lastly, all findings from the marketing activities and macro environment are summarized in the SWOT analysis.

2.1 Description of the research project CHEDTEB

The CHEDTEB project was created in 2017 in agreed cooperation between Faculty of Business and Management (Brno University of Technology) /CZE, Bielefeld University of Applied Sciences /DE and University of Tartu /EST. The project is projected to end at the end of September 2019. The project was also financially supported by the Erasmus+ Strategic Partnership for higher education programme of the European Union (CHEDTEB.eu 2019).



Picture 1: Logo of the CHEDTEB research project (CHEDTEB.eu 2019)

The research project has many objectives, achievable by sharing interdisciplinary knowledge and skills of faculties, local corporate and institutional networks that enable universities and their local communities to bundle complementary resources, skills and ideas for digital transformation in order to:

- stimulate a learning process about Digital Transformation of Corporate Business between local corporate networks and faculties of universities by organizing workshops and showcasing best practice,
- develop an interdisciplinary Joint Degree program by combining specific resources from universities in a common curriculum,

- create new business tools, teaching models and case studies by close collaboration between faculties and businesses,
- blueprint a pilot project in higher education which could serve as a model for the further institutional development of the three universities,
- be the leader of digital transformation of organisation, processes and administration within universities (CHEDTEB.eu 2019).

The objectives and its results are then divided and organized into five intellectual outputs. Each output has an output leader – who is also a main member of the team working on the CHEDTEB project – responsible to deliver new knowledge and resources, based on the research. These are also expected to be delivered before the end of the project. Full names of the intellectual outputs are as follows:

- Guide to implementing Blockchain and Smart Contract Technologies in corporate environments and feeding into higher education teaching,
- Impact assessment of Big Data analysis and application cases,
- Toolbox for digital corporate transformation management and curricular impact for higher education,
- Curriculum of a master’s degree in Digital Transformation of Corporate Business,
- White paper on digital transformation of universities’ internationalization process (CHEDTEB.eu 2019).

2.2 Used communication channels

The project was established with the intention to be as appealing and available to the public as possible, therefore, in the beginning there were created several CHEDTEB accounts and profiles on the most popular social networks and a dedicated website promoting all the intellectual outputs, workshops and courses and any other relevant news related to the research project. The used social media, the date of presence of CHEDTEB on them and links to the accounts or profiles are as follows:

- **Facebook**
January 2018 – now
Link: <https://www.facebook.com/CHEDTEB>

- **Twitter**
January 2018 – now
Link: <https://www.twitter.com/CHEDTEB>
- **Instagram**
January 2018 – now
Link: <https://www.instagram.com/CHEDTEB>
- **LinkedIn**
January 2018 – now
Link: <https://www.linkedin.com/company/18431954/>
- **YouTube**
January 2018 – now
Link: https://www.youtube.com/channel/UCR7DJW3CDMhHnNiY_dKxz-g
- **Google+**
January 2018 – April 2019

Google+ has been shut down as of April 2019 due to low interest from the public (Plus.google.com 2019) and thus the social network will not be considered in the analysis. The dedicated website (<https://www.chedteb.eu>) was established also in January 2018, fully launched late February 2018 and is still accessible.

The project was also communicated offline, as the researchers and lecturers who are taking part in CHEDTEB participated and promoted it during many public events, e.g. at the sTARTUp Day in Tartu in January 2019.

2.3 Analysis of social media channels

The following chapter will be dedicated to deep and critical analysis of the social media accounts and profiles as mentioned above, as well as the carried-out marketing activities. There will be analysed various metrics, however, the main emphasis will be put on the demographics, behaviour and interests, where available. These metrics are most important for the proposal with the use of the STP model in the third part. The analysed data are taken from a time span when the CHEDTEB project established its presence on social networks until the end of April 2019. Due to a possible lack of data, some of the social media will be approached and its metrics analysed differently than the others.

2.3.1 Facebook

Facebook is one of CHEDTEB’s primary communication channels. This platform was used for the main promotion of various student workshops and courses, as well as of the other relevant news and information, educational articles and journals. The Facebook page gradually accumulated 177 likes as of 30th May 2019, as shown in Figure 8.

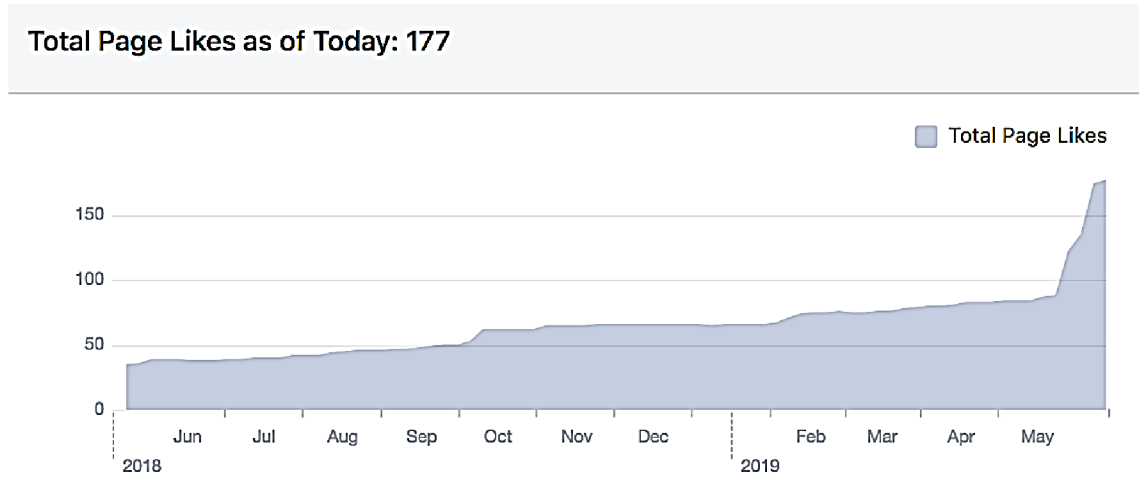


Figure 8: Likes and its trend on the CHEDTEB's Facebook page as of 30th May 2019 (Facebook.com 2019)

Looking deeper into the audience and fans of CHEDTEB’s Facebook page, it is noticeable that the majority of them are young people, living in countries and cities, where the cooperating universities are located (Figure 9).

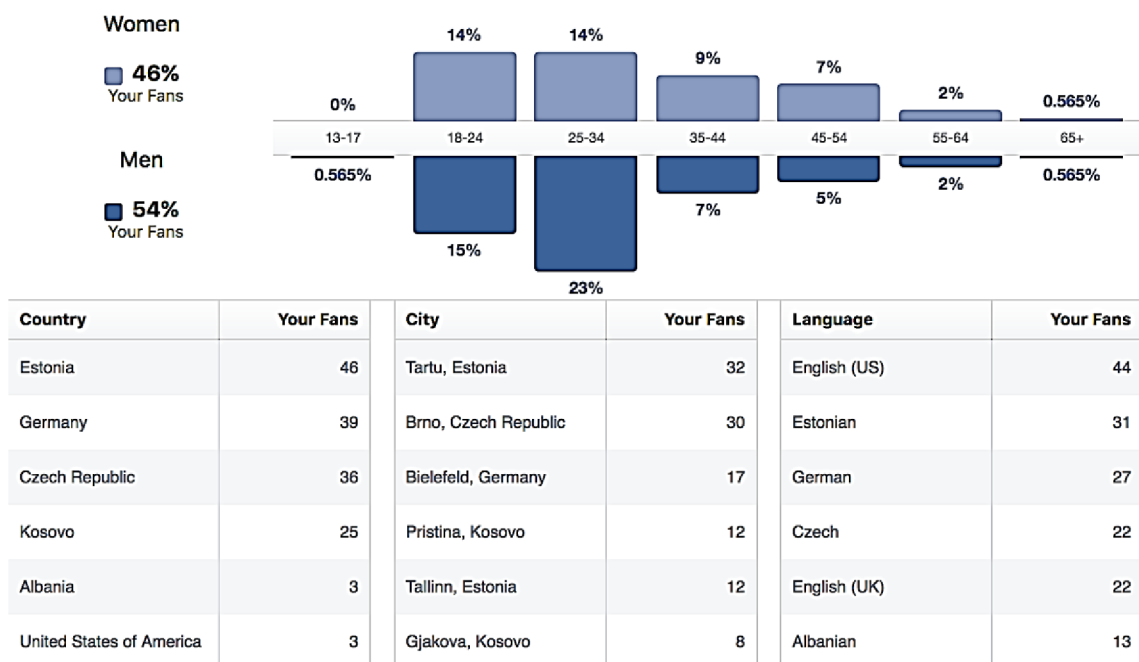


Figure 9: Demographics of the CHEDTEB's Facebook page fans (Facebook.com 2019)

However, the CHEDTEB project seems to be more appealing to men, rather than to women. The Facebook page is also more liked by men in the age range of 25 to 34 years. Furthermore, people of this age have more likely finished their master's degree already. Comparing the demographics of the Facebook page fans with the demographics of the people reached by CHEDTEB's posts, there is even a bigger gap between the genders (Figure 10).

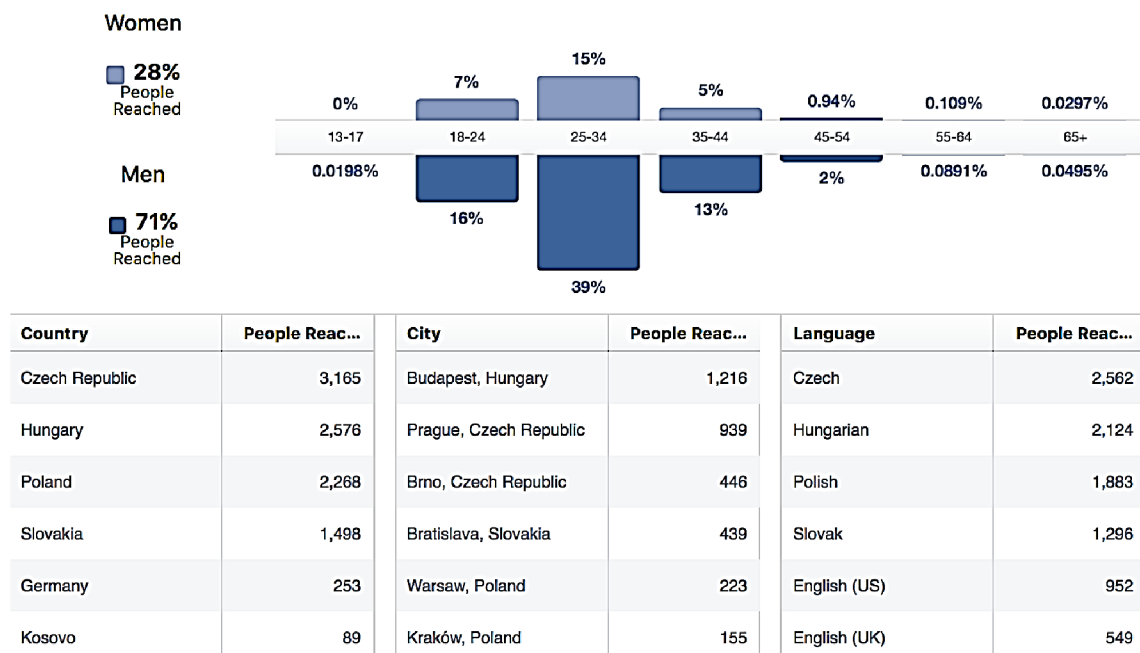


Figure 10: Demographics of people reached by CHEDTEB's Facebook posts (Facebook.com 2019)

In both cases, it is apparent that the topic of Blockchain, Big Data and Smart Contracts are more appealing to men than women, although not completely. Also, these topics seem to be more interesting to the age group of 25 to 34 years in both cases and both genders. This could be reasoned simply by the fact that these topics are too complex and thus younger people find them less interesting.

The demographics data gathered from student courses and workshops events promoted through the CHEDTEB Facebook page show similar results as in the previous cases. Summary of the Facebook events data – including the total number of reached people and their responses – is in Appendix 2. The first promoted event was a Blockchain course that was held in Bielefeld in September 2018. The data present almost identical outcome, i.e. men were reached more than women and the age group of 25 to 34 years was also reached more (Figure 11). Interestingly, women in the age range of 18 to 24 years were reached more when compared to the older group.

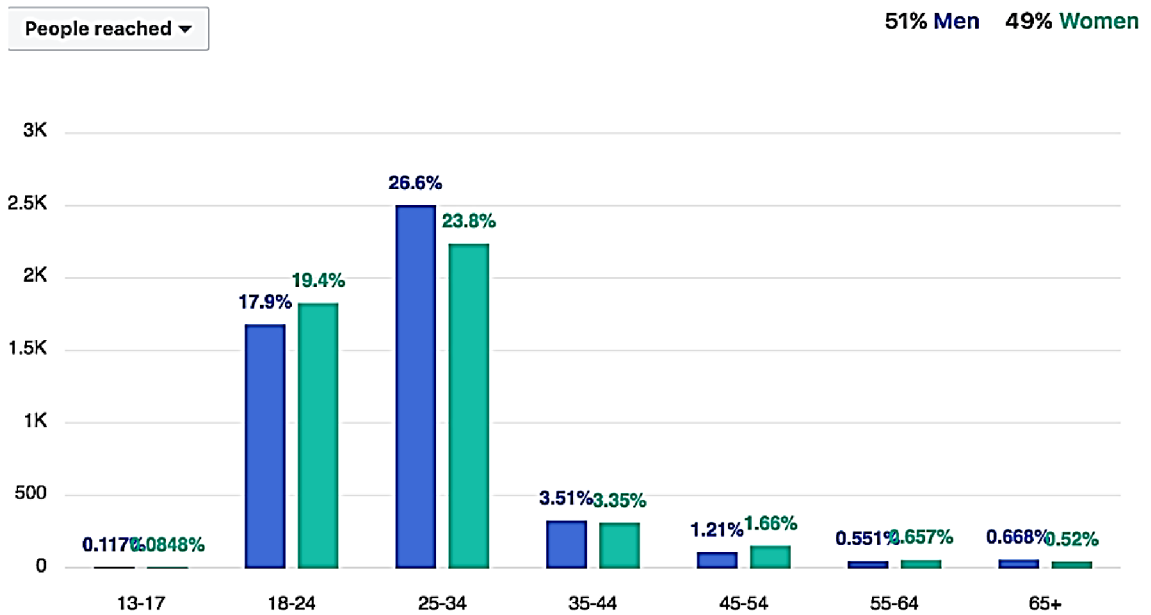


Figure 11: Reach for Facebook event of Blockchain Course in Bielefeld (Facebook.com 2019)

The second organized event was a workshop in Brno in October 2018, which was focused on Big Data and its application. Comparing it with the data from the previous Facebook event, there is a visible difference in the age groups. Although men are once again prevalent in the demographic composition in comparison to the previous event, both genders were reached more in the younger age group of 18 to 24 years (Figure 12). It can be assumed, that the topic of Big Data could be more appealing than Blockchain to students, who are on the bachelor's degree level. This finding should be acknowledged in the promotion of the Joint Master programme.

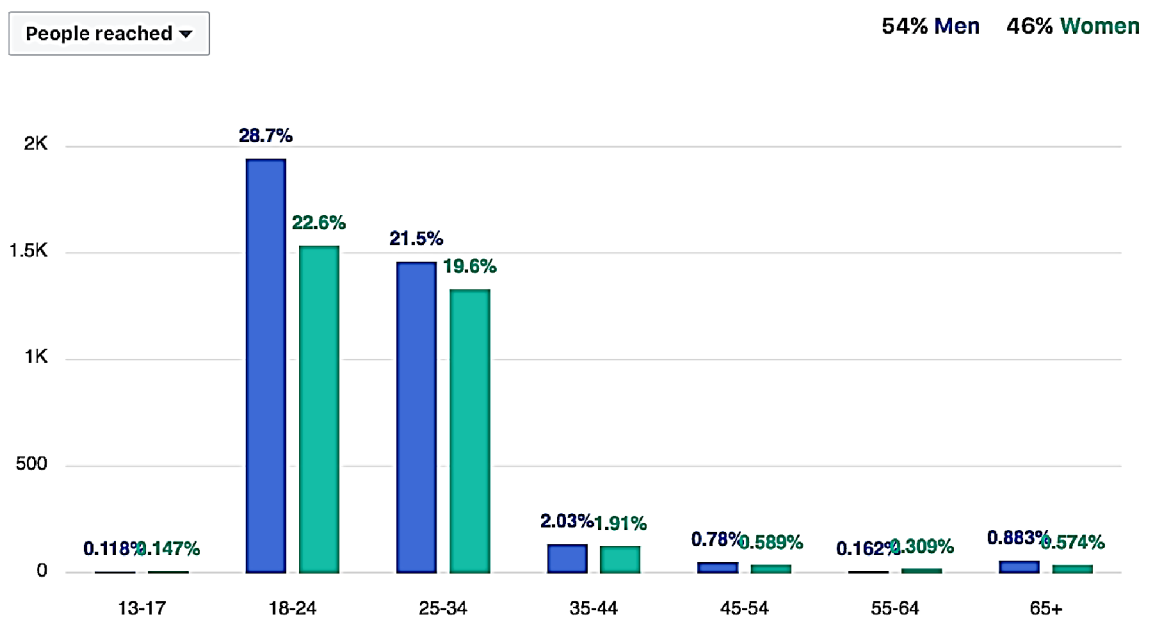


Figure 12: Reach for Facebook event of Big Data Workshop in Brno (Facebook.com 2019)

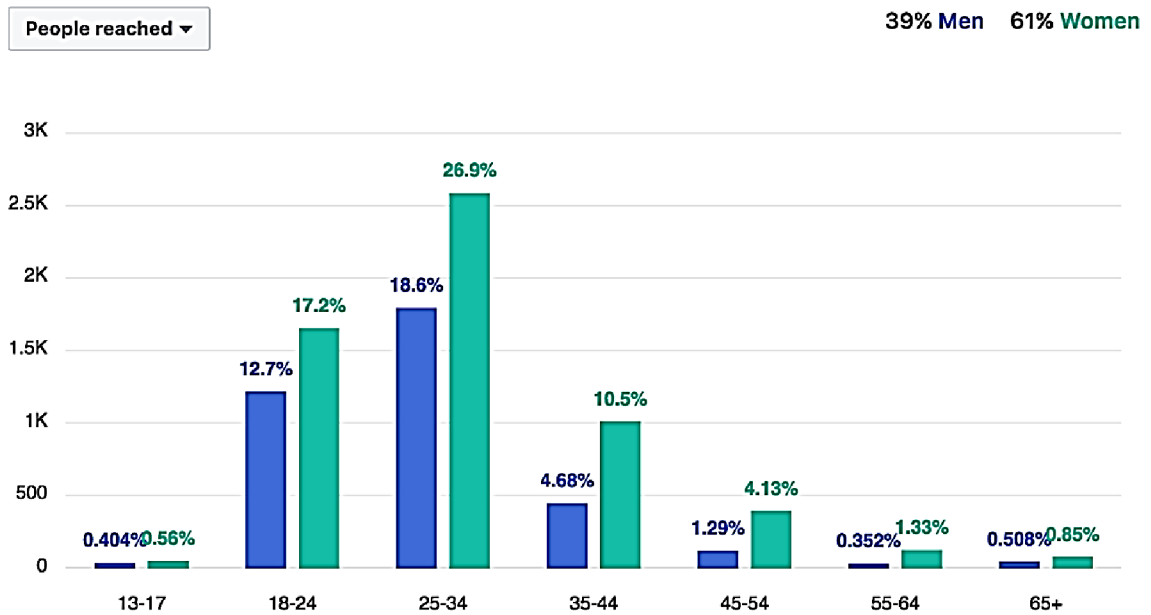


Figure 13: Reach for Facebook event of sTARTUp Day Workshop in Tartu (Facebook.com 2019)

There is however an interesting anomaly in the third (and also the last) Facebook event, that was held in Tartu in January 2019. This workshop was prepared with the purpose to let the participating students create and present their start-up ideas to a committee of investors and entrepreneurs. The workshop was also promoted to the students accordingly in that manner, although the projects of the students were intended to be related to digital transformation. In comparison with the two previous events, this one reached a significant majority of women, rather than men. Thus it can be assumed, that women tend to be more inclined towards the fields of digital transformation requiring softer skills, such as entrepreneurship and leadership, while on the other hand men are more inclined towards the more complex problematics requiring hard skills, for example, the practical use of Blockchain or Big Data and their application.

All of the student workshops and courses were promoted throughout summer 2018, i.e. in the months of June, July and August. With CHEDTEB's Facebook page being less recognized and known in the early months and with the intention to save advertisement costs, the events were promoted through appropriate Facebook groups. These groups are widely used by students from all of the three partnering universities. The required number of participating students for each workshop was 20, therefore, the required number of students' applications was at least 60. Additionally, the promotion of the events was supported by utilizing the universities' e-mail newsletter. As a result, the total number of received applications was 109, which was achieved without any other marketing costs.

2.3.2 Twitter

Twitter is used more as a supportive social network. Its main purpose is to promote the project CHEDTEB to the largest possible audience with zero costs, as the users are much easier to reach than with Facebook. By using relevant, related and appropriate hashtags (#), about 250 tweets on behalf of the name CHEDTEB were able to generate more than 150 000 impressions in the last 365 days, i.e. since April 2018 until the beginning of April 2019 (Appendix 4). The hashtags were used in relation to the research project (e.g. #blockchain, #bigdata, #smartcontracts etc.), therefore the data gathered during the time span represent the audience that discovered or was reached by tweets with these hashtags.

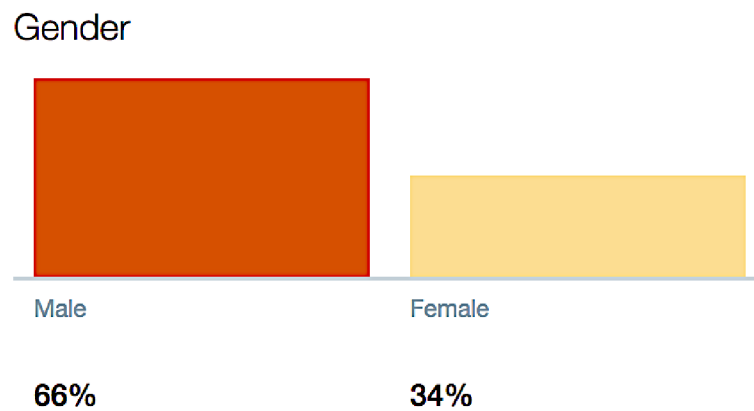


Figure 14: Gender of people reached on Twitter (Twitter.com 2019)

Similarly to the data obtained from the Facebook page, the content reached significantly more men than women (Figure 14). It is apparent, that there is a pattern emerging between the genders when it comes to showing interest in the topics of Blockchain

, Big Data or Smart Contracts.

Interests

Interest name	% of audience
Tech news	99%
Science news	99%
Space and astronomy	98%

Figure 15: Interests of people reached on Twitter (Twitter.com 2019)

Twitter users reached by the CHEDTEB's tweets also have similar interests in the overall topics related to Blockchain, Big Data and Smart Contracts, i.e. tech and science. This metric allows to decide easier which type of communication channel could be optimal for

the promotion of the future Joint Master's degree, i.e. magazines, newspapers or TV channels focusing on technology.

Although the tweets were seen by thousands of users, the Twitter profile did not gather many followings (Appendix 3) during its existence. One possible reason for that happening could be the publishing of the tweets in inconsistent intervals and smaller added value of its content.

2.3.3 Instagram

Instagram is another important communication channel for the research project. It is used mainly for gaining a broader following from all corners of the world through posting images specifically tailored and supplemented with appropriate hashtags to catch the eye of hundreds of users (Appendix 5). Since establishing CHEDTEB's presence on Instagram, the profile gained around 950 followers as of 31st of May 2019 (Figure 16) with less than 200 posts being uploaded during the time.

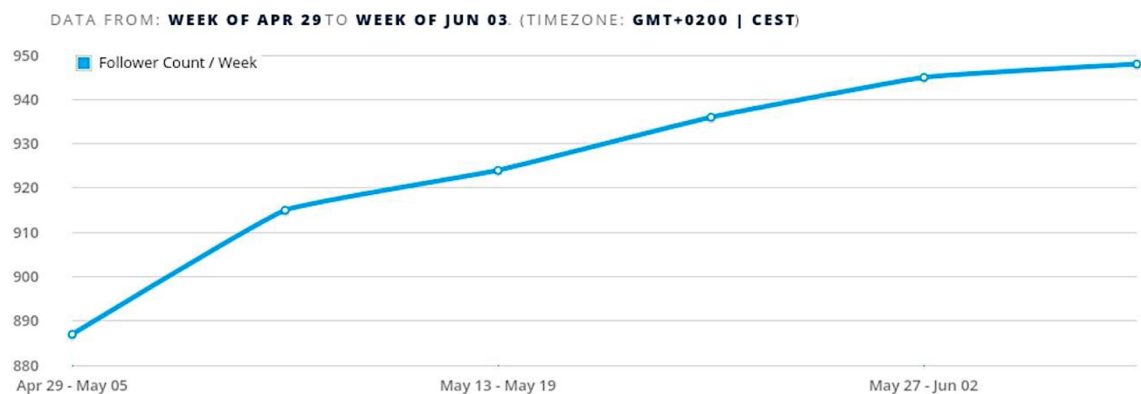


Figure 16: Follower growth of CHEDTEB's Instagram profile (Keyhole.co 2019)

Speaking of engagement, the posts received averagely between 50 – 60 reactions (i.e. likes + comments) since July 2018. During the last 2 quarters of 2018 and the first quarter of 2019, there was a higher average engagement thanks to the posting of photos and images from the ongoing student courses and workshops (Figure 17) in that months. The average engagement rate was thus about 6%, which is considered as a good result according to Mee (2019). In the months after, i.e. from March until the end of May, the engagement dropped, as the sharing of the photos from workshop and courses ended. Although there was an international conference being promoted through April, it did not appeal to the audience that much, as the average engagement was about 40 per every post.

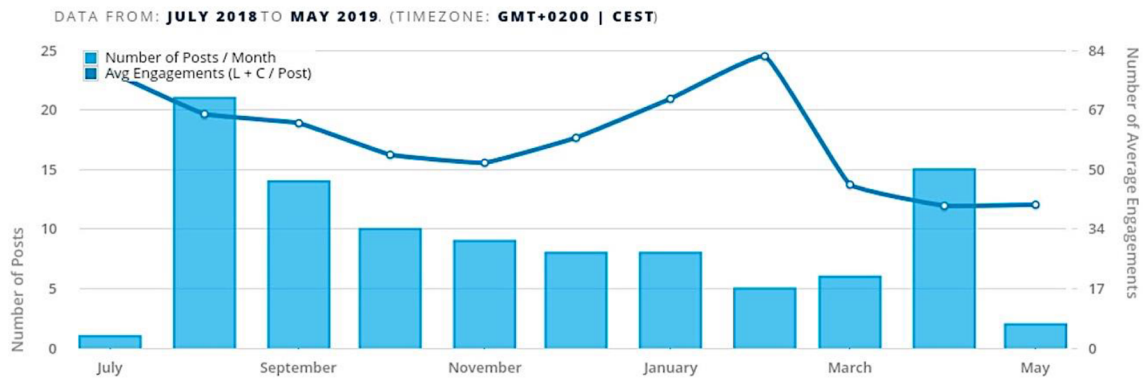


Figure 17: Average engagement on CHEDTEB's Instagram posts (Keyhole.co 2019)

The age composition of the Instagram followers is very similar to Facebook findings, therefore, users in the range of 25 to 34 years present the majority of all followers (Figure 18). However, the younger age group of 18 to 24 years is the second biggest following, with the age group of 35 to 44 being almost of the same size, surprisingly. Nonetheless, the pattern of the age range suitable for the targeting and promotion of the CHEDTEB's output is slowly being formed. As expected, frankly, older generations do not show interest in these topics hardly at all.

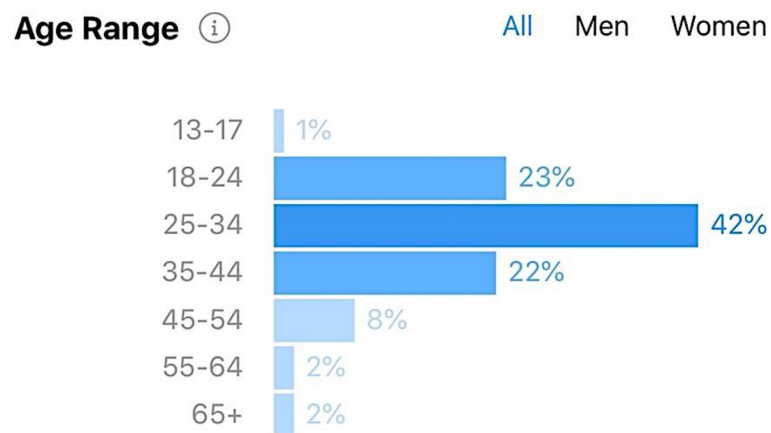


Figure 18: Age range of CHEDTEB's Instagram followers (Instagram.com 2019)

As for the gender of the followers, there is a bigger gap between men and women when compared to Facebook (Figure 19). This finding confirms even more that men are representing the majority in the target audience. Thus, the final promotion strategy should acknowledge these results, when it comes to the development of the promotional and advertisement materials. Still, it is important to bear in mind that not every communication channel (especially the offline channels) allows targeting with a certain ratio in the demographic variables, therefore the amount of released promotional materials should be diversified accordingly.

Gender (i)

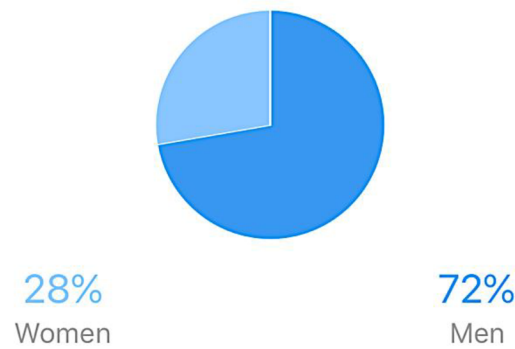


Figure 19: Gender of CHEDTEB's Instagram followers (Instagram.com 2019)

Instagram was proved to be a very effective social network over the last year, with almost 10 000 engagements on all published posts. Not only that the amount of its users is growing at a faster pace than at Facebook, due to putting emphasis and importance on the image content rather than the text content, it is also more visited network achieving higher engagement rates.

2.3.4 LinkedIn

LinkedIn is considered as a professional social network, allowing its users to easily connect with their co-workers and other business partners, as well as to follow the corporations they are interested in. Unfortunately, CHEDTEB's LinkedIn page did not gather large following (Appendix 6), however, it did make a decent impact in the previous year, considering that there were not spent any funds on promotions. The posts generated most impressions during the months when the student workshops and courses were promoted (Figure 20). Afterwards, the impression count dropped significantly, although the content of the LinkedIn posts remained the same.

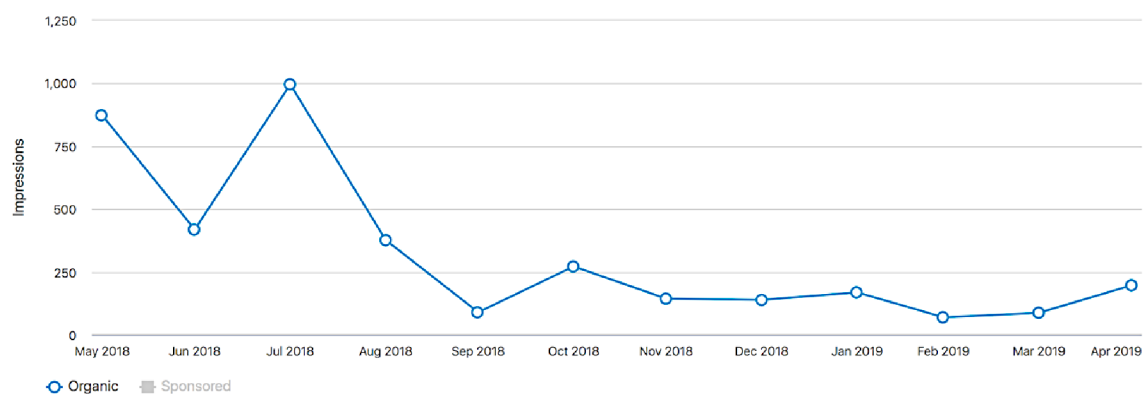


Figure 20: Impressions of CHEDTEB's LinkedIn posts (LinkedIn.com 2019)

The trend of the page views is similarly correlated to impressions. The LinkedIn profile was visited only about 200 times since it was established. Hence, even though LinkedIn is perceived by some as a suitable platform for promoting companies' activities and publishing public relations, it is not applicable for every case.

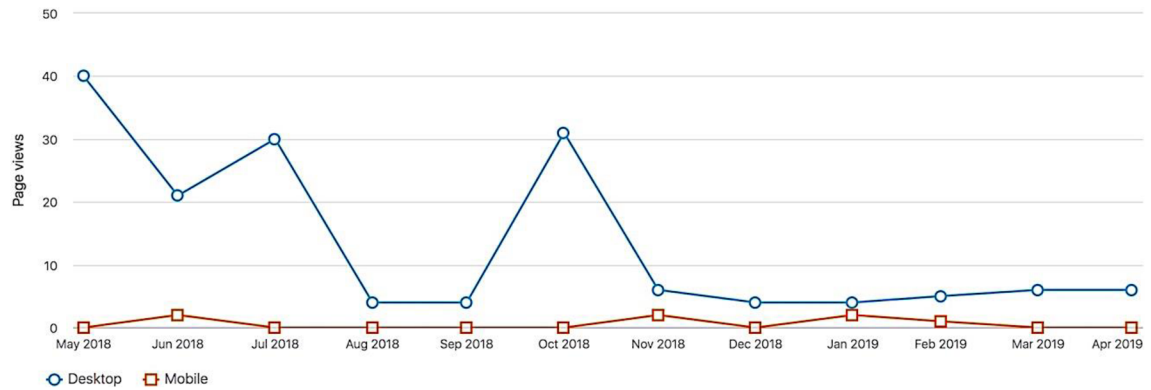


Figure 21: Page views of CHEDTEB's LinkedIn page (Keyhole.co 2019)

2.3.5 YouTube

CHEDTEB's YouTube channel is primarily used for uploading records from conferences or webinars that were organized as a part of the research project. Comparing the network with the previous ones, the amount of uploaded content is much smaller. Therefore, there was not put any extensive effort in promoting the CHEDTEB project during its existence on this platform.

Nevertheless, the YouTube videos generated about 2600 impressions, out of which there was a solid 3,4% click-through rate. The videos had total about 371 views as of the end of April 2019 (Figure 22).

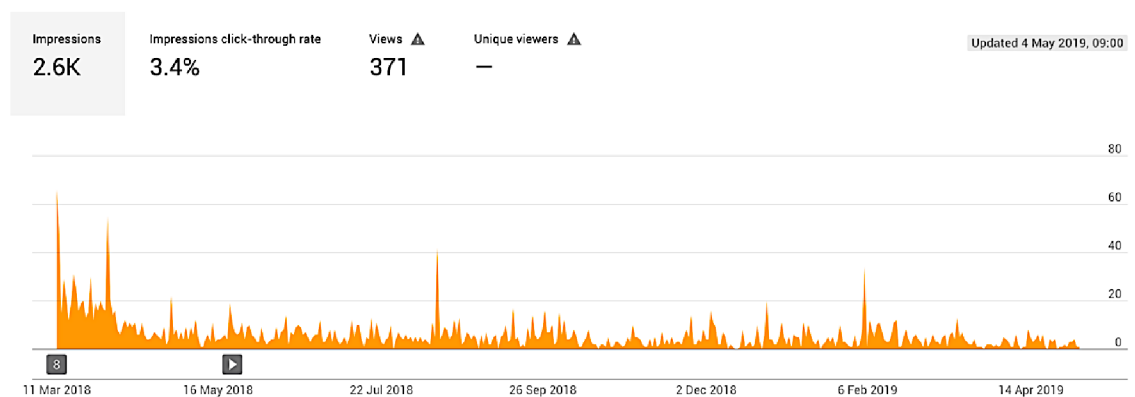


Figure 22: Impressions of CHEDTEB's YouTube videos (Youtube.com 2019)

Interestingly, the total watch time of all videos was 749 minutes, meaning that the 371 viewers watched 2 minutes on average (Figure 23). That is a remarkable statistic simply for the fact that out of all the uploaded videos 2 minutes is enough to take a grasp of what is CHEDTEB about.

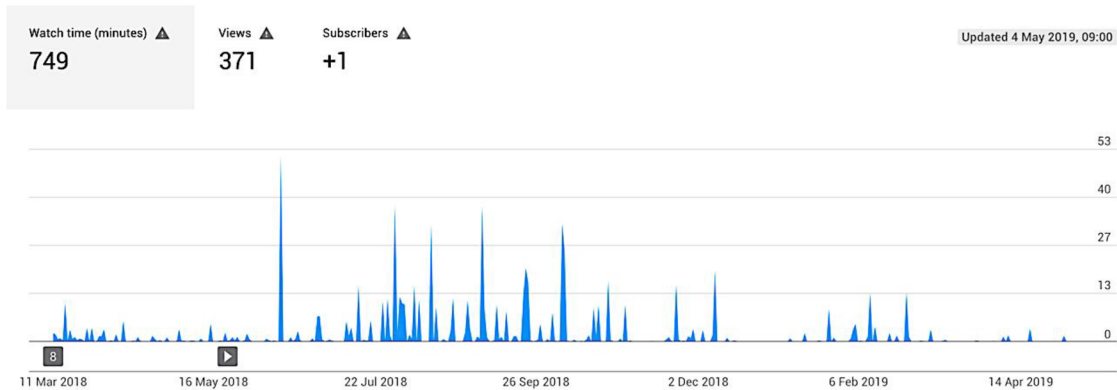


Figure 23: Watch time of CHEDTEB's YouTube videos (in minutes) (Youtube.com 2019)

2.4 Analysis of CHEDTEB's website

The dedicated website is probably the most important communication channel of the research project. The website stores all information about the project's outputs and results, external partners, upcoming events and also other relevant and related news or tools. For example, the students applied for the workshops and courses promoted via social media through an implemented online application form. Additionally, the website was optimized to be easily searchable through the Google search engine.

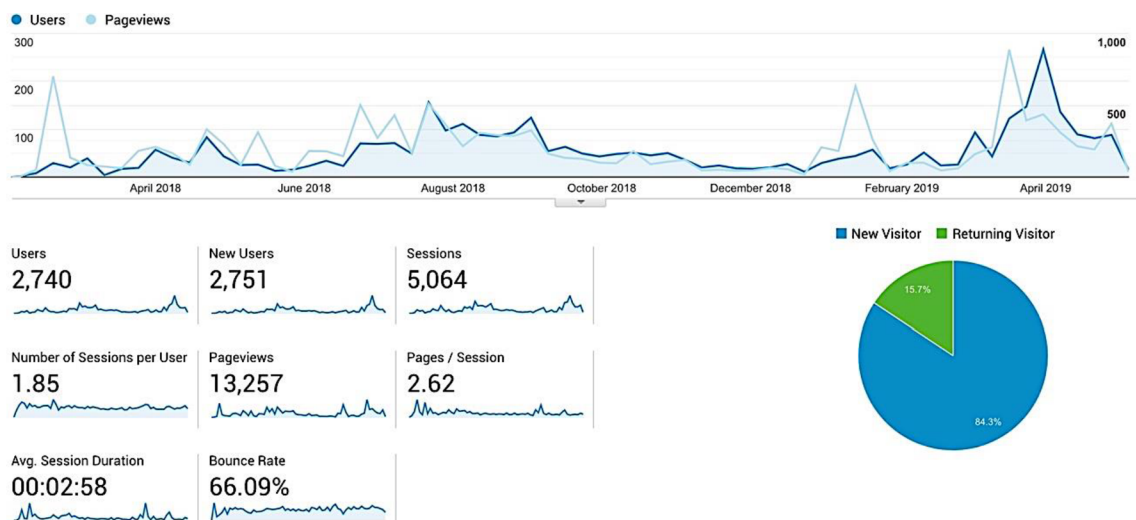


Figure 24: User's statistics of CHEDTEB's website (Analytics.google.com 2019)

Since February 2019 until April 2019 the website was visited by 2 740 users, who generated more than 13 000 page views in more than 5 000 sessions (Figure 24). The average duration of every session was approximately 3 minutes, therefore the total time spent on the CHEDTEB’s website by all users is more than 15 000 minutes, or more than 250 hours.

Table 1: Location of CHEDTEB's website users (Analytics.google.com 2019)

Country	Users	Users
	2,740 % of Total: 100.00% (2,740)	2,740 % of Total: 100.00% (2,740)
1. Czechia	878	31.21%
2. Germany	438	15.57%
3. Estonia	392	13.94%
4. United States	307	10.91%
5. Slovakia	96	3.41%
6. India	68	2.42%
7. Peru	39	1.39%
8. Philippines	39	1.39%
9. Turkey	34	1.21%
10. United Kingdom	30	1.07%

Looking at the demographic aspect, the majority of the visitors were from countries where the partnering universities are located (Table 1). Therefore, the results of the website marketing activities are comparably identical to the results of Facebook. Additionally, most of the visitors were from the Czech Republic, therefore, promoting the Joint Master’s degree in this country is very reasonable.

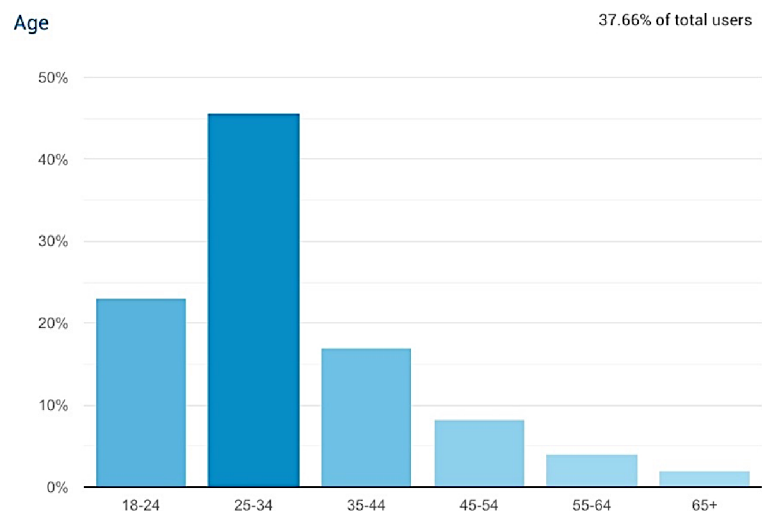


Figure 25: Age range of CHEDTEB's website users (Analytics.google.com 2019)

Even in the case of the CHEDTEB’s website, men represented the majority (although only slightly when compared to the findings from social media analysis) in the gender composition of the visitors (Figure 26). As this is the last figure related to the gender of people interested in or reached by CHEDTEB’s marketing activities, it is undoubtedly evident that men should be targeted more in the promotion strategy.

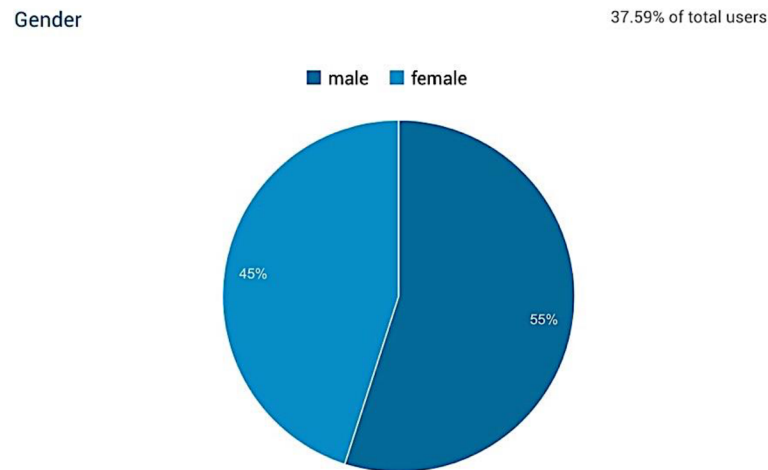


Figure 26: Gender of CHEDTEB's website users (Analytics.google.com 2019)

2.4.1 Organic search

Looking at the data from Google’s organic search, there are some interesting results achieved with the search engine optimization. Since April until the end of July 2018, the link to the CHEDTEB’s website was seen in the search engine almost 12 000 times. The click-through rate of the visitors, who entered the website based on the impression, was just 1%, therefore the website registered only 122 visitors in these 3 months (Figure 27).

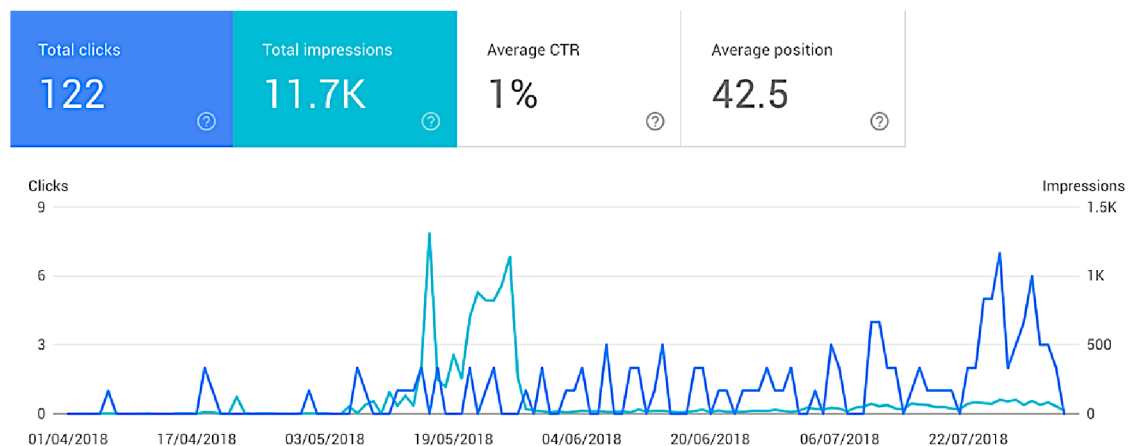


Figure 27: Search engine statistics of CHEDTEB's website until 31/07/2018 (Search.google.com 2019)

The following statistic from August 2018 until the end of April 2019 is even more impressive. There were more than 40 000 impressions, resulting in almost 52 000 impressions for the whole previous year (Figure 28) Although the average position in the search results worsened in comparison to the previous figure, the click-through rate improved to 1,4%. Hence, the total number of clicks was 562, totalling in almost 700 visits in the last year only through the search engine.

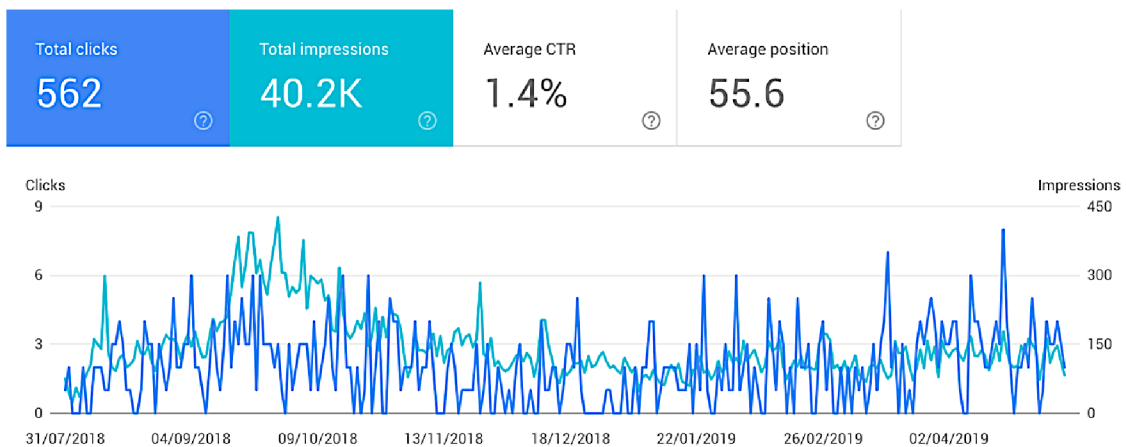


Figure 28: Search engine statistics of CHEDTEB's website from 01/08/2018 (Search.google.com 2019)

Evaluation summary of the carried-out marketing activities

Considering the fact, that all of the marketing activities carried-out in the last year and now analysed were completely cost-free, the results could be evaluated as fairly successful. And by combining the outcome of all the data from the analyses (i.e. of all social networks and the dedicated website), it is presumed that at least 5 000 real people actively expressed interest in the research project in the last year. Taking into account the international conference (Appendix 2) that was organized at the end of April 2019 (however with paid promotion), the number of people could be close to 5 500.

The most crucial results that emerged from the analyses are the demographic variables of the ideal target groups for the promotion strategy. Those are men in a majority over women in a ratio of about 6/4 belonging in the age group of 18 to 24 years. This age group is the most important since it is an age range of bachelor level degrees in the Czech Republic. However, as it emerged from the analyses, another significant age group is of 25 to 34 years, which should not be overlooked in the promotion strategy. Finally, both age groups seem to be sharing the same interests, i.e. technology and science.

2.5 PEST analysis

This subchapter will be dedicated for a deep and extensive analysis of the macro environmental factors in the Czech Republic, namely political and legal, economic, social and technological. The analysis will be focused only on circumstances relevant to the research project CHEDTEB and to the development of the promotion strategy for the future Joint Master's degree.

2.5.1 Political and legal factors

The political situation of the Czech Republic is stable. Although there are being recently disputes and strong disagreements with the current Prime Minister both in the political level and in the public, it is not expected that there will be any significant change in the political stability, that would be anyhow negatively affecting the educational system. Besides that, the Czech political environment is very supportive of education and the educational system overall. For example, in 2014 the Ministry of Education Youth and Sports presented a proposal of a “Strategy for a Digital Education 2020”, which was supported by the Czech government. The strategy is aiming to enhance the educational system with new methods and ways of teaching through the application of digital technologies. Another purpose of the strategy is to improve the competencies of students in terms of working with information and digital technologies and to develop “information thinking” of the students as well. Although the strategy is mainly directed towards students in lower levels of education, it clearly expresses the stance of the Czech political environment towards developing quality educational system and a perspective future for young people living in the Czech Republic (Shotter 2019; MSMT.cz 2014).

Besides that, the Ministry of Education Youth and Sports is pushing long-term goals for further development and improvement of the education at public universities and colleges in the Czech Republic. The current policy “Long-Term Plan for Educational, Scientific, Research, Development and Innovation, Artistic and Other Creative Activities for Further Education Institutions 2016 – 2020”, proposed and approved by the Ministry of Education Youth and Sports in 2015, presents clearly defined priorities and goals that should the universities achieve, and the Ministry aims to create suitable environment and conditions for universities for that. There are 7 priorities and goals in total, that the Ministry is aiming to help the universities to achieve:

- continual assurance of the quality of education,
- diversity and accessibility of various study programmes,
- internationalization in the meaning of enhancing the international character of education,
- relevancy of the education to the actual socio-economic development, newest scientific foundations and the needs of the cooperating partners and institutions,
- quality and relevant research, development and innovation effectively applied to practice and thus helping the society to progress,
- decisions based on data, therefore making the management of the universities conceptual and transparent, and lastly
- effective, transparent and stable financing managed by the government's public funds, that should not be decreasing (MSMT.cz 2015).

Since the study programme developed under CHEDTEB will be a Joint Master's degree, and thus internationally oriented, it is also necessary to outline the current stance of the Czech political environment towards foreign connections in terms of education. In 1999, the Czech Republic signed with other European states the "Bologna Process" in order to create and further develop the "European Higher Education Area", shortly EHEA. The goal of EHEA is to standardize to some extent the further education degrees and diplomas in all signed states, allowing all European citizens to obtain education anywhere in Europe. Additionally, EHEA has its own definition for "Joint Degrees", i.e. study programmes realized at more than one university institution – often located abroad – that represent an ideal tool for connecting individual institutions within the EHEA (MSMT.cz 2019).

2.5.2 Economic factors

The future Joint Master's degree is expected to require a low administration fee every semester, that will be paid by the attending student. Therefore, it is important to analyse the current economic situation of the Czech Republic and to find out if the people interested in the degree would be able to afford it without any issues. The programme will be consisting of four semesters. Two out of these four semesters will take place at both of the partnering universities abroad, the rest at the home university. Hence, it is possible that the complete expenses for the whole study could be around 10 000 € – 15 000 €.

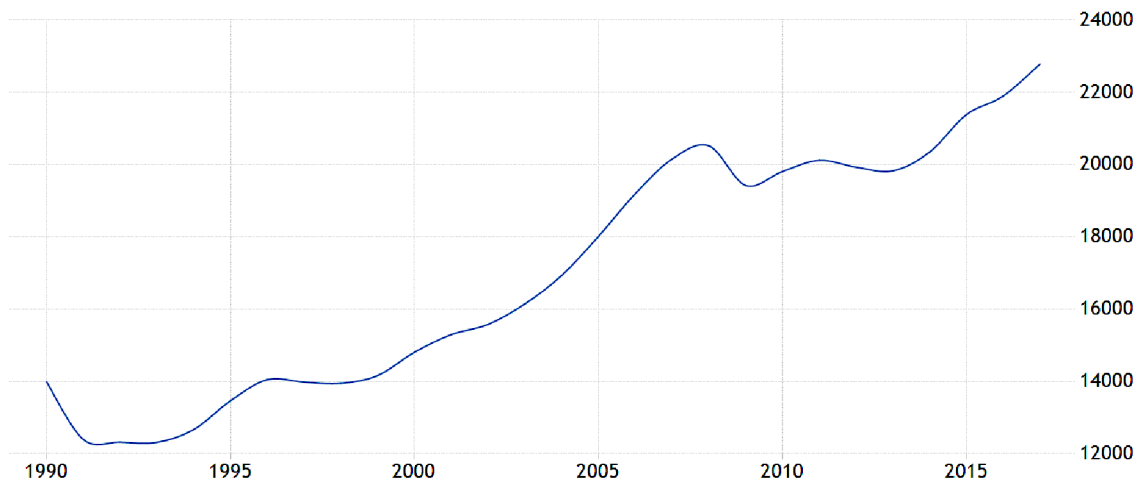


Figure 29: GDP per capita in the Czech Republic in USD (Tradingeconomics.com 2019a)

The economic situation of the Czech people is annually improving since the early 1990s. The GDP per capita is almost 23 000 USD as of 2017 (Figure 29), therefore the study programme – with the expected expenses as mentioned above – will be unfortunately more appealing to a wealthier group of people, be it either native Czechs, foreign immigrants or foreigners living in the Czech Republic. Since the average individual have to create at least half of the annual GDP in savings in order to pass the Joint Master’s degree without fear of getting into any financial troubles (assuming that the individual wishing to apply for the programme is working and earning money), it may be a perspective idea to offer the less fortunate applicants some form of subsidies or scholarships to cover the master’s degree expenses. This way the study programme could be targeted to more people, thus making it also more attractive and interesting to the overall public.

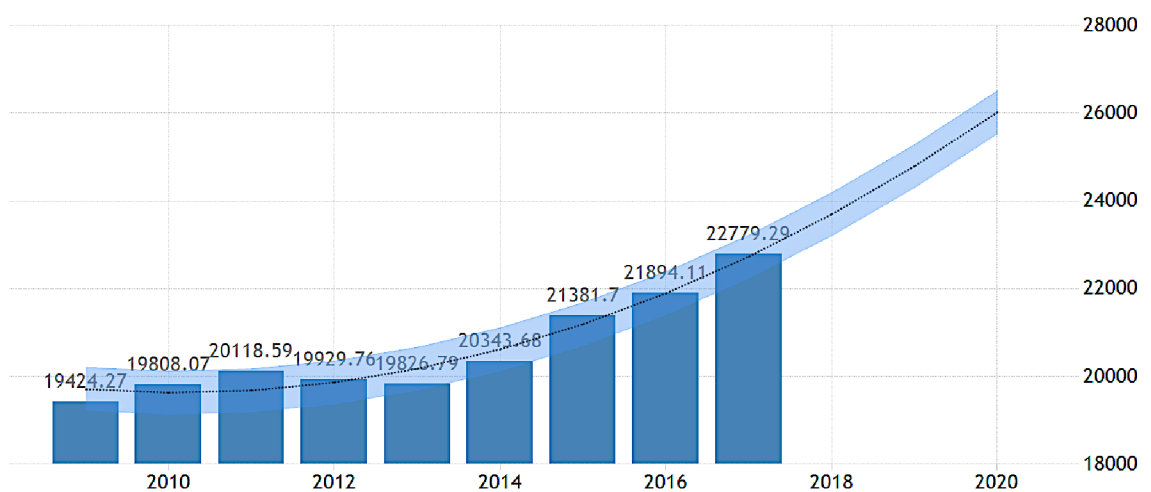


Figure 30: Forecast of the Czech Republic GDP per capita in USD (Tradingeconomics.com 2019a)

The projection for the Czech Republic's economic trend is rather positive (Figure 30). It is expected that the GDP per capita will be continuing to grow for many reasons. The current job market is under enormous pressure due to insufficient availability of workforce in the country, causing the unemployment rate to be at historic lows (Figure 31) and the wages to grow at a faster pace than ever before (Figure 32). Hence, with the growing GDP per capita (in the meaning of rising wealth of the individuals) the Joint Master's study programme will be gradually more affordable and thus more accessible to bigger groups of people (Focus-economics.com 2019).

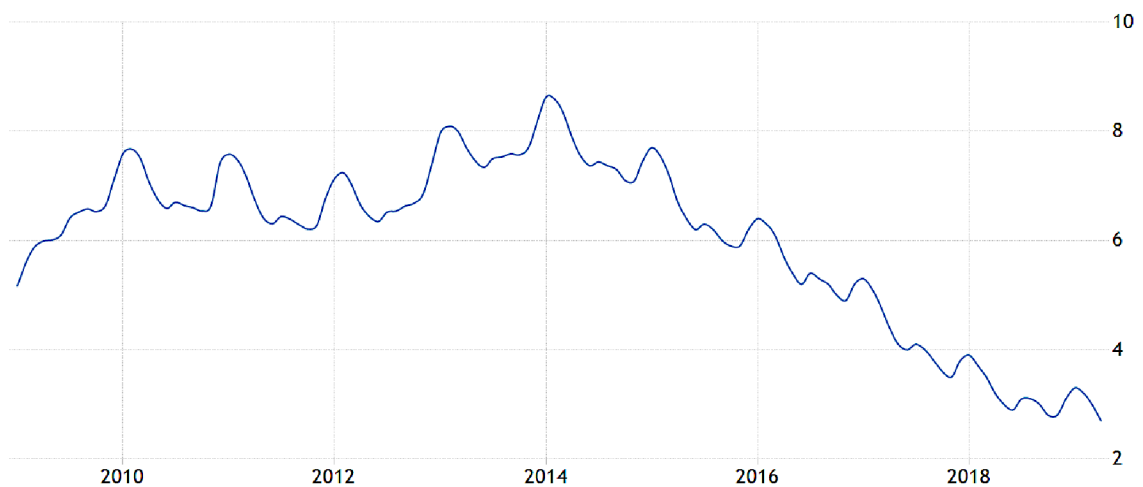


Figure 31: Unemployment rate in the Czech Republic in % (Tradingeconomics.com 2019b)

It is highly unlikely that a recession could occur anytime near in the future, despite growing global trade conflicts and protectionist tendencies among few countries that are important for the economic growth of the European Union and also of the Czech Republic (Focus-economics.com 2019).

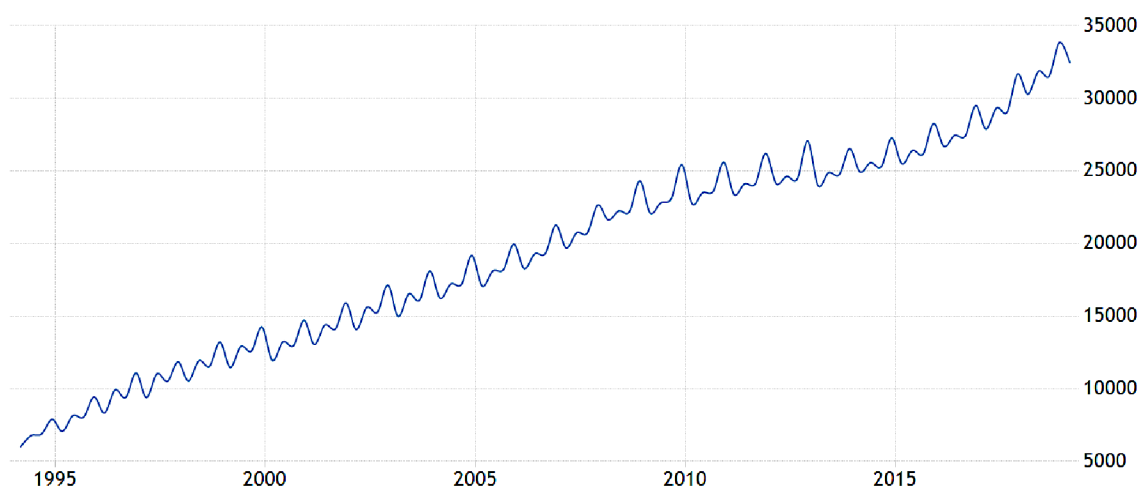


Figure 32: Average monthly wages in the Czech Republic in CZK (Tradingeconomics.com 2019c)

2.5.3 Social factors

In order to make the future Joint Master's degree targeted to the potential applicants as much effectively as possible, it is vital to identify the demographic distribution of the Czech Republic. There are approximately 1,8 million young people belonging in the age groups of 20 to 34 years, which is the age range that was found out and acknowledged as the ideal one in the social media and website analyses (Figure 33).

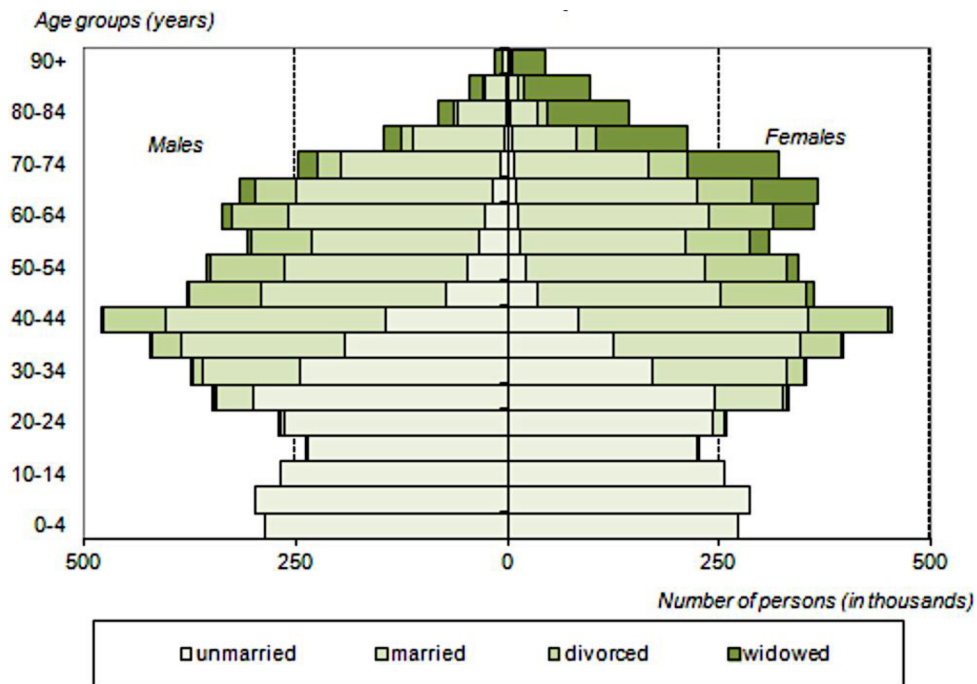


Figure 33: Czech population by sex and gender as of 31st December 2017 (CZSO.cz 2018)

However, the figure above does not determine how many of those young people are actually university students or already bachelor graduates, which is a prerequisite before applying for the new Joint Master's programme. Figure 34 shows the latest trend in the development of students at Czech universities. Interestingly, the figure shows that the number of students has been growing until 2009, which is the year when the latest global economic crisis happened. Since then, the number of students has been decreasing. As of 2017, there were about 175 000 students of bachelor study programmes. Assuming that the trend either continued or stagnated until 2019 and will remain the same in the near future, it is presumed that there are about 160 000 bachelor students in 2019. Considering the fact that the new Joint Master's degree is suitable for bachelor graduates with an economic or technological background, the number of potential applicants could be between 20 000 to 22 000 people annually. Thus, in the age range of 18 to 34, there could be around 260 000 to 280 000 people with already obtained bachelor's degrees.

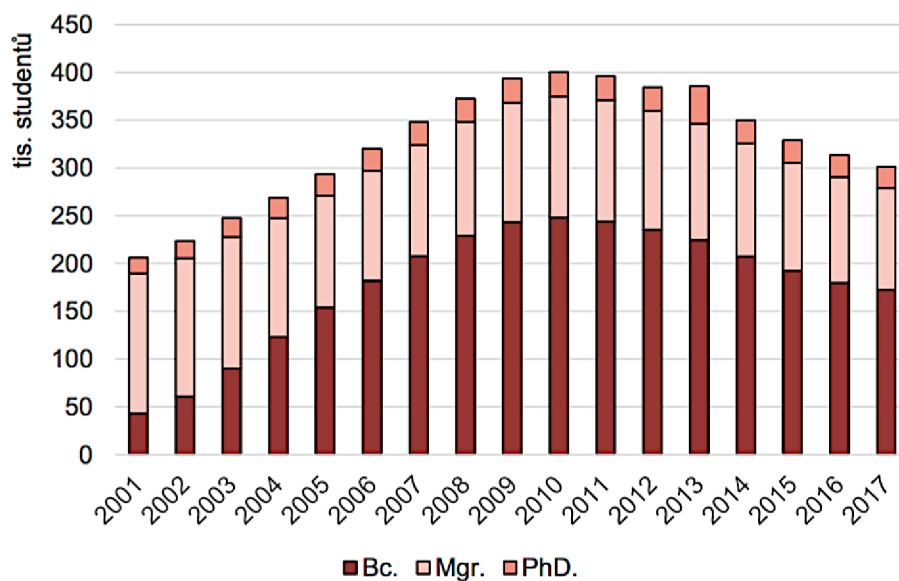


Figure 34: Students of Czech universities by type of study programme (CZSO.cz 2019)

As the future Joint Master’s degree will be taught in English, it could be targeted to both the Czech residents and also the foreigners studying at Czech universities. Similarly to the trend in the previous figure, the number of foreigner students has been growing until 2009, since then the trend lost its momentum (Figure 35). On the contrary, the number of foreigner students has not been decreasing afterwards in comparison to the previous figure. Hence, it is assumed that there could be around 22 000 foreign students in bachelor study programmes as of 2019, out of which at least 1 000 to 2 000 are already graduates. It is also assumed that this trend will remain the same further on.

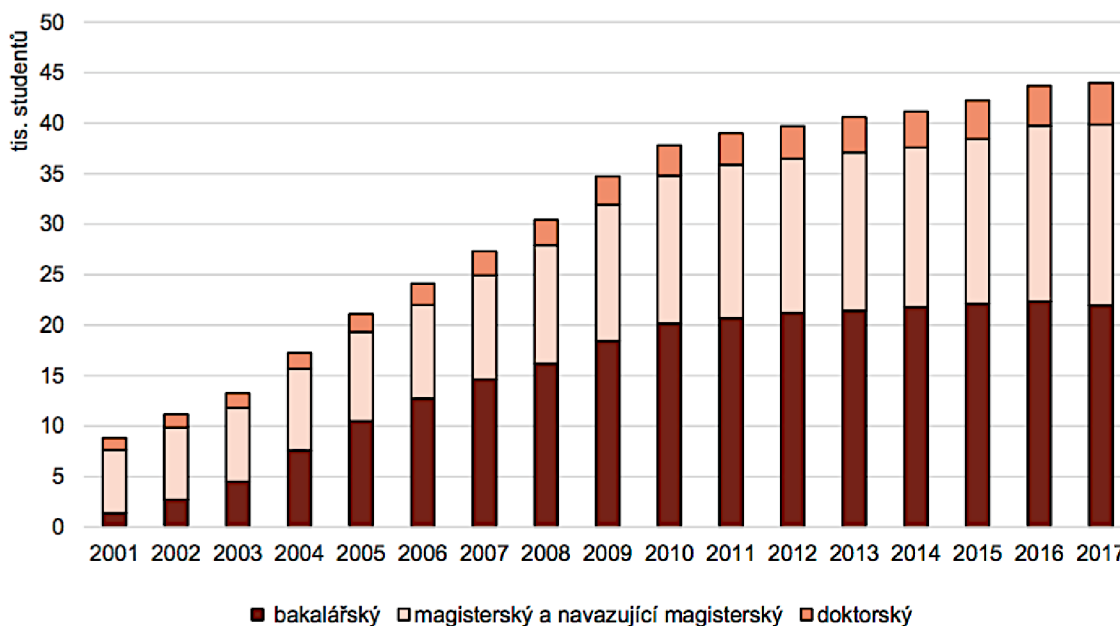


Figure 35: Foreigners studying at Czech universities by type of study programme (CZSO.cz 2019)

2.5.4 Technological factors

Nowadays, modern technologies are impacting societies and their development more than ever. With the growing use of one type of technology and decreasing interest in the others, it is important to determine which one could be the most suitable for targeting with efficient cost and impact ratio. Television is still the most commercially used media type, although very expensive and thus not affordable for public universities (Figure 36).

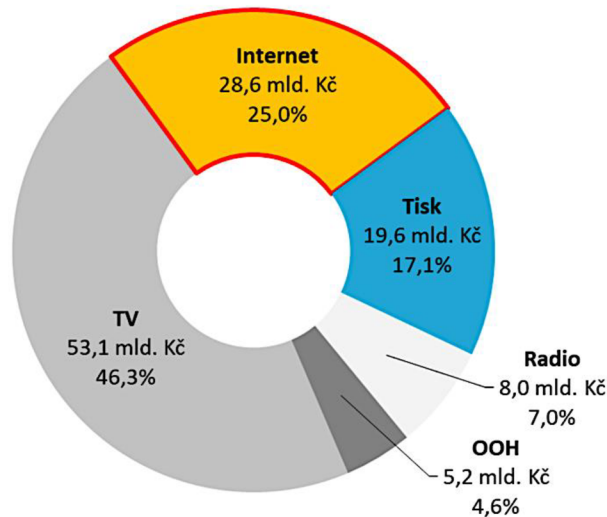


Figure 36: Share of various media types used in 2018 (Inzertnivykony.cz 2019)

On the other hand, the popularity of the internet has been growing for the past ten years, which is reflected by the expenses spent on internet advertising (Figure 37). Internet presents an ideal place for promotion as the cost and impact ratio is incomparably better. Printed promotion is also suitable, however, its impact is less measurable.

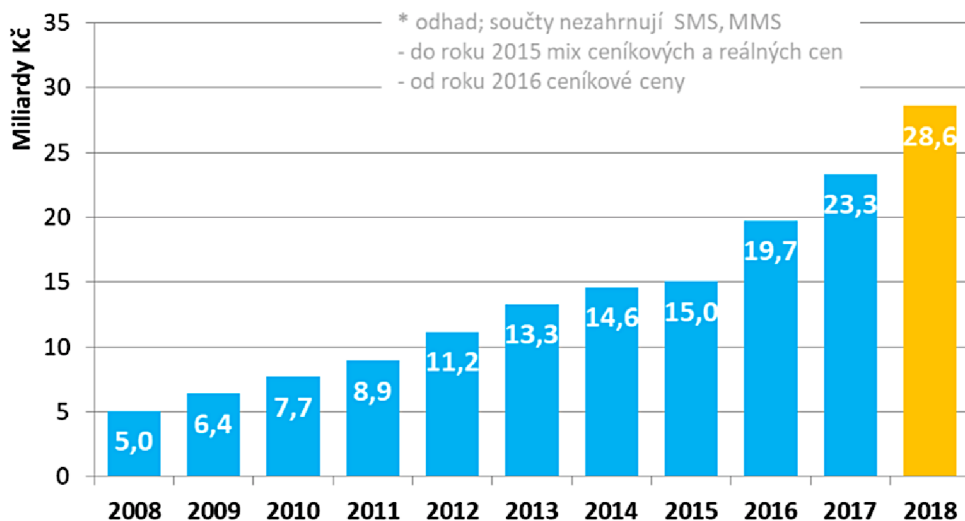


Figure 37: Trend of the overall expenses spent on internet advertising in billion CZK (Inzertnivykony.cz 2019)

The reason why the internet is being so widely popular is due to the large spread of smart electronics between almost all age groups. For example, a portable computer is being used by nearly 90% of young people in the target age group of 18 to 34 years (Figure 38). Comparing the current state with the year 2007, the usage of portable computers increased approximately seven times. That is a huge potential for the promotion and its impact and reach with internet marketing, including advertisement. Another significant advantage of the promotion on the internet is in its easy advert expenses management. In comparison to classical TV ads, the advertisement solutions offered either by social networks or search engines allow to precisely and conveniently target a certain target group for its corresponding costs.

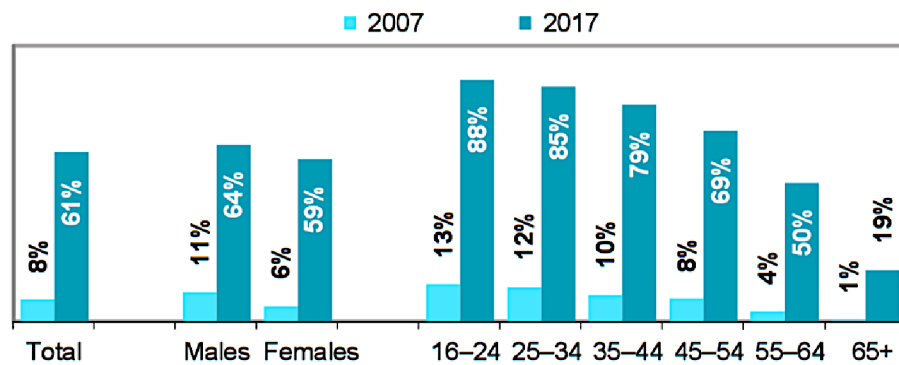


Figure 38: Individuals using a portable computer (laptop or tablet) by sex and age (CZSO.cz 2018b)

As assumed, the use of the internet among the young people of 18 to 34 years old is tremendous (Figure 39). Nearly every individual belonging in this age group is using the internet, and thus can be easily targeted, either through appropriate social networks, search engine advertisements or placements on third-party websites. Unlike the previous figure, young people have been using the internet a lot even back in 2007, however, with portable computers they have now easier access to the internet than ever before.

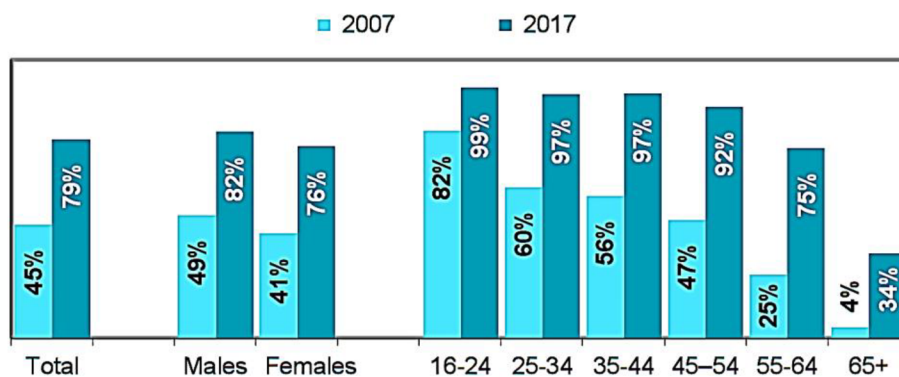


Figure 39: Individuals using the internet by sex and age (CZSO.cz 2018b)

In the case of social networks, they are substantially popular among young people in comparison to the older generations. However, it seems that there are certain differences between the use of the internet and the use of social networks in the target age groups (Figure 40). For example, the older age group of 25 to 34 years is interested considerably less into using social networks, making it harder to target them with promotion and advertising. Thus, it might be more effective to take into consideration diversifying of the positioning of the marketing strategies between social networks and search engines, websites or even print in order to target the older age group.

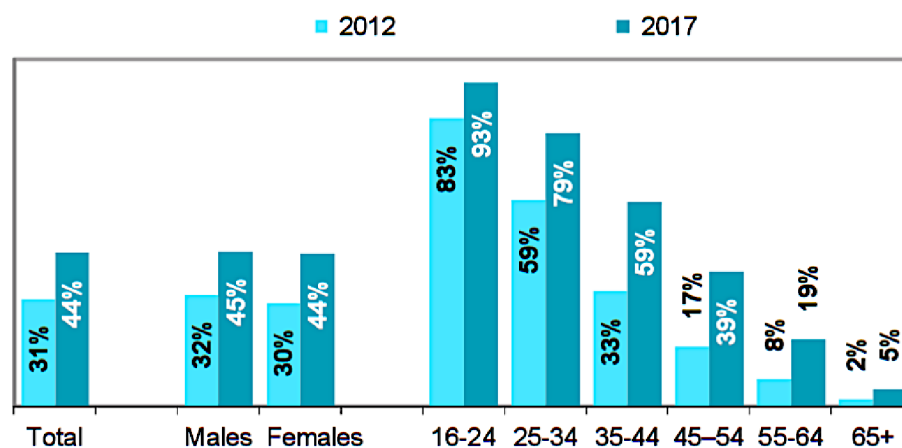


Figure 40: Individuals using social networks by sex and age (CZSO.cz 2018b)

The younger age groups are also very keen towards accessing the internet through their mobile devices. More than 80% of all individuals and also of all computer users belonging in the target age group of 18 of 34 years are accessing the internet with their mobile phones. This is an opportune finding, as the age group is using the internet for a significant portion of their day, either via their portable computers or mobile phones. Therefore, they can be targeted with promotions and advertisements during most of the day.

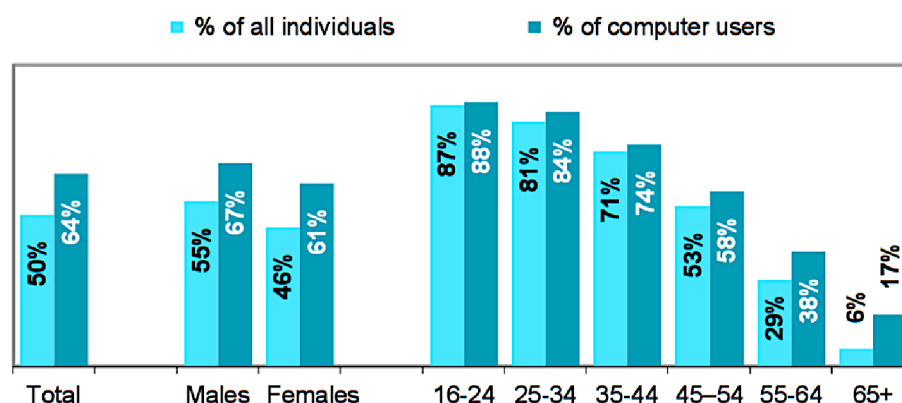


Figure 41: Individuals accessing the internet via a mobile phone by sex and age (CZSO.cz 2018b)

Summary of the PEST analysis

In the following Table 2 are summarized all relevant or related factors and circumstances that were identified in the PEST analysis and which are considered either opportunistic or threatening, including a corresponding assigned value. These factors will be also taken into account in the SWOT analysis.

Table 2: PEST analysis summary (Author's findings)

Factor	Opportunities	Value	Threats	Value
Political and legal	Strong integration of further education system in Europe	8	Political elections	5
	Continual support for public education	6	Disagreements with current Prime Minister	3
			Uncertain long-term future of the EU	2
Economic	Increasing wealth of Czech individuals	8	Currently small target group due to study programme fees	7
	Demand for well-educated graduates	5	Global trade conflicts and protectionist tendencies	2
	Economic growth attracting foreigners to migrate and study	4	Prognosis of coming economic crisis	2
Social	Stable trend of foreign students at Czech universities	6	Possibly decreasing number of all university students	4
	Significant number of young people in the target group	3	Overall lower interest in technical degrees	3
Technological	Internet widely used among the target age groups	7	Lower use of social networks by the older target age group	3
	Utilization of social networks	7	Growing demand for internet marketing solutions may increase its costs	2
	Internet marketing steadily on the rise in the Czech Republic	5		

The term “Value” is used for indicating the impact or importance of the particular macro environmental factor on possible success or failure of the marketing strategy proposal. Value 1 is the least impactful while 10 is the most impactful.

2.6 SWOT analysis

The last chapter of the analytical part is dedicated for the summary of all strengths, weaknesses, opportunities and threats that were found in all analyses carried out before. The factors mentioned in Table 3 are related to the Joint Master's degree, its origin, background and surrounding (i.e. universities' reputation in its countries, etc.) and also its marketing possibilities.

Table 3: SWOT analysis (Author's findings)

Strengths	Value	Weaknesses	Value
Price / added value of the study	8	Study programme fees possibly making it less attractive for Czech students at the moment	7
Partnering universities strong and respected on the European level	7	Study programme has no real feedback	5
Study offered in English language with two semesters abroad	6	Study programme likely more interesting to men than women, making them less included	4
Demand for graduates of such study programme on the job market	6	Certain communication channels less effective or expensive for promotion	4
Brand new and unique study programme	5	Low budget of public universities for more extensive promotion strategy	3
Attractive for foreigners living in the Czech Republic	4		
Opportunities	Value	Threats	Value
Growing use of digital technologies	7	Younger people may not apply entirely	6
Target age groups very active on networks and hence easily targetable	6	Decreasing students' interest in technical study programmes	5
Popularity of internet among target age groups, making them more approachable on the web	6	Competition from other universities	5
Growing wealth of individuals and thus making the study programme more affordable over the course of time	5	Unknown future trend of students attending Czech universities	4
Political incentives to continually improve further education at Czech universities	4	Uncertain reactions from students (and public) towards the study programme in its beginnings	3
		Long-term uncertainties on global and EU political level	2

The term "Value" is used for indicating the impact or importance of the particular strength, weakness, opportunity or threat on possible success or failure of the marketing strategy proposal. Value 1 is the least impactful while 10 is the most impactful.

3 PROPOSAL OF THE OUTPUT PROMOTION

The last chapter is focused on the development of the promotion strategy proposal for the brand new Joint Master's study programme in the Czech Republic. As mentioned throughout the thesis, the main emphasis in the proposal is put on Segmentation, i.e. identifying the target segments, then on Targeting, i.e. deciding to what extent approach each segment and lastly on Positioning, i.e. how to brand the study programme to attract the segments. The promotion strategy will be then implemented in conjunction with the outcome of the STP Process at an appropriate place and distribution. Additionally, a schedule and financial budget of the strategy will be provided.

3.1 Objectives of the promotion strategy

The brand new Joint Master's study programme – with its focus on newest digital technologies and their application in the practical sphere – is promising to be a beneficial addition to the current offer of study programmes at the Brno University of Technology. Therefore, it is vital to launch off the promotion strategy ahead before the applications will open, to ensure that the interested individuals have enough time to decide. Hence, the primary objective is to address the ideal target segments just in time with appropriate messages (i.e. any promotion materials) that effectively highlights the advantages of the study programme. The aim of the messages is to gain enough interest, based on which the targeted individual proceeds to search further information about the degree. Their will to apply for the study programme is thus the second objective of the promotion strategy. However, the conversion rate in the meaning of submitting the application is expected to be significantly lower, due to the study fees, which will be the most discouraging. Unfortunately, public universities in the Czech Republic will still be mainly attractive to young people seeking free further education, as the price is still a huge decision-making factor for this target group. On the other hand, a smaller number of graduates in the brand new study programme will result in a higher increase in their job market value. For example, the already existing Joint Master's study programme “European Business and Finance” offered by the Faculty of Business and Management is attended averagely by about 30 applicants, out of whom usually 20 students graduate. The demand on the job market for these graduates is substantially higher since the study programme is taught in

English and the graduates receive both Czech title Ing. and international title MSc. The brand new one is expected to be very similar in this particular context.

Although the promotion strategy is dedicated to attracting its main target segments – i.e. the applicants and possibly the future students – it is also necessary to build and maintain a good relationships with respected technical and economical companies or organizations operating in the Czech Republic (and most preferably near Brno, where the Brno University of Technology is located). The companies or organizations present an opportunity for providing both practical knowledge and know-how to the lecturers and internships or work placements for the students. This process is important for keeping the value proposition of the study programme and to make it as much attractive to young people as possible and thus giving them even more reasons to apply.

3.2 Segmentation

In the first step of the STP Process, there will be identified all target groups that could find the study programme interesting enough to search for more information about it. As mentioned earlier, the findings observed in analyses of real data provide the basis for the segmentation variables. The most important are the demographic and psychographic variables. Geographic segmentation is neglected, as it is common for Czech university students to move to different cities in the nation to pursue their college degrees. Hence, the promotion strategy is applicable for the whole Czech Republic. Even though the study programme is also intended for foreigners, the nationalities are ignored too, as the main emphasis is put on shared interests, attitudes and opinions, rather than the individuals' origin.

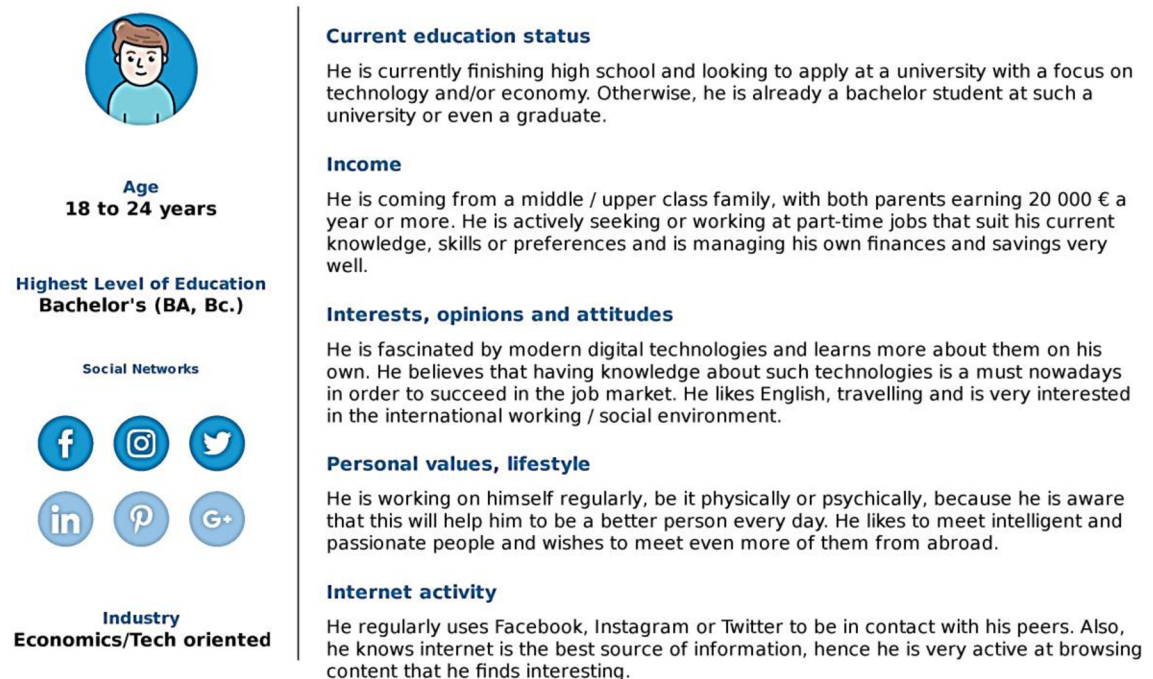
There were acknowledged from the real data two target groups that are mainly distinguished by their age range. The first is the primary one, consisting of young people belonging in the age range of 18 to 24 years, to whom the Joint Master's study programme is principally designed. The second group is consisting of fairly older people of 25 to 34 years, who may have already their master's degree obtained and are employed or running their own business. However, they would consider another master's diploma to move their career further or gain knowledge and know-how and thus increase their job market value.

3.2.1 Target age group 18 – 24

This segment is the most important for the promotion strategy. Young people belonging in this group are characteristic for their extensive use of digital technologies, i.e. personal computers or mobile phones to stay connected with their friends and peers and also to search any content on the internet that they like or find interesting. Not only that they are easy to approach on social media, but they are also substantially targetable on the web. Nevertheless, they are not on every social network out there is. LinkedIn is not much favoured by them, simply for the fact that this network is used for building links with work colleagues and business partners, and young people are not yet engaging in such activities. Besides the online presence, most of them are actively reading various magazines and journals specially designed to students. These prints are usually being given away for free at their schools or faculties. Since the results of the analyses showed that men are more into the CHEDTEB's topic over women, both genders will be separately described in detail to better understand their differences. Thus, there will be created two personas that represent the ideal target individual for the promotion strategy.

Men

Pavel



Age
18 to 24 years

Highest Level of Education
Bachelor's (BA, Bc.)

Social Networks

Industry
Economics/Tech oriented

Current education status
He is currently finishing high school and looking to apply at a university with a focus on technology and/or economy. Otherwise, he is already a bachelor student at such a university or even a graduate.

Income
He is coming from a middle / upper class family, with both parents earning 20 000 € a year or more. He is actively seeking or working at part-time jobs that suit his current knowledge, skills or preferences and is managing his own finances and savings very well.

Interests, opinions and attitudes
He is fascinated by modern digital technologies and learns more about them on his own. He believes that having knowledge about such technologies is a must nowadays in order to succeed in the job market. He likes English, travelling and is very interested in the international working / social environment.

Personal values, lifestyle
He is working on himself regularly, be it physically or psychically, because he is aware that this will help him to be a better person every day. He likes to meet intelligent and passionate people and wishes to meet even more of them from abroad.


Internet activity
He regularly uses Facebook, Instagram or Twitter to be in contact with his peers. Also, he knows internet is the best source of information, hence he is very active at browsing content that he finds interesting.

Picture 2: Man's target persona in the age range of 18 to 24 years (Created with Hubspot.com 2019)

Men are naturally more inclined towards technical topics, therefore it is evident why they represent the most important group in the promotion strategy, especially those in the age of 18 to 24 years. As assumed from the detailed persona description in Picture 2, they are easier to be targeted on the internet via websites that publish content regarding technology or economics. Additionally, as men use more likely Facebook than Instagram to search for information about such topics, they can be also addressed through various Facebook pages focusing on these interests. The promotion strategy should also focus 60% of its resources and time towards men, as this ratio was confirmed in the analyses.

Women

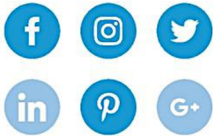
Jana



Age
18 to 24 years

Highest Level of Education
Bachelor's (BA, Bc.)

Social Networks



Industry
Economics/Management

Current education status

She is finishing her last year at a technical, business or economics oriented high school and wishes to continue her further education in these fields. Otherwise (similarly as Pavel), she is already a bachelor student at such a university or even a graduate.

Income

Same as Pavel, she is coming from a middle / upper class family, with both parents earning 20 000 € a year or more. They support her in pursuing an education in fields that are not very common for girls. She may not be working in jobs suiting her skills and preferences all the time, however, she is conscientious with her savings.

Interests, opinions and attitudes

She is interested in math, computers and/or economics and management. As she is not very competing, she would like to end up in a job that presents financial stability and matches her interests and lifestyle. Same as Pavel, she likes English, travelling, different cultures and nationalities and thus she would like to experience living abroad.

Personal values, lifestyle

She is intelligent and enthusiastic about new and innovative things. She is not afraid to step out of the box and to be original in her own fashion. She does not have problem with collectives consisting majority of men.

Internet activity

She is very active on social media, especially on Instagram and Facebook, to stay on track with the current trends in and also with her friends. She occasionally browses the web for content regarding technology, economics and management.


Picture 3: Woman's target persona in the age range of 18 to 24 years (Created with Hubspot.com 2019)

Women, on the other hand, are more into economics and management. For that reason, they are not the primary target group for the brand new master's programme. However, to keep the study programme gender balanced, the rest 40% of the promotion's resources and time should be focused on women. Thus, based on the persona description in Picture 3, women should be addressed via websites publishing content about management and economics. It is not expected that younger women seek such information on social media, hence the prints for students focusing on these topics present a sufficient alternative.

3.2.2 Target age group 25 - 34

This segment was found to be quite relevant for the Joint Master's study programme for the sole reason that these people are interested in the topic of Blockchain, Smart Contracts and Big Data more than the younger generation. However, due to the fact that people belonging to this age range have most probably already obtained their master's degree, they have much less motivation to be interested in another master's study programme. But there could be some exceptions between them, of course. When compared to the previous target group, these people are not all the time addressable on social networks (except LinkedIn, or even Facebook), although they use the internet almost to the same extent (and thus they should be targeted on the web too). It might be therefore reasonable to try approaching them via prints (especially via commercial journals and magazines focusing on technology and science, designed for younger people). Additionally, handing out leaflets directly to larger technological and economic companies located in the Czech Republic could be also another possibility. Similarly as in the previous group, there are presented two ideal target personas on whom the promotion strategy should focus.


Men



Age
25 to 34 years

Highest Level of Education
Master's (Ing., Mgr.)

Social Networks



Industry
Economics/Technology

Jakub

Current education status

He has already got a bachelor's degree in economy or technology, but since he knows that nowadays this is not enough to succeed in the job market, he wants to continue at a challenging master's study. Or he has a master's degree for a long time but would like to get another one to improve his career significantly.

Income

He is hardworking and thus receiving an above average wage in a job related to his university degree, however, he would like to continually keep competitive pace with his colleagues. He would perceive another increase in his wage as a plus.

Interests, opinions and attitudes

Technology and/or economics really grew on him. He likes to talk about it even with his peers. He would like to work on something that could change his surrounding for the better. He has opportunities to use English in work but he has not been given a chance to be abroad for a longer period of time.

Personal values, lifestyle

He is very active in his work and personal life, but he already learned that good balance between these two is essential. He seeks self-fulfilment by learning about new things connected to his interests.


Internet activity

The more he advances in his career, the more he uses LinkedIn. He visits Facebook just to see what is happening to his peers. He slowly stops going to Instagram, as he feels he is getting too old for it. However, he is most of the time on the web reading anything new and interesting about technology or economics.

Picture 4: Man's target persona in the age range of 25 to 34 years (Created with Hubspot.com 2019)

Even though men in this age range showed even bigger interest in the topic of CHEDTEB than the younger ones, there should be dedicated fewer resources and time out of the whole promotion strategy towards them, as it is not expected that a significant portion of them would be interested in obtaining another degree. Nonetheless, men of this age will be definitely more interested than women. Based on the persona description in Picture 4 it is apparent that men of this age are best targetable online on the web, in conjunction with social networks LinkedIn and Facebook. Instagram for promotion is absolutely pointless in this case.


Women



Age
25 to 34 years

Highest Level of Education
Master's (Ing., Mgr.)

Social Networks



Industry
Economics/Management

Petra

Current education status

She has obtained at least a bachelor's degree in an economic or technical field, and she would like to obtain also a master's degree in that field. Otherwise, she already has a master's degree, but since she likes to be continually educated, she would not mind applying for another one.

Income

She is already earning money on her own in a job related to economics, management or even technology. She barely needs any financial support from her parents. However, she thinks that additional education would advance her career, by giving her more professional knowledge and know-how.

Interests, opinions and attitudes

She already gained through her studies and internships enough skills and knowledge needed for her work, but she did not have enough opportunities to use English, which she likes a lot. She believes that mastering English on a business level will open new possibilities not only in her career but also in personal life.

Personal values, lifestyle

She is self-conscious and driven towards new experiences. She feels she can do much more than is doing at the moment. Although she may not be a leading type right now, she would like to be in the leading position even of smaller teams.

Internet activity

She is using Facebook or Instagram to see how her peers are doing, but less frequently than the younger age group. However, she is fully embracing the features of LinkedIn to build and maintain career contacts. She also casually browses the web to read news and interesting information related to her work.

Picture 5: Woman's target persona in the age range of 25 to 34 years (Created with Hubspot.com 2019)

Women in the age range of 25 to 34 years will be the least targeted group in the whole promotion strategy. Since being competitive is more of a domain for men, a majority of women who have already obtained a master's degree will not appreciate the added value of another master's study programme. However, as shown in Picture 5, the ideal target woman would welcome the opportunity of a second master's degree. They are best approachable either on LinkedIn or Facebook, additionally with targeting on various websites about economics, management or even technology.

3.3 Targeting

In the second step of the STP Process, the focus is put on dividing the right amount of resources and time of the promotion strategy towards the identified segments to achieve the best possible results of the marketing campaigns. As explained in the first step of the STP Process, there were described four separate segments that differentiate on many of the segmentation variables, most importantly on age and gender. The only target segments, to whom the promotion strategy will be intended, are thus as follows:

- younger men in the age range of 18 to 24 years,
- younger women in the age range of 18 to 24 years,
- adult men in the age range of 25 to 34 years and lastly,
- adult women in the age range of 25 to 34 years.

As mentioned earlier, the reason for separating the target age groups by gender is due to their different interest in technologies. Men have always been interested in technology more than women have, the analyses of the carried-out marketing activities also proved that. Therefore, the promotion strategy must be more inclined towards men in both age groups, but only a little, since it is expected that the brand new study programme will not be that much focused on hard skills (i.e. programming etc.) as it is going to be offered by the Faculty of Business and Management. It is now apparent, that the selected targeting strategy (according to the theory) will be differentiated (segmented) marketing slightly combined with concentrated (niche) marketing. Additionally, there will be determined sizes of all segments mentioned above for a better estimation of the potential reach of the promotion strategy.

Based on the data from chapter 2.5.3, there are approximately 350 000 young men and 350 000 young women in the age range of 18 to 24 years. However, as it is presumed that there are about 160 000 bachelor students in 2019 alone, there are probably 540 000 young men and women, who are either high schoolers in their last year of study or graduates, that decided to get employed right afterwards. These young people do not represent the target segment in terms of education status, and thus only students of bachelor's study programmes are taken into account. According to Table 4 and its classification of study fields, there are at least 85 000 bachelor students studying economics, maths and statistics, information technology or technical field every year.

Table 4: Czech university students by their degree level and field of study in 2017 (CZSO.cz 2019)

obory vzdělávání dle ISCED-F 2013	Studenti celkem			
	celkem	Bakalářský studijní program	Magisterský a navazující magisterský studijní program	Doktorský studijní program
Studenti celkem	299 054	172 365	106 637	22 192
01 Vzdělávání a výchova	30 961	17 169	13 104	849
02 Umění a humanitní vědy	29 792	19 064	7 655	3 226
03 Společenské vědy, žurnalistika a informační vědy	30 379	16 094	12 540	1 791
04 Obchod, administrativa a právo	60 429	35 529	23 353	1 806
05 Přírodní vědy, matematika a statistika	18 928	10 914	3 705	4 326
06 Informační a komunikační technologie (ICT)	19 994	13 830	5 341	832
07 Technika, výroba a stavebnictví	48 095	28 599	14 257	5 276
08 Zemědělství, lesnictví, rybářství a veterinářství	11 927	7 125	4 064	764
09 Zdravotní a sociální péče, péče o příznivé životní podmínky	35 630	13 703	19 213	2 772
10 Služby	16 889	12 042	4 256	604

All of these mentioned fields are more or less related to the new Joint Master's study programme. And it is mostly students of these bachelor study fields that apply and get accepted to economic and technical master's degrees, although there are some exceptions. However, the number of students from different fields of study is so much inadequate, that it would be pointless to include them in the targeting strategy. Additionally, since it is very common in the Czech Republic that people already obtain bachelor's degrees at the age of 22, they must be also included in the age range of 18 to 24 years. According to Table 5, the number of bachelor graduates of these four mentioned fields is approximately 18 000 every year. Nonetheless, most of these students continue to study a master's programme at the same year of their bachelor graduation, therefore, the total number of targetable graduates of 22 to 24 years is about 22 000. Deducting from the overall demographic statistics of people in the Czech Republic, it is evident that the size of each gender target group must be half of the total number of bachelor students and graduates.

Table 5: Czech university graduates by their degree level and field of study in 2017 (CZSO.cz 2019)

obory vzdělávání dle ISCED-F 2013	Absolventi celkem			
	celkem	Bakalářský studijní program	Magisterský a navazující magisterský studijní program	Doktorský studijní program
Absolventi celkem	72 057	37 118	32 618	2 383
01 Vzdělávání a výchova	8 366	4 347	3 942	83
02 Umění a humanitní vědy	6 252	3 611	2 357	289
03 Společenské vědy, žurnalistika a informační vědy	8 381	3 709	4 508	167
04 Obchod, administrativa a právo	15 275	8 419	6 646	215
05 Přírodní vědy, matematika a statistika	3 936	1 979	1 397	563
06 Informační a komunikační technologie (ICT)	3 915	2 079	1 750	86
07 Technika, výroba a stavebnictví	12 278	5 844	5 847	587
08 Zemědělství, lesnictví, rybářství a veterinářství	2 658	1 328	1 223	108
09 Zdravotní a sociální péče, péče o příznivé životní podmínky	6 810	3 141	3 431	239
10 Služby	4 323	2 687	1 589	47

The summary of the first target group of 18 to 24 years is in Table 6. The summary takes into account the approximately equal segment size for each gender and every study year, the list of bachelor study fields that should be targeted as they are related to the brand new Joint Master's study programme and weighted focus of the promotion strategy towards each particular gender, as explained earlier.

Table 6: Summary of the primary target group (Author's findings)

Variable \ Gender	Men	Women
Age range	18 – 24 years	
Segment size	~ 51 500	~ 51 500
Study fields	Economics, technical, maths and statistics, information technology	
Weighted focus	60 %	40 %

Regarding the older target group, there are about 750 000 adult men and 750 000 adult women in the age range of 25 to 34 living in the Czech Republic. That is a fairly large target group. But similarly as in the previous case, only people with university degrees will be targeted. However, if there are considered in the targeting strategy also people with already obtained master's degrees, the total segment size of this age range must be derived from the combination of people who finished bachelor studies and did not immediately continue for master's degree and people who vice versa may decide to obtain another master's degree. It is highly unlikely and in practice uncommon that a recent bachelor graduate decides to not apply for a master's degree in the same year, thus it can be assumed that only 10% of people will not continue in further studies after bachelor's graduation. Based on the data from Table 5 that makes it approximately 18 000 people only with a bachelor's degree from all of those four mentioned study fields who are belonging to the age range. The rest are those in the vice versa scenario with an obtained master's degree. The number, according to the data, is around 15 500 people every year and therefore that makes it 155 000 of total people in the age range of 25 to 34 years.

As in the previous case, the size of each gender target group is the approximate half of all people belonging to the age range, according to the demographic statistics. The summary of the second target group is in Table 7. The weighted focus of the promotion strategy resources and time between the genders is different than in the primary gender segments. In the older age group, men present more attractive segment than women do. As mentioned earlier, men in this age range overall are more inclined to gain new knowledge and know-how, because it increases their competitiveness either at their current workplace or in the job market, while women do not have such need to be that competitive. For that reason, it is more effective to focus the marketing activities towards men rather than women in the age range of 25 to 34 years.

Table 7: Summary of the secondary target group (Author's findings)

Variable \ Gender	Men	Women
Age range	25 – 34 years	
Segment size	~ 86 500	~ 86 500
Study fields	Economics, technical, maths and statistics, information technology	
Weighted focus	70 %	30 %

3.4 Positioning

In the third and last step of the STP Process, there will be presented a few examples of promotional materials for each target segment. Each concept is designed with the intention to appeal to the segments. The emphasis in the positioning strategy is put on the key advantages of the brand new Joint Master's study programme, i.e. focus on digital technologies, English as the study language, two semesters abroad and obtaining two master's degrees. These advantages should be always mentioned in all positioning variations, as they represent the most important added values of the study programme. Additionally, it is necessary to keep the identity of the positioning as similar as possible, to avoid any confusion among the targeted segments. Below in Picture 6 is an example of a promotional material targeted at young men in the age range of 18 to 24 years.



Picture 6: Promotion banner/poster targeted at young men in the age range of 18 to 24 years (Author's creation)

Every positioning material needs to have logos of the Faculty of Business and Management and CHEDTEB, so the targeted individual clearly recognizes which organisations are behind the offer. If possible, it is also recommended to use images and photos from the student courses and workshops. However, the materials should not always provide way too much information, in order to grab the individuals' attention and interest to proceed to enter the landing website, where further actions can be made.

It is also recommended to utilize a URL “shortener” for the promotion strategy, as it allows to place a custom slogan or catchword relevant for the target age segment. For example, the materials used for the younger group of men and women can have a catchword “CareerLaunch” or “CareerStart”, for the older group it can be “EnhanceCareer” and so on. Another advantage of using the URL shorteners is in measuring the promotion success, as the tool tracks every click on the landing website. Complementary with this recommendation, it is also effective to provide a QR code for even easier and more convenient website access on portable devices with cameras.



Picture 7: Promotion banner/poster targeted at young women in the age range of 18 to 24 years (Author's creation)

Another example is Picture 7, which is noticeably designed to be more appealing towards women in the age range of 18 to 24. Different colour is appropriate since it makes it easier to determine for which gender the particular material is intended. As proposed in the targeting strategy, the promotion materials need to respect the differences between the segmentation variables of the four identified segments. Each positioning should thus deliver a message that will appeal to the certain target persona. Complimentary with the derived weighed focus for each gender, these measures should present an effective promotion strategy that is aligned with the four theoretical factors in positioning: clarity, consistency, credibility and competitiveness.

Regarding the promotion materials for the older target age group, it is recommended to not use photos or images with students, as it would cause possible confusion for both the younger and older groups. On the contrary, it is more than appropriate to use or create images or photos with real employees that portrait a real-life situation at the workplace. Those will create an impression to which the targeted individual can relate, i.e. ambitious and dynamic workplace, where the most successful and diligent people are working. And if the targeted people do not have such an environment in their employment, they will have more motivation to apply for the study programme, which will help them to reach it. That is also presented in the exemplary Picture 8 and Picture 9 on the next page.



Picture 8: Promotion banner/poster targeted at adult men in the age range of 25 to 34 years (Author's creation)

It is also vital to put importance on the various use of English between the targeted age segments. For example, the younger group will be addressed better if the message gives them a clear impression that they will learn the language more extensively than a normal study programme could offer and thus they will have more possibilities in the start of their career. On the other hand, the older group is expected to have significantly developed English, and thus they will seek the added value in using the language abroad – in a truly international environment – as they do not have such options in their current employment.

The study programme fees should not be mentioned in the promotion materials, as such information will turn away the targeted individual even before he or she proceeds to enter the landing website. The primary aim of the materials is to motivate the individual to create some action, and not to reach as many people as possible without any significant results. Even though the interested person may proceed to enter the website and then change the mind afterwards, he or she may share the information about the study programme with his or her friends, who could be more interested. More visits on the landing website also mean higher possibilities of appearing in the first organic results of the search engines etc.



Picture 9: Promotion banner/poster targeted at adult women in the age range of 25 to 34 years (Author's creation)

Although the promotion strategy is designed to be launched in the Czech Republic, the presented exemplary materials are in English to align with the overall language of the proposal. However, the materials can be delivered both in the English and Czech language. That is also highly recommended since the new Joint Master's study programme is developed for both Czech residents and for foreigners studying at Czech universities. And as mentioned earlier, foreigners represent a more interesting target group in terms of willingness to apply for the study programme, since it is expected that they are more likely able to afford it at the moment.

3.5 Place and distribution

There will be suggested a few tips and recommendations regarding various communication channels that should be used to deliver the message to the desired audience.

3.5.1 Online placement

It is vital to start the promotion strategy by actively engaging the social networks and websites of the Brno University of Technology and also of the Faculty of Business and Management. These channels present an inexpensive opportunity on how to deliver the promotion materials to the long-built audience of the faculty. This action should be one of the first steps, as the students of the faculty may express the biggest interest in the beginning. An example of a sponsored Facebook post is shown in Picture 10.



Picture 10: Visualisation of the promotion material in a sponsored Facebook post (Author's creation)

Additionally, it is recommended to establish cooperation with third-party websites and pages and groups on social platforms. However, it is important to collaborate only with partners that publish content about the topics connected to the brand new study programme and/or they are oriented towards students and young people. In the following Table 8 is a suggested list of many websites and pages and groups on social platforms that present an ideal place for online distribution.

Table 8: List of suggested websites and social media pages and groups for cooperation (Author's creation)

Website name	Website URL link	Description
Studenta	https://www.studenta.cz	A portal for students containing articles about work and life tips
Živě.cz	https://www.zive.cz	A news portal focused on information technology, computers and internet
CzechCrunch	https://www.czechcrunch.cz	Most read portal about technologies and start-ups
Ekonom	https://ekonom.ihned.cz	Economical section of Hospodářské noviny
E15.cz	https://www.e15.cz	Very popular news website about business and economics

Social media page or group	Social media, URL, followers	Description
Věda 24	Facebook https://facebook.com/vedaCT24/ 40 000 followers	Czech Television section about science dedicated for larger followings
Vědátor	Facebook https://facebook.com/VedatorCZ/ 16 000 followers	A news portal intended for young enthusiasts about anything technology
VTM.cz	Facebook https:// facebook.com/VTM.cz 4 700 followers	A section of Živě.cz publishing about technology, science and other fields
Otevřená Věda	Facebook https://facebook.com/otevrenaveda/ 5 700 followers	Managed by Czech Academy of Science in order to popularize research and science
Věda na dosah	Facebook https://facebook.com/czechscience/ 10 000 followers	A portal publishing news and information about science and technology

3.5.2 Offline placement

Combining online communication channels with prints is highly recommended. Banners, posters, billboards and leaflets present good targeting opportunities at places, where it would not be that easy with online channels. Although the promotion strategy is indented for the whole Czech Republic, most of the young people studying at universities are living in big cities, e.g. Brno, Prague, Olomouc, Plzeň, Zlín, etc. The same applies to the older target group too, as they majorly work in such cities. For example, it is appropriate to place posters in public transport, which is commonly used by students, and thus the chance that they will see the promotion material is very high. Another suitable option is a banner in a magazine for young people about technologies, as shown in Picture 11.



Picture 11: Mock-up visualisation of the promotion material in a magazine (Author's creation)

Many online portals (including those mentioned in Table 8) release their own printed magazines, which could also reach large numbers of people from the target groups. Another opportunity is to promote the new study programme at many gatherings and events organized for students and young people overall, especially about economics and technology. These include conferences, business and technology meetups, seminars or workshops. However, these events and gatherings are usually happening only in the mentioned bigger cities. Concerning the major channels in offline distribution, such as TV and Radio, these media could reach incomparably more people, but the targeting possibilities are very limited, and because of their costs they are not recommended.

3.6 Schedule of the promotion strategy

The prepared schedule in Table 9 provides a clear overview of individual activities with respect to the characteristics of the universities' functioning and teaching, i.e. summer holidays, exam period etc. Therefore, the time plan can be used annually and it is also recommended. The activities are sorted from the first step until the last one, thus the promotion strategy has to begin at the beginning of the study year, that is every September (VIII). For a better understanding of the schedule, below are explained all activities:

- *Setting budget* – the first and one of the most important steps, in which the available resources should be allocated towards the target groups based on the proposed weighted focus,
- *Preparing materials* – the creative and production work on the promotion materials for the recommended types of communication channels, including decisions of their placement,
- *Creating cooperation* – finding appropriate and relevant third-party organizations or groups to collaborate with the promotion, those could be the mentioned online magazines and portals or even only prints,
- *Finishing materials* – adjustment of the last details on the promotion materials and seamless delivery of them to the negotiated cooperating organizations or groups to make everything ready on time,
- *Promotion on Social media* – active distribution of the prepared materials on social networks of the Brno University of Technology and the Faculty of Business and Management and as well on appropriate networks of the third-party organizations and groups in regular intervals,
- *Promotion on Web* – placing banners or publishing articles on the university's, faculty's and third-party's websites, additionally with a possible setting and launching of advertisements on search engines,
- *Promotion via Prints* – delivery of the message via posters in public transports, billboards at public places, leaflets at relevant students' events and gatherings and banners in magazines,
- *Creating content* – an additional strategic activity (i.e. not related to the main promotional strategy) during the semesters of the study year consisting of taking photos, interviews and creating updates during the course of the new programme,

- *Preparing content* – collecting, sorting, selecting and editing of all appropriate photos, interviews and updates that are worth publishing and are expected to be appealing to the desired target groups (i.e. young people) and other interested parties, and lastly
- *Activity on Social media* – publishing of the approved content in regular intervals only on appropriate social networks of the Faculty of Business and Management and the Brno University of Technology and active management of the published content, i.e. building communities, replying to feedbacks, comments etc.

Table 9: Annual schedule of individual activities of the promotion strategy (Author's creation)

Activity	Month												Duration	
	VIII	IX	X	XI	XII	I	II	III	IV	V	VI	VII		
Setting a budget														3 weeks
Preparing materials														5 weeks
Creating cooperation														6 weeks
Finishing materials														2 weeks
Promotion on Social media														3 months
Promotion on Web														3 months
Promotion via Prints														3 months
Creating content	Only during the study programme						Only during the study programme						4 + 4 months	
Preparing content														2 weeks every 2 nd month
Activity on Social media														Most of the study year

3.7 Financial budget

Since the new Joint Master's degree is not developed with an intention to create profit but will be rather presented as a non-profit attractive extension to the current offer of study programmes at the Brno University of Technology, the fees of the new programme are not taken into account in the proposed financial budget, although they could represent a revenue item. The non-profit aspect was mentioned many times throughout the thesis, after all. The estimation of various cost items is presented in Table 10.

Table 10: Annual estimated budget for the promotion strategy (Author's creation)

Cost item	Description	Amount
Salaries	The reward for lecturers and other employees of the Faculty for actively participating in the promotion strategy	200 000 CZK (7 750 €)
Designing materials	Creative and production work, graphics and design of the identity for promotion strategy in the current year	20 000 CZK (780 €)
Production of materials	Printing of all promotion materials and related work of the printing company	50 000 CZK (1 950 €)
Cooperation with third-parties	Paying online placements (website banners, search engine ads and promoted articles or posts) and offline placements (posters at public places, banners in magazines)	100 000 CZK (3 870 €)
Salaries during the study programme	The reward for employees of the Faculty for taking photos, interviews and creating updates as well as their publishing	50 000 CZK (1950 €)
Office supplies	Pens, papers, markers, notebooks, flipchart papers, sticky notes and any other supplies usable during employees' brainstorming sessions and meetings	5 000 CZK (195 €)
Other	Spare funds for any unexpected expense during the promotion strategy	10 000 CZK (390 €)
Total costs		435 000 CZK (16 830 €)

Rent of office rooms or conference rooms is neglected, as it is expected that the lecturers and the employees of the Faculty (who will be actively engaged in various processes of the promotion strategy) will hold their meetings and brainstorming sessions at the premises of the Faculty of Business and Management. Consequently, the financial budget was prepared with an assumption that at least 5 lecturers or employees will be working on the strategy most of the time on a 20 hours per week contract. Thus, the final costs may be slightly different every year, depending on the number of workers and to what extent the promotion strategy will be executed.

It is recommended to set the financial budget accordingly to the desired number of applicants for a certain study year. For example, if it is required that at least 200 people apply for the programme (out of which at least 150 will be accepted), then the promotion strategy must be more extensive than if the sufficient number of applicants was only 40. Therefore, it is important to begin the proposal of the strategy by agreeing on the required number of applicants.

It is logical since the costs cannot be such over exceeding the amount of money collected by the Faculty on study fees from the students every semester. For comparison, the current study programme “European Business and Finance” costs the student 400 € every semester. If the same fee will be for the brand new programme, the collected amount from 30 accepted students will be 12 000 € each semester. That is more than two-thirds of the costs presented in the estimated financial budget, however, the deficit gap between these two sums will be greater and greater every study year. Thus, it is necessary to adjust in the promotion strategy the required number of applicants and the final costs in order to make the financial aspects of the study programme more balanced and bearable for the Faculty.

CONCLUSION

The main aim of this diploma thesis was to propose a promotion strategy of the brand new Joint Master's study programme, focused on modern digital technologies such as Blockchain, Big Data and Smart Contracts, and developed by academics and lecturers from the following three partnering universities: Brno University of Technology (CZE), Bielefeld University of Applied Sciences (D) and University of Tartu (EST). The promotion strategy is intended only for young residents and foreigners living in the Czech Republic, who are expected to be an appropriate target group.

To achieve the main aim, there was provided in the first part a review of theories and theoretical frameworks about integrated marketing communication and its measurement, that set the foundation for the analytical part. The second part was thus dedicated for an extensive analysis of the carried-out marketing activities on all used communication channels, including the real data of reached audiences that expressed interest in the CHEDTEB research project. Together with the PEST analysis of the related macro environmental factors, all findings were summarized in SWOT analysis, which laid the basis for the final proposal of the promotion strategy.

The proposal was fully developed with the marketing tool Segmentation, Targeting and Positioning, which was proven to be very effective for this particular case of promotion strategy. Thanks to the analysis of the exported real data, there were identified with high precision four target groups, that are undoubtedly relevant for the new study programme. These target groups were then segmented and described into detail as much as possible with the first step of the STP Process.

The target groups are consisting of young people, both men and women, belonging in the age range of 18 to 24 years old and then people of an older generation, also of men and women, in the age range of 25 to 34 years old. With the real data and precise segmentation, including a detailed description of the target personas, it was clarified that men in both age groups present a slightly more important segment. This was also acknowledged in the targeting strategy, by assigning a certain weighted focus to each gender in its particular age range. This measure is expected to make the promotion even more effective.

Lastly, the suggestions developed in the Segmentation and Targeting strategy were compiled in the last step of the STP Process – Positioning. There were presented individually tailored messages, with specifically highlighted advantages of the study programme for each target group and its identified segmentation variables. Additionally, there were proposed various options for the place and distribution of the promotion materials. In regard to the financial possibilities of the Faculty of Business and Management, the most suitable online and offline communication channels are: social networks and the website belonging to the university and faculty, third-party websites (i.e. portals and magazines) and pages or groups on appropriate social networks, prints at public places (i.e. public transport) or promotion at gatherings and events.

The implementation schedule of the individual activities and processes is aligned with the characteristics and functioning of the university and faculty, i.e. acknowledging exam periods, summer holidays etc. Therefore, the schedule can be used annually. The same is taken into account with the financial budget, where the limits of available funds of public universities were also considered. Additionally, the budget can be adjusted accordingly to what extent the promotion strategy will be executed during the particular year.

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Appendix 1: Design of the CHEDTEB's Facebook page as of 31st of May 2019 (Facebook.com 2019)

CHEDTEB
@CHEDTEB

Home
Events
Posts
Live Videos
Videos
Photos
About
Community
[Create a Page](#)

CHEDTEB
Educational Research Center in Brno, Czech Republic

When is Blockchain technology worth to implement? Find out in the figure below! 🧑
>>> Read more about it with the FREE guide and discuss it at bit.ly/ImplementBlockchain 📄
The last series will be next Monday!... See More

When do I need a Blockchain solution?

Flowchart: When do I need a Blockchain solution?

```

    graph TD
      Q1[Do you need to store state?] -- No --> D[Don't use Blockchain]
      Q1 -- Yes --> Q2[Are there multiple entities?]
      Q2 -- No --> D
      Q2 -- Yes --> Q3[Can you use an already-existing TTP?]
      Q3 -- No --> Q4[Are all writers known?]
      Q3 -- Yes --> Q5[Are all writers trusted?]
      Q4 -- No --> P1[Permissionless Blockchain]
      Q4 -- Yes --> Q5
      Q5 -- No --> P2[Public permissioned Blockchain]
      Q5 -- Yes --> P3[Private permissioned Blockchain]
  
```

Source: Wik and Gervais (2018, p. 3)
Find out more use cases in our paper on our webpage: www.chedteb.eu

1 Share

177 people like this
180 people follow this

Appendix 2: Data summary of the Facebook events as of 31st of May 2019
(Facebook.com 2019)

Event	Budget Spent	👥 Reach	★ Responses	🎟 Tickets Clicks	
Past Events					
	Digital Transformation of Corporate Business Conference Kolejní 4, 612 00 Brno, Česká Republika Mon Apr 29, 7:00pm	1,520.00 Kč 4 promotions	20K	113	48
	Big Data Environment & Effective Work With Data Workshop in Brno Fakulta Podnikatelská Oct 15, 2018, 9:00 AM	Not boosted	6.9K	123	76
	Blockchain, data analysis and digital change inside companies Fachhochschule Bielefeld Sep 24, 2018, 9:00 AM	Not boosted	9.6K	93	65
	Execute Your Idea - Make It Fly with Chedteb at sTARtUp Day 2019 Tartu Ülikooli majandusteaduskond 5 Dates · Sep 16, 2018 - Jan 25	Not boosted	9.9K	118	48
	Webinar - Blockchain and Smart Contracts https://webconf.vc.dfn.de/rqhl8gb6qhjj/ May 4, 2018, 3:00 PM	Not boosted	2.1K	7	2
	Blockchain and Smart Contracts Juhan Liivi, Tartu, 50409 Tartu Maakond, Eesti Apr 26, 2018, 8:00 AM	Not boosted	1.9K	77	32

Appendix 3: Design of the CHEDTEB's Twitter profile as of 31st of May 2019
(Twitter.com 2019)

CHEDTEB | Erasmus+ Strategic Partnership
@CHEDTEB

This project aims to provide the framework for a future joint master's degree on #DigitalTransformation of #Corporate #Business. Use #CHEDTEB in your tweets.

📍 Bielefeld, Germany
🌐 chedteb.eu
📅 Joined December 2017
🎂 Born May 5, 1995
📷 87 Photos and videos

Tweets 261 | **Following** 10 | **Followers** 45 | **Likes** 91 | **Lists** 0 | **Moments** 0

Tweets | Tweets & replies | Media

Pinned Tweet
CHEDTEB | Erasmus+ Strategic Partnership @CHEDTEB · May 8
Enhance your knowledge of #Blockchain and #SmartContracts technologies with our #guide for free!
#CHEDTEB
#InternetOfThings #IoT #Automation #Tech #Technology #Marketing #DigitalMarketing #AI #ArtificialIntelligence #BigData #Analytics #Business #fintech #finance #data #fin
LEARN HOW TO IMPLEMENT BLOCKCHAIN TECHNOLOGIES
COMMENT YOUR THOUGHTS!
FREE GUIDE on Implementation of Blockchain in Corporate Environ...
www.chedteb.eu

CHEDTEB | Erasmus+ Strategic Partnership @CHEDTEB · May 26
Enhance your knowledge of #Blockchain and #SmartContracts technologies with our #guide for free!
#CHEDTEB
#InternetOfThings #IoT #Automation #Tech #Technology #Marketing #DigitalMarketing #AI #ArtificialIntelligence #BigData #Analytics #Business #fintech #finance #data #fin
Guidance for starting a blockchain project
Re-design existing supply chain | Invent new supply chain

Your Tweet activity
Your Tweets earned 7,124 impressions over the last 28 days
View your top Tweets

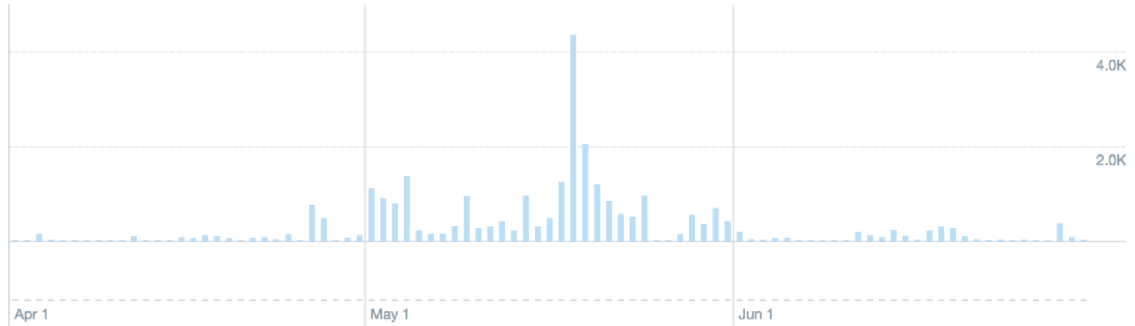
Who to follow · Refresh · View all
Mohammed Hamed @...
IsarDomains.com @IsarD...
Huber, Reuss & Kollegen...
Find people you know

Trends for you · Change
prague
#iran

© 2019 Twitter | About | Help Center | Terms | Privacy policy | Cookies | Ads info

Appendix 4: Tweet impressions of CHEDTEB's Twitter profile since April 2018 until beginning of April 2019 (Twitter.com 2019)

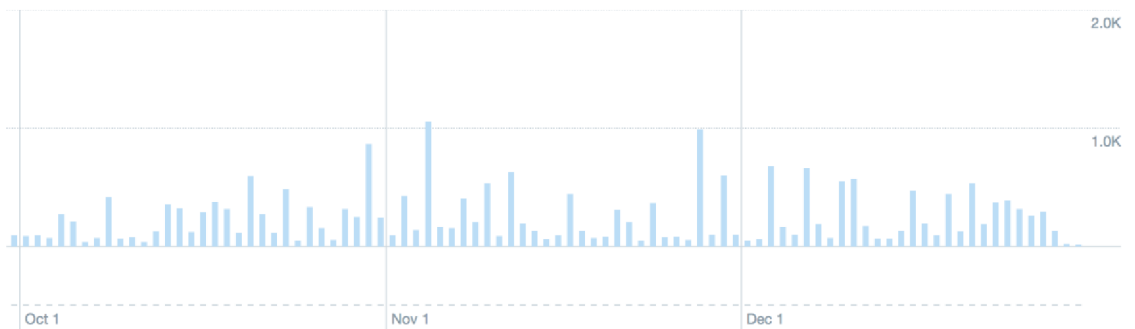
Your Tweets earned **29.2K impressions** over this **91 day period**



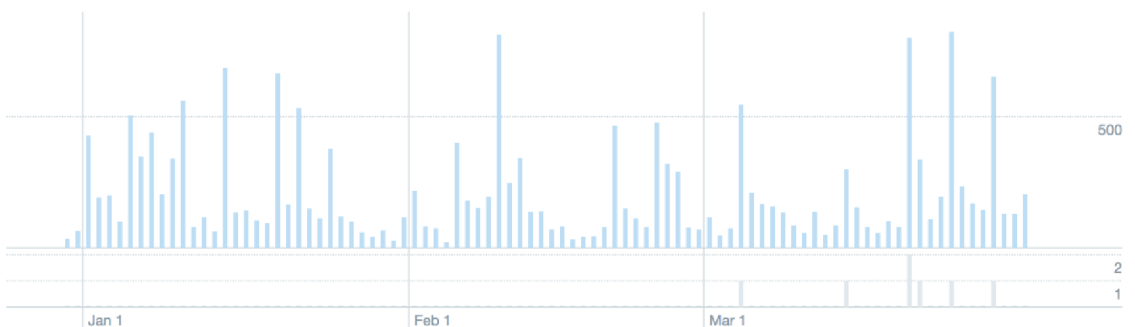
Your Tweets earned **72.5K impressions** over this **91 day period**



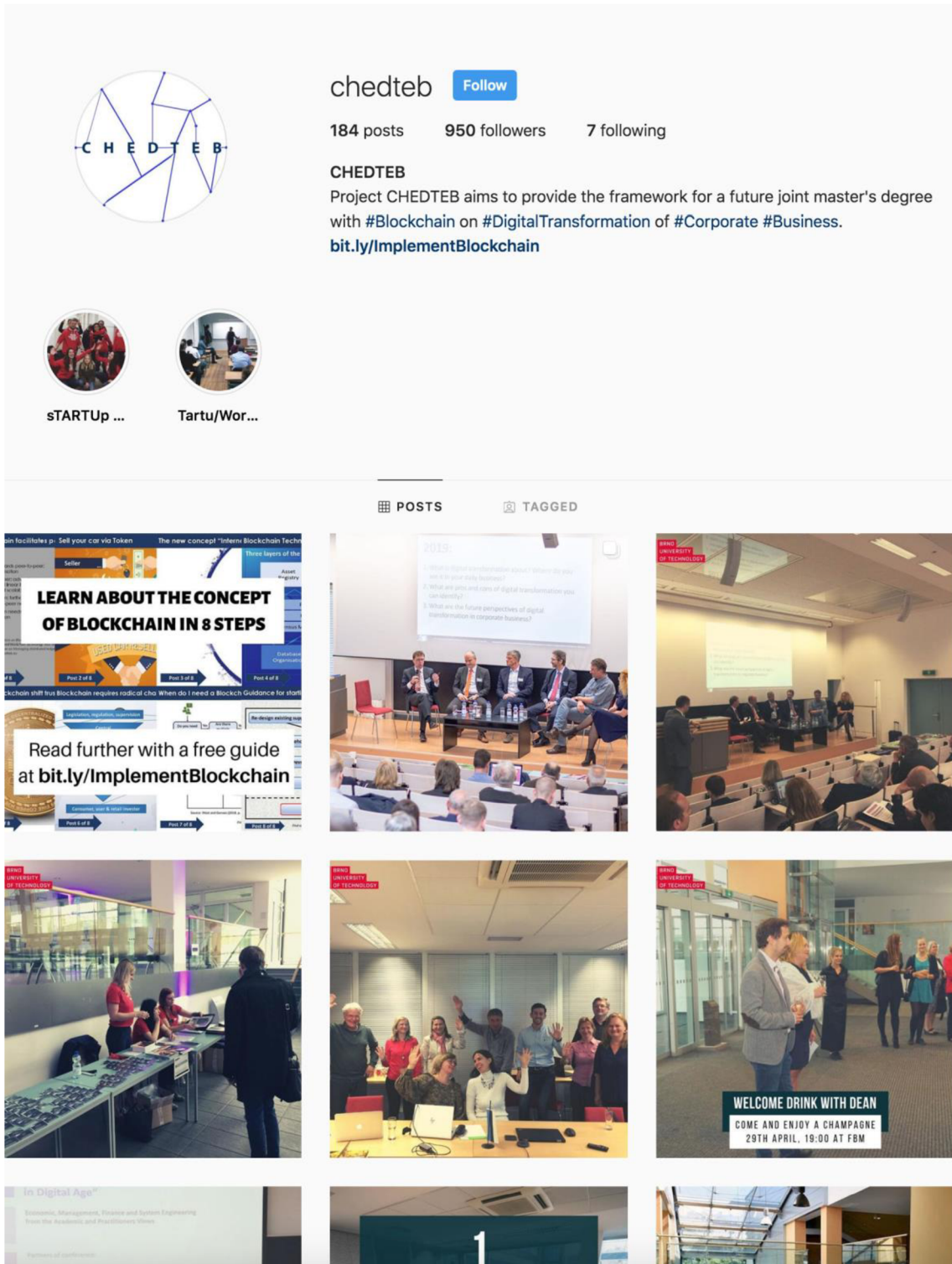
Your Tweets earned **22.8K impressions** over this **91 day period**



Your Tweets earned **19.4K impressions** over this **92 day period**



Appendix 5: Design of the CHEDTEB's Instagram profile as of 31st of May 2019 (Instagram.com 2019)



Appendix 6: Design of the CHEDTEB's LinkedIn page as of 31st of May 2019
(LinkedIn.com 2019)

CHEDTEB
Information Technology and Services
Brno, South Moravian Region · 10 followers

This project aims to provide the framework for a future joint master's degree with Blockchain on Digital Transformation.

[Visit website](#)

1 person from your school was hired here
[See 1 employee on LinkedIn](#)

Home
About
Jobs
People

Updates Sort by: Top

CHEDTEB
10 followers
3w · Edited

Panel Discussion with 5 experts in digital transformation.
More than 110 attendees.
5 parallel sessions focused on various fields connected to digitalization. ...see more

Like Comment Share

Be the first to react

CHEDTEB
10 followers
1mo

Starting the **#conference** with Panel Discussion. The main **#discussion** focus is about pros and cons of **#digitaltransformation** and the future perspectives of **#digitalization** ...see more

Advertisement:
Petr, Česká spořitelna is hiring!
Ready for your next opportunity?
[Follow](#)

Similar pages

- MAAPPI**
Apparel & Fashion
2-10 employees
[+ Follow](#)
- British Council**
Nonprofit Organi...
5,001-10,000 em...
[+ Follow](#)
- 24 school alumni

Appendix 7: Design of the CHEDTEB's YouTube profile as of 31st of May 2019 (Youtube.com 2019)

The screenshot shows the YouTube channel page for CHEDTEB - Erasmus Strategic Partnership. At the top, there is a banner image of a panel discussion with several men in suits. Below the banner, the channel name "CHEDTEB - Erasmus Strategic Partnership" is displayed with a logo and "1 subscriber". A red "SUBSCRIBE" button is visible. The navigation menu includes "HOME", "VIDEOS", "PLAYLISTS", "CHANNELS", "DISCUSSION", "ABOUT", and a search icon. The main content area features a video player for "Christian Schröder Introduction to Digital T..." with a duration of 0:01 / 3:20. To the right of the video player, the video title and details are listed: "70 views • 1 year ago", "2nd International conference: Digital Transformation of Corporate Business (05.12.2017)", "Speaker: Christian Schröder", and "Place: FH Bielefeld". Below the video player, the "Uploads" section is visible, showing a "PLAY ALL" button and a grid of video thumbnails. Each thumbnail includes a video title, a duration, and view information.

Video Title	Duration	Views	Time Ago
Webinar - 4th May - Blockchain and Smart...	35:21	159 views	1 year ago
Rainer Lenz, Viire Täks, Zdenka Konecná @ Digital...	27:45	24 views	1 year ago
Samson Williams @ Digital Transformation of Corporat...	20:46	10 views	1 year ago
Jan Amman @ Digital Transformation of Corporat...	13:10	43 views	1 year ago
Jan Luhan, Martin Fridrich, Jan Budike @ Digital...	20:08	3 views	1 year ago

Appendix 8: Design of the CHEDTEB's dedicated website as of 31st of May 2019 (Chedteb.eu 2019)



ABOUT NEWS EXTERNAL PARTNERS OUTPUTS AND RESULTS ▾ EVENTS AND PROJECT CALENDAR EXTERNAL LINKS Q ▾



What is CHEDTEB about?

The objective of this Strategic Partnership project between three universities is to promote digital transformation and to support the competitiveness of European industry. Sharing interdisciplinary knowledge and skills of faculties, local corporate and institutional networks over a transnational educational platform for learning and teaching will enable universities and their local communities to bundle complementary resources, skills and ideas for digital transformation in order to:

- stimulate a common transnational learning process about 'Digital Transformation of Corporate Business' between local corporate networks and Management faculties of universities by organizing workshops and showcasing best practice
- set up an interdisciplinary joint Degree program in 'Digital Transformation' by drawing specific resources from universities and combining them in a unique way in a common curriculum
- develop new business tools, case studies and teaching models by close collaboration for knowledge transfer between faculties and businesses
- inspire a heterogeneous cohort of international students by setting up an innovative curriculum based on modern didactic methods and in close co-operation with industry
- blueprint a transnational pilot project in higher education which could serve as a model for the further institutional development of our universities
- be a driving force of digital transformation of organization, processes and administration within universities

Participating organizations



FH Bielefeld University of Applied Sciences
University of applied sciences, 10,000 students, 2000 staff. 3 campi, 5 faculties: Business, Management & Health; Social Sciences; Engineering and Math; Art and Visual Design; Architecture and Civil Engineering. Full-size courses at bachelor's and master's level, MBA programs. Teaching focus on research-based applied science, small-group interaction, industrial immersion and practical outlook involving industry and other practitioners. R&D focus on applied research and industry co-operation (main fields: business processes, legal transactions, Industry 4.0, artificial intelligence, healthcare, energy, photography, textile design). Long-standing internationalization track record.

Enter website



Brno University of Technology is a leading university in tertiary education and research achieving also excellent business results thanks to its painstaking attention to cooperation with the industrial sphere. BUT's cooperation with industries is traditionally excellent. Within the framework of the Education for Competitiveness Operational Programme, the cooperation with companies of the South Moravian region, a European hub of mechanical engineering, was exceptionally strengthened (about 170 agreements with companies of different sizes). Southern Moravia is one of the few industrial cores that healthily survived post-socialist transformation in Central and Eastern Europe.

Enter website



UT is Estonia's leading centre of research and training. It preserves the culture of the Estonian people and spearheads the country's reputation in research and provision of higher education. UT belongs to the top 2% of the world's best universities.

13,400 students (including over 800 international students from 70 countries). More than 1,300 doctoral students and 113 doctoral defences in 2015 (more than a half of all Estonia's doctoral defences). 3,500 employees, including 1,744 academic employees, including 173 professors. Over 34,000 research publications (including 7,500 in the ISI Web of Science)

Enter website