Assessment of Online marketing communications of an automotive company

- A case study of Jaguar Cars, Sweden
Assessment of Online marketing communications of an automotive company

- A case study of Jaguar Cars, Sweden

Supervisor:
Dr. Klaus Solberg Söilen

Prepared by:
Daniela Bendzovska
Sara Rubenstein
Michelle Blomqvist

Department of Business Administration
Executive Summary

Over the years, the traditional face of marketing has changed. Companies need to adopt ongoing marketing strategies to stay ahead of their competitors; the design and content of their strategies continue to evolve.

In this thesis a case study has been conducted on one company within the automotive industry in Sweden. The case study was performed on Jaguar Cars in Sweden and an assessment of their use of Online Marketing Communication (OMC) as a marketing tool was made.

The case study indicated that Jaguar Cars in Sweden only invest moderately in Online Marketing Communication activities. The thesis indicates that it is important for Jaguar to invest more economic resources into OMC and to be well educated on the subject. The focus for Jaguar should be on creating the perfect synergy between online vs. offline marketing by deploying a more involved Integrated Marketing Communication (IMC) approach in order to utilize the internet most effectively. Moreover, the marketing communication decisions should focus on the marketing communications channels that offer the highest benefit for all the stakeholders. Further suggestions for Jaguar were to increase the paid search engine optimization, create a forum, develop an RSS function and also have portal representation.

Key words: Online marketing communications, Integrated marketing communications, internet marketing, automotive industry, OMC channels.
Acknowledgements

After four years at Kristianstad University we have come to the end of our academic journey with the completion of the master thesis. The writing of this thesis has been the most challenging and rewarding task we have faced so far. We will never forget our time at the University which has provided us with much knowledge, committed teachers, great memories and equally important, the making of new friendships. We would like to thank our supervisor Dr. Klaus Solberg Söilen for his involvement and guidance during the process of writing this thesis. Moreover, we would like to extend a special thank you to Hans Rubenstein, Marketing & PR Manager at Jaguar Cars Sweden, to Caroline Phil, Digital planner at the media agency MindShare and to Patrik Wennerlund and Philip Winberg Webmasters at the advertising agency PWM, for their help, time, effort and providing us with valuable information for the case study.

Kristianstad, June 2008

Daniela Bendzovska            Sara Rubenstein            Michelle Blomqvist
TABLE OF CONTENTS

1 Introduction .................................................................................................................. 8
  1.1 Background .............................................................................................................. 8
  1.2 Research Questions and Limitation ...................................................................... 8
  1.3 Jaguar Cars ............................................................................................................ 9
  1.4 The impact of the Internet on marketing .......................................................... 10
  1.5 Discussion concerning problem ...................................................................... 12
  1.6 Purpose ................................................................................................................. 13
  1.7 Outline .................................................................................................................. 15

2 Methodology .............................................................................................................. 16
  2.1 Choice of method ................................................................................................. 16
  2.2 Research Philosophy ......................................................................................... 17
  2.3 Research approach ............................................................................................... 17
  2.4 Research Strategy ................................................................................................. 17
  2.5 Data collection method ....................................................................................... 18

3 Theoretical Framework .............................................................................................. 19
  3.1 Internet usage and marketing ............................................................................ 19
  3.2 Integrated marketing communication .................................................................. 20
  3.3 Managing internet marketing ............................................................................. 24
  3.4 The development of the 4S Web-Marketing Mix framework ............................ 25
  3.5 Online marketing communication channels .................................................. 28
  3.5.1 Search marketing .............................................................................................. 28
  3.5.2 Online PR ......................................................................................................... 30
  3.5.3 Online partnerships ......................................................................................... 31
  3.5.4 Interactive ads ................................................................................................. 32
  3.5.5 Opt-in e-mail .................................................................................................... 34
  3.5.6 Viral marketing ................................................................................................. 35
Appendix 3 - ........................................................................................................... 98
Appendix 4 - ........................................................................................................... 105
Appendix 5 –.......................................................................................................... 112

Figures and Tables:
Figure 1 Internet Usage and Population Statistics ............................................. 19
Figure 2 The Web 4s –Marketing mix................................................................. 27

Table 1 Traditional marketing versus technology enabled marketing........... 25
Table 2 The OMC channels. ............................................................................. 28
1 Introduction

This chapter is an introduction of the theme of the thesis. It starts with the research questions and limitations then a short background about the topic followed by a discussion regarding the problem. The purpose of the thesis is also elaborated and finally the outline of the thesis is presented.

1.1 Background

In this thesis a case study will be conducted on one company within the automotive industry in Sweden. The case study will be conducted on Jaguar Cars in Sweden and an assessment of their use of online marketing communication (OMC) as a marketing tool will be made. The term online marketing communications will be referred to as OMC throughout the thesis. Jaguar Cars will also be referred to as solely Jaguar for simplistic reasons.

1.2 Research Questions and Limitation

The research is limited to a single geographic market (Sweden) and to one automotive company (Jaguar Cars, Sweden) and its transferability to other industries can be questioned. In this case study the following research questions will be answered;

1. To what extent does Jaguar Cars use OMC today?
2. To what extent has OMC shown to be effective Jaguar Cars?
3. What can be done to improve OMC by Jaguar Cars?
4. What are the alternatives to OMC for Jaguar Cars?
5. How well do the six OMC channels correspond to the reality of Jaguar Cars?
The case study is one of several ways of doing social science research. This case study should be defined as a research strategy, an empirical inquiry that investigates a phenomenon within its real-life context. A case study research means single and multiple case studies, can include quantitative evidence, relies on multiple sources of evidence and benefits from the prior development of theoretical propositions. Case studies should not be confused with qualitative research and they can be based on any mix of quantitative and qualitative evidence. Single-subject research provides the statistical framework for making inferences from quantitative case-study data (Yin, 2002).

1.3 Jaguar Cars

Jaguar Cars Limited is a luxury car manufacturer and was originally based in Browns Lane, Coventry, England, but is now operating in Whitley, Coventry. The company was founded in 1922 by two motorcycle enthusiasts, Sir William Lyons and William Walmsley, and the company was at that time called the Swallow Sidecar Company. The name Jaguar first appeared on a 2.5 litre saloon called the SS Jaguar in 1935. The entire company was given the name Jaguar in 1945. The company has now been owned by the Ford Motor Company since 1989 and currently forms a part of Ford’s Premier Automotive Group with Volvo and Land Rover. The headquarters in Sweden is situated in Angered, Gothenburg together with the Ford Motor Company, Volvo and Land Rover (Jaguar.se, 2008).

The Jaguar Cars in Sweden is working closely together with the advertising agency, Patrik Wennerlund Marknadsföring AB (PWM) in Borås and the media agency MindShare in Gothenburg, with head office in Stockholm. The advertising agency PWM is doing the advertising for Jaguar in Sweden as well as keeping the Jaguar.se home page up to date and current. The MindShare media agency is negotiating media space for Jaguar at different
media sites, as for example Dagens Industri (DI.se) etc. and is making sure that Jaguar is succeeding in targeting the right group of prospects/customers.

Jaguar Cars in Sweden has a forecasted turnover for year 2008 of 195-200 million Swedish crones excluding tax; 4-5% of these are intended for fixed marketing, which are all kinds of marketing activities. In other words, about 2.5 million crones are used for fixed marketing. Jaguar states that it currently place 20-25% of these on OMC.

1.4 The impact of the Internet on marketing

Over the years, the traditional face of marketing has changed. Whilst organizations recognize that they can no longer take their customers’ loyalty for granted, and need to adopt ongoing marketing strategies to stay ahead of their competitors, the design and content of their strategies continue to evolve.

A key factor in the changing marketing landscape is the emergence of IT. As IT continues to develop, consumer demands and priorities change. The emergence of the Internet, and a wide variety of on-line tools, has vastly increased the extensive portfolio of marketing and communication tools available for organizations to reach their target audiences. A key change that new IT and the growth of the Internet has brought is that many companies have moved away from quality, features and services as key competitive differentiators, and are now driven by price. The impact that new technology has had on marketing is clearly identified in research carried out by Porter in 2001. Findings revealed by this survey include:

1. differences among competitors are reduced;
2. competition migrates to price;
3. geographic market widens, increasing the number of competitors;
4. reduced barriers to entry shifts power to suppliers; and
5. end-users’ bargaining power is increased through reduced switching costs.

Considering that the internet has had a tremendous impact on many processes in companies, marketing is probably one of the areas most affected due to the possibilities offered in online communications (Krishnamurthy, 2006; Krishnamurthy & Singh, 2005; Sheth & Arma, 2005). Thus Adegoke (2004) states that OMC has grown to be an important part of a company’s promotional mix. In turn OMC can be divided into six major channels and these are according to Chaffey, Ellis-Chadwick, Johnston and Mayer (2006):

1. Search marketing
2. Online PR
3. Online partnerships
4. Interactive ads
5. Opt-in e-mail
6. Viral marketing

The internet marketers’ job is to select one or a mix of these online marketing techniques to target its intended audience. OMC in its early days was limited to mainly the implementation of corporate websites but greater possibilities exist today. As the literature shows, OMC today consists of multiple activities (Jensen & Jepsen, 2006; Jensen & Fischer, 2004; Strauss, El-Ansary & Frost, 2003; Roberts, 2003).

The constant growth of the usage of internet marketing has contributed to a growth of diverse internet communication channels. Since influence of the Internet is getting greater all the time it cannot be ignored by the merchants (Melewar & Smith, 2003). To clarify what marketing communication is, it
can be explained as the process the organisation uses to communicate with its customers and potential customers. It is about promoting the organisation itself and its products/services (Fill, 2002).

The communication channel that the organisation chooses, can be stimulated in multiple ways making it possible for companies to choose more than one way when deciding a marketing communication to promote their organisation and products/services. Fill also mentions in his book how the Internet has become a new involvement in communication, making it a new communications medium. The internet allows communications to be in two ways which was not possible before and it also allows the communication to be very fast and more efficient according to Fill.

The Integrated Marketing Communication (IMC) plan which consists of advertising, sales promotion, public relations personal selling and direct marketing has been expanded with additional communication channels to assist customers in their buying decisions. Internet marketing communications will be referred to as IMC throughout the thesis. The Internet has contributed to new ways of applying the IMC plan, to assess how the internet can help people when they make their buying decisions and expanded communication techniques for maintenance of repeat visitors.

1.5 Discussion concerning problem

In an interview with the Swedish CEO of Google Sweden, Stina Honkamaa, which was interviewed regarding the Swedish market and if Sweden differentiates itself from other markets regarding online marketing, she was asked if we in Sweden advertise more or less, and do we like any particular service extra much?
According to Stina Honkamaa “Yes, this is interesting! This is one of the areas that has been most surprising for me when I studied Google Sweden and our market here, compared with for example the USA. In Sweden, we have the highest broadband penetration in the world (along with Korea), which of course is one of the reasons why the Swedish internet user spends a lot of time online, they use the search engines increasingly, they shop more online and so on. Despite this the advertisers in Sweden have not been following this development: Only 13% of the publicity investments in Sweden go to internet advertisement, while corresponding figure in USA is an entire 30%. It means of course that there is a huge potential for advertisers in Sweden: the customers are on the internet, and almost every one of them begin their surfing via a search engine” (Bisonblog.com, 2008).

There is no doubt as to the importance of clearly defined marketing activities in driving an organization forward and helping to maintain competitive advantage. In today’s fast-paced, highly competitive environment, only strategically-focused IMC can help move businesses forward. Despite this, far too many organizations are rooted in the past and lack the marketing strategic focus to succeed. So, a clear division still remains between marketing and strategy. Only when this gap is removed will organizations start to reap the true rewards offered by IMC.

Future years will be extremely crucial to the global automotive industry. In facing many challenges, not least continuing over capacity, most manufacturers are looking for ways to bring back the customer, boost brands, and to improve shareholder value, profitability and market share (Strategic Direction, 2002). The answer, could be the online marketing communications.

1.6 Purpose

We want to study and explore how the development of online marketing is affecting business communications and the future of online marketing
communications within a company. More specifically, we will be studying how OMC is being utilized in an automotive company, since automakers continue to rush the internet. Consumers’ time spent on the internet is increasing, which has forced automotive companies to change their promotion budget and invest more money in online marketing. Like traditional advertising, online advertising can be carried out in different ways, for example through online ads, viral advertising and search marketing (Kotler & Amstrong, 2006).

Because of the growth of the internet usage and a more competitive environment, the automotive industry is forced to become more alert of this fact and is increasing resources to match this development. People have gained knowledge about how to find the information they are looking for and might miss out on countless of relevant web sites by companies, due to a lack of marketing activities by these companies. The importance for these companies is therefore to find the right mix of communication channels to connect with the customer. We find this subject interesting and want to investigate how the online marketing communication channel is used by an automotive company like Jaguar Cars.

We will look into what is needed for an automotive business to become successful with online marketing communications in this “new” environment. We want to develop this information even further and understand how important the usage of internet marketing as a communication tool is and if it is a must to sustain competitive advantage in today’s environment. It is therefore in our interest to find out to what extent Jaguar Cars uses OMC today and its effectiveness and also to examine the possibilities of improving their OMC.
1.7 Outline

Chapter 1: In this chapter a presentation of the research questions and the case study is presented. A discussion about the problem and purpose of the thesis is then elaborated upon.

Chapter 2: In this chapter we describe the method of our case study of Jaguar Cars in Sweden.

Chapter 3: This chapter will contain the theoretical framework of our study. The focus will lie on online marketing communications, integrated marketing communication, the 4S – Web marketing mix and finally the six online marketing channels and the tools within them.

Chapter 4: In this chapter we present our method of conducting our study and the study’s reliability and validity. We also describe the purpose of the questions used for the interviews.

Chapter 5: In this chapter we will analyze the answers from our interviews and connect our findings to the theoretical framework.

Chapter 6: In the final chapter we conclude the thesis by answering the research questions which is then followed by implications/recommendations for managers. Finally, criticism of the study and examples for future research are laid out.
2 Methodology

This chapter begins with a presentation of the choice of method. The scientific approach is also described and consists of the; Research philosophy, Research approach, Research strategy and Data collection method.

2.1 Choice of method

Our intention with this thesis is to conduct a case study on Jaguar Cars in Sweden to learn about their use of OMC, how effective it has been and how it can be improved. We also want to explore what the other alternatives are for Jaguar besides OMC and finally we want to see how the theoretical framework is applicable to Jaguar Cars. Our first step is to gather information on OMC and the different channels available. Our starting point was the Chaffey et al. (2006) book, Internet Marketing- Strategy, Implementation and Practice. With the help of the book, we selected six specific OMC channels to focus on. These were then elaborated on together with scientific articles and other sources.

We mainly used scientific articles obtained through extensive research in databases provided by Kristianstad University and Lunds University for the theoretical framework. The reason for this is to be able to place more confidence in the theory. For obtaining detailed information on Jaguar Cars and its use of OMC, we will be conducting interviews; in addition, Jaguar Cars will supply us with essential information, material and facts about the company. Participating in these interviews will be Hans Rubenstein, Marketing & PR manager of Jaguar Cars in Sweden, Caroline Phil, Digital planner at MediaShare media agency, Patrik Wennerlund and Philip Winberg, Webmasters at PMW advertising agency. The questions used during these interviews can be found in Appendix 1 through 4.
2.2 Research Philosophy

Research Philosophy is about how to develop knowledge. There are three different ways of developing this knowledge; Positivism, Realism and Interpretivism (Saunders & Thornhill, 2007). The research philosophy which is relevant for this thesis is the Interpretivistic philosophy. The company which is studied is in a complex environment. Jaguar Sweden is in the automotive industry which is constantly evolving especially when considering the technological development. It is also very important for the study to learn about the motives, actions and intentions regarding OMC for Jaguar Sweden.

2.3 Research approach

There are two scientific approaches when writing a thesis, a deductive and an inductive. Using an inductive approach means that the researcher gathers data and develops theory by analyzing it, usually of a qualitative nature. Using a deductive approach is associated with the building and testing of hypotheses and is more concerned with achieving results which can be generalized, usually of a quantitative nature (Saunders & Thornhill, 2007). We will be using an inductive approach since it is more suitable for our thesis.

2.4 Research Strategy

In the thesis we made the choice of conducting a case study on Jaguar Sweden. The case study will be conducted with the help of theory, facts and information provided by the company as well as conducting interviews with Jaguars Marketing & PR manager, the digital planner at MindShare media agency and two webmasters at the advertising agency PWM. These interviews are crucial for obtaining primary data.
2.5 Data collection method

We will be using both secondary and primary data for our thesis. Secondary data means that the data we use is collected and processed by other people than ourselves e.g. scientific articles, books and so on (Saunders & Thornhill, 2007). By using scientific articles, we are able to place more confidence in our findings. However, we will also be reviewing periodicals and similar sources as a complement.

Primary data means that the data is collected by us, the researchers, and in our case this will be done through interviews (Saunder & Thornhill, 2007). We will prepare questions for the interviews which will hopefully provide us with relevant information on how Jaguar is working with OMC. The interviews will be executed in Swedish and then translated into English and full records of these interviews in both languages are attached in Appendix 1 to 4.
3 Theoretical Framework

The theoretical framework begins with an introduction of how the internet usage and marketing has evolved. This is followed by an explanation of Integrated Marketing Communications (IMC) as well as the term Online Marketing Communications (OMC). Finally, the six OMC channels are presented.

3.1 Internet usage and marketing

Due to the growing internet usage (Melewar & Smith, 2003) and the availability of broadband the way companies market themselves has changed. The traditional marketing tools by the use of television, radio, magazines, newspapers, telephone and post, are more of a push approach to marketing where the message is being “pushed” on the customers. This approach is also characterized by something called one-to-many communications since the advertisement is not individually tailored according to Rowley (2004). Below are the statistics for the internet usage in relation to population for Sweden, see Figure 1.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>Users</th>
<th>Population</th>
<th>% Pop.</th>
<th>Usage Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>4,048,000</td>
<td>8,899,075</td>
<td>45.5 %</td>
<td>ITU</td>
</tr>
<tr>
<td>2004</td>
<td>6,722,553</td>
<td>9,043,990</td>
<td>74.3 %</td>
<td>Nielsen/NetRatings</td>
</tr>
<tr>
<td>2005</td>
<td>6,800,000</td>
<td>9,076,757</td>
<td>74.9 %</td>
<td>ITU</td>
</tr>
<tr>
<td>2007</td>
<td>6,981,200</td>
<td>9,107,795</td>
<td>76.7 %</td>
<td>ITU</td>
</tr>
</tbody>
</table>

Figure 1 Internet Usage and Population Statistics (Internetworldstats.com, 2008)

By using the web as a marketing tool, companies use more of a pull approach where the customers themselves instead can seek to be exposed to a company’s marketing. Also, this marketing channel facilitates a two way
communication between the company and its customers. It is also easier to tailor advertising more individually, characterized by the use of one-to-one or many-to-many communications, the latter involving communication between customers (Rowley, 2004).

With the evolvement of online marketing, customers are now at the driver seat instead of being the passengers. The customers have obtained power in the form of themselves being able to choose if and what commercial content they want to expose themselves to. This online marketing enables customers to in an easy way compare prices, conduct transactions and receive post purchase support and much more. The customers are not the only ones benefiting from this new way of marketing but the marketers benefit as well. The marketers are able to conduct relationship marketing with millions of customers at the same time at a lower cost than is possible via the use of traditional media (Korgaonkar & Wolin, 2002).

In OMC, companies most often deploy an IMC approach in order to utilize the internet most effectively. This integrated marketing approach can, according to Kotler & Armstrong (2006), be described as when a company integrates and co-ordinates its many communication channels to deliver a clear, consistent message about the organization and its products.

### 3.2 Integrated marketing communication

The IMC approach received almost instant recognition at the end of the 1990s, as a result of the existing trends to reduce the budget allocated to mass advertising campaigns and to concentrate on segmented or personalized communication with final costumers according to Durkin and Lawlor (2001) and Eagle and Kitchen (2000). The increased fragmentation of media and customers, as well as the revolution introduced in mass
communication by the new communication channels – internet and mobile communication technologies – has created the need for a new approach to marketing communication that can assure centralized management and a consistency of corporate messages sent towards various audiences (McArthur & Griffin, 1997; Semenik, 2002; Smith, 2002).

Conclusions of studies upon IMC show to be complex: on one hand, the advertising executives recognized the impact of IMC on increasing the effectiveness of creative ideas, providing greater communication consistency, and improving the client return on investment; on the other hand, they outlined the problems related with measuring the IMC outcomes in terms of time and cost efficiencies (Kitchen, Brignell & Jones, 2004).

The further development of the IMC theory was a horizontal one, the concept being associated with various areas of corporate communications: management and branding according to Fill (2002), customer and stakeholders relationships (Duncan, 2002), global branding and localized communication (Kanso & Nelson, 2002). At the same time, a series of authors criticized the IMCs lack of theoretical foundation (Cornelissen & Lock, 2000), or the real applicability of the concept (Percy, Rossiter, & Elliot, 2001). The concept of IMC was defined in many different, often contradictory, ways (Duncan, 2002; Kitchen, 1999; Kliatchko, 2008; Schultz, 1993a; Smith & Pulford, 1997; Shimp, 2000). The integration of marketing communication procedures was considered a result of centralized management, centralized budgeting, or message similarity across all communication channels. According to Pickton and Broderick, (2001), marketing communication tools that were traditionally separated and specialized in “above the line” and “below-the-line” activities, should now be integrated under the IMC concept. Pickton and Broderick, (2001) claim that synergy is the principal benefit of bringing together the various facets of marketing communications in a mutually supportive way. From this
perspective, marketing communication decisions should focus on the marketing communications channel that offers the highest benefit for all the stakeholders. The focus of this definition is still very much on communication functions (tactics) rather than on the broad view of establishing close relationships to multiple stakeholders.

Other definitions emphasize that the integration of marketing communication should not be understood as a simple uniformity of the message transmitted across different channels (Kitchen et al., 2004), but rather as the complex coordination and management of the information transmitted through complementary channels in order to effectively present a coherent image of the organization to the targeted audiences. A good example is the definition proposed by Keegan, Moriarty & Duncan (1992, p. 631): Integrated marketing communications is the strategic co-ordination of all messages and media used by an organization to collectively influence its perceived brand value. This definition focuses on the concept of “strategic co-ordination”, indicating the evolution from tactical coordination towards a more strategic approach, in order to realize communication synergies.

In addition, the definition considers “all messages” highlighting that both internal and external activities contribute to marketing communications efforts, and stresses the focus on brand value that requires a change of marketing and communication perspective. At the heart of this definition is the assumption that the credibility and value of both the company and its brand(s) will increase, when messages transmitted to various audiences become consistent across time and targets.

Another definition proposed by Duncan (2002, p. 8) demonstrates the current conceptual perception of IMC: A cross-functional process for creating and nourishing profitable relationships with customers and other stakeholders by strategically controlling or influencing all messages sent to
these groups and encouraging data-driven, purposeful dialogue with them. An important contribution of this definition is the emphasis on “profitable relationships”. Furthermore, Duncan acknowledges that integrated marketing communications involves a cross-functional process. This indicates that all organizational departments that interact with customers and strategic stakeholders must share a common understanding and work collectively to develop long-term brand relationships. Furthermore, the notion of stakeholders implies the shift in the IMC concept from customer target audiences to the inclusion of key stakeholder groups such as employees, investors, suppliers, distributors, media and the social community.

Conceptually, Beverland and Luxton (2005) imply that IMC provides an opportunity for organizations to enhance the relationship of their brands with customers and other stakeholders. The strategic co-ordination of all marketing and communication tools can lead to a consistent brand message directed towards the targeted audiences, using effective media planning. This strategy fosters an ongoing consumer-brand relationship dialogue whilst also generating enhanced consumer appeal. Despite the recognized importance of implementing IMC procedures, the organizational structure of many companies prevents or restricts its effective implementation. In reality, IMC does not fit easily into the organizational structure adopted by most firms. Percy (1997) argues that the theory of IMC, while theoretically pragmatic, ultimately fails because of significant structural barriers to its implementation. The most significant organization barriers for the implementation of the IMC concept are:

1. lack of horizontal communication;
2. functional specialization;
3. decentralization;
4. lack of IMC planning and expertise;
5. lack of budget;
6. lack of database technology;
7. corporate culture; and
8. fear of change.

These barriers must be assessed and properly understood in order to facilitate IMC implementation within an organization. However, each corporation has different marketing communications structures already in place and must deal with a distinctive organizational culture that is embodied in an individual organizational design. Consequently, one could say that it is impossible to design an implementation model that generally fits all firms; it must be individually tailored to each company.

### 3.3 Managing internet marketing

The development of internet marketing is challenging some of the basic principles within traditional marketing. It can be argued that the traditional concept of marketing is no longer adequate to meet the increased demands of customers and the ever changing competitive business environment. Therefore, it is necessary for organizations to adapt new strategies to achieve competitive advantage by integrating customer relationship strategies and interactive marketing. It is clear that the main areas of marketing are being influenced scientifically. In Table 1 on page 25, Komenar (1997) outlines some of the important shifts in e-commerce. Komenar highlights the challenges for management teams in creating marketing strategies that build on relationship with customers through online marketing. Using the internet allows businesses to deal interactively with customers at any time and place, and allows customers to do the same (Darby, Jones & Madani, 2003). Another major difference that makes Internet marketing unique is that it is “spatial” as all marketing stages take place at the same time. Further, Darby et al., explain that in contrast,
traditional marketing is “linear” in nature, as the marketing occurs in stages; market research, product development, customer feedback, etc.

Table 1 Traditional marketing versus technology enabled marketing

<table>
<thead>
<tr>
<th>Marketing area</th>
<th>Traditional marketing</th>
<th>Technology enabled marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Segmentation</td>
<td>Demographics</td>
<td>Behavioral</td>
</tr>
<tr>
<td>Advertising</td>
<td>Push</td>
<td>Pull</td>
</tr>
<tr>
<td>Promotion</td>
<td>Mass</td>
<td>Tailored</td>
</tr>
<tr>
<td>Pricing</td>
<td>Set by firm</td>
<td>Set by customer</td>
</tr>
<tr>
<td>Distribution channels</td>
<td>Intermediaries</td>
<td>Direct</td>
</tr>
<tr>
<td>New products</td>
<td>Constrained</td>
<td>Customer driven</td>
</tr>
</tbody>
</table>

Source: Komenar, (1997)

According to Darby et al., following factors add further support to the view that there are a number of benefits of online marketing for companies:

1. Global access.
2. Immediate real-time access.
3. Infinite space.
4. Interactivity.
5. Multimedia.

To further highlight the influence the internet has had on traditional marketing, it is important to address the changes associated with the marketing mix and the 4Ps model (Kotler & Armstrong, 2006).

3.4 The development of the 4S Web-Marketing Mix framework

There has been raised frequent criticism of the 4P Marketing Mix model and its transferability to web marketing management. Since the 4Ps model has been the management tool for traditional marketing, an evaluation of its role
as a framework and a management tool for web marketing is motivating. The criticism of the 4Ps models as the foundation in marketing management, points out two factors that further undermine the effectiveness of the model as the marketing management platform in virtual environments (Constantinides, 2002):

a. The fact that the role of the 4Ps and the customer experience of them are quite different in the virtual environment from the physical one.

b. The lack of a strategic dimension in the model.

As an alternative a 4S-Web Marketing Mix framework can be presented that allows the web marketer to approach the strategic and operational issues of the internet marketing in an efficient way. Further, Constantinides (2002) explains that this framework emphasizes the need for a new approach towards the online marketing fully integrating the virtual activities within the existing company strategy, marketing and operations.

The 4S-Web Marketing Mix identifies four online marketing strategic, operational, organizational and technical critical factors: the Scope (strategic issues), the Site (operational issues), the Synergy (integration into the physical processes) and the System (technical issues). The framework can be illustrated with Constantinides’ model below, see figure 2:
Given the complex, dynamic and continuously evolving character of the Internet is obvious that the web experience is an issue with a multi-faced and dynamic character. New methods, technologies and tools for enriching and enhancing the online experience are frequently emerging as a result of technological advancements, market trends or as a response of web vendors to the changing online population (Constantinides, 2004).

Figure 2 The Web 4s –Marketing mix, Constantinides (2002).
3.5 Online marketing communication channels

When it comes to a subject like internet marketing communications, there are endless possibilities to go about it, depending on what is most suitable for a certain industry or company. There are different channels within online marketing and the focus will be on six channels which we have obtained from Chaffey et al., (2006), in the book Internet marketing – Strategy, Implementation and Practice. In turn, within each of these six channels there are several tools available for the company (Chaffey et al., 2006), see table 2;

Table 2 OMC channels , Chaffey et al. (2006).

<table>
<thead>
<tr>
<th>1. Search Marketing</th>
<th>2. Online PR</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Search engine optimization</td>
<td></td>
</tr>
<tr>
<td>- Pay Per Click</td>
<td></td>
</tr>
<tr>
<td>- Trusted feed</td>
<td></td>
</tr>
<tr>
<td>- Portal representation</td>
<td></td>
</tr>
<tr>
<td>- Blogs &amp; RSS</td>
<td></td>
</tr>
<tr>
<td>- Community C2C posts</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Online partnerships</th>
<th>4. Interactive ads</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Link building</td>
<td></td>
</tr>
<tr>
<td>- Affiliate marketing</td>
<td></td>
</tr>
<tr>
<td>- Sponsorship</td>
<td></td>
</tr>
<tr>
<td>- Co-branding</td>
<td></td>
</tr>
<tr>
<td>- Display ads/banners</td>
<td></td>
</tr>
<tr>
<td>- Rich-media</td>
<td></td>
</tr>
<tr>
<td>- Sponsorship</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Opt-in e-mail</th>
<th>6. Viral marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Cold (rented list)</td>
<td></td>
</tr>
<tr>
<td>- Co-branded e-mail</td>
<td></td>
</tr>
<tr>
<td>- 3rd-party-e-newsletters</td>
<td></td>
</tr>
<tr>
<td>- House list e-mails</td>
<td></td>
</tr>
<tr>
<td>- Pass-along e-mails</td>
<td></td>
</tr>
<tr>
<td>- E-mail prompt</td>
<td></td>
</tr>
<tr>
<td>- Web prompt</td>
<td></td>
</tr>
<tr>
<td>- Incentivized</td>
<td></td>
</tr>
</tbody>
</table>

3.5.1 Search marketing

How a search engine works is it searches for documents linked to certain keywords which the visitor enters in the search window. The search engine then provides the visitor with a list of findings. Search marketing is the
umbrella term for all the different ways of making a company’s web site visible in the search engines (Chaffey et al., 2006). Below follow some tools which fall under this channel.

3.5.1.1 Search engine optimization (SEO) & Pay-Per-Click

Search engine optimization is described as the approaches used to receive high rankings in the search results of a search engine, thus likely increasing the traffic to the company’s web site (Chaffey et al., 2006). There are two ways of doing this, these are; Organic and Paid Optimization. Organic means that the rankings are achieved without paying for it while Paid Optimization entails that the company pays to achieve a higher ranking. The Organic SEO may give the company a high ranking while Paid SEO is a way of “ensuring” that these higher ranking are achieved (Bach Jensen, 2008). Pay-per-click is when a company bids or pays for certain keywords or key phrases and each time these are entered into a search engine by a consumer, the company name appears in a text ad (Murphy & Kielgast, 2008). When these text ads in turn are clicked on, the company has to pay a fee (Chaffey et al., 2006).

3.5.1.2 Trusted Feed

Trusted feed is not a very common marketing tool. Trusted feed is most suitable for database-driven sites such as auctions and travel companies which have hundreds or even thousands of pages within their web site. Since it is difficult for these companies to search optimize, using trusted feed is a more suitable alternative. A more technical description is that when a third party, usually a search engine marketing company, “feeds” a web site’s inventory, and uploads the ads or content directly to the search engines own database in a fixed format, this is called trusted feed (Chaffey et al.; weboptimiser.com, 2008).
3.5.2 Online PR

Online PR can be defined as: *the activities performed to maximise favorable mentions of your company, brands, products or web sites on a range of third party web sites such as media sites, social networks and blogs, which are likely to be visited by your target audience* (davechaffey.com1, 2008). Below, a few examples of this are explained.

3.5.2.1 Portals

A definition of a portal is that: *portals are internet based applications that enable access to different sources (providers) through a single interface* (Moraga, Calero & Piattini, 2006, p.555). A portal helps users find information, products and services without having to visit the companies different web sites one by one (Moraga et al., 2006). Through a Portal you can find services like directories, news, e-shopping and links to related websites (Rowley, 2004).

3.5.2.2 Blogs & RSS

A blog can be described as an online diary and can be of personal or business nature and the posts are added in chronological reverse order (Herring, Scheidt, Wright & Bonus, 2005). A more precise definition is that: *a blog is a web page that serves as a publicly accessible personal journal and can convey personal, public, political and commercial messages* (Cox, Martinez & Quinlan, 2008, p.4). Usually blogs are interactive, meaning that the people reading them can also make their own posts (Cox et al., 2008).

Adding RSS software to the equation gives the visitors a very smart way of accessing all the new entries on different blogs in one place. It is possible to create a feed from a site and enter it in something called an aggregator, which is a newsreader that “scans” the sites which are entered into it on a
regular basis. How often it performs this scan varies and it can be for instance once every hour or once every week (Wusteman, 2004). When a person wishes to view these blogs which are entered in the aggregator they simply open the aggregator and receive all the RSS feeds in one place. The RSS function is also very commonly used on news sites. (Davidson-Turley, 2005).

3.5.2.3 Community Customer-to-Customer (C2C) posts
A community is a social network, like Facebook, where people can interact by posting comments and replying to them, sending messages and similar actions to these. On these sites consumers can share between themselves what they think about certain products and brands and about their experience as customers of different companies (davechaffey.com, 2008).

3.5.3 Online partnerships
A partnership is an agreement between two or several parties to collaborate in some way. Online partnerships are the same just that they are characterized by the nature of collaborating online. This partner agreement is set to be a long-term relationship between the companies (Chaffey et al., 2006; Farrelly, 2003). There are three important factors when establishing a partnership, there has to be “trust”, “commitment” and also “communication” between the partners.

3.5.3.1 Affiliate marketing
Affiliate marketing is the placement of a link leading to the company’s web site, on another company’s (host) web site. How it works is that the host is entitled to a commission each time a visitor to their site clicks on the link (pay-per-lead) or does a transaction with the company via this link (pay-per-conversion) (Bach Jensen, 2008).
3.5.3.2 Link building

There are two different ways for a customer to find a company’s web site address, either by somebody telling them the address (URL), perhaps by e-mail or in a forum and the other way is by following a link from a web site which the customer is viewing. It has become especially important for smaller unknown companies to create links to their web sites, since larger companies often tend to be easier to find (Geissler, 2001; Thelwall, 2001). Placing a link to the company does not only have to be done via other companies web sites (organizational), they can also be placed on private web sites. It is also very important that the company or the personal web site which hosts your link has a connection to your company, whether it is via the product or sharing the same customer segment (Thelwall, 2001).

3.5.3.3 Online Sponsorship & Co-branding

Online sponsorship is often cheaper than regular sponsorship, this because there are more ways to sponsor online than offline. The use of links, ads and banners are examples of how this is executed. It is important that the brand is related to the content or context of the sponsorship company to strengthen its brand. There is also the possibility to sponsor another company, this is a two way marketing tool since the sponsor will have its name associated with the sponsored company brand, and this is almost as Co-branding. Co-branding is an association between two brands. It tends to be less costly since this also is a two way marketing tool (Chaffey et al., 2006; davechaffey.com, 2008).

3.5.4 Interactive ads

Interactive Advertising can be defined as: the use of online display ads such as banners, skyscrapers and rich media ads to achieve brand awareness and
encourage click through to a target site (davechaffey.com, 2007). A few examples of interactive ads are described below.

3.5.4.1 Banners

Banners are small, rectangular shaped ads which are located on various websites which already have established traffic like for instance portals. These are either static or animated (Rowley, 2004; Newman, Stem & Sprott, 2004). The intention of a banner is to catch the attention of the visitor browsing the website so that they click on it. When a banner is clicked, the visitor is automatically directed to the website which the banner is linked to. Usually the visitor does not click the banners but just the fact that he/she consciously or subconsciously sees it has seen it is also advertising, creating and reinforcing brand image (Hofacker & Murphy, 1998; Rowley, 2004)

3.5.4.2 Sponsorship

Sponsorship can be defined as: an investment in cash of kind in an event, team or person, in order to secure sponsors, access to the commercial potential associated with that event, team or person. (Fahy, Farrelly & Quester, 2004, p. 1013). Since the thesis is about online marketing, the sponsorship we are describing is managed on the internet. The sponsor can gain a competitive advantage through the competence derived from the sponsorship, this is assuming that the sponsorship is being effectively managed. Sponsorships have become very important for companies as a marketing tool and are driving the companies to seek image building events or create links to sports which fit well with the image and brand of their company (Fahy et al., 2004; Farrelly & Quester, 2003).

3.5.4.3 Rich media

Rich media is a creative new and improved popular media for reaching customers, obtaining their interest and also a way of interacting with the
customer. The media is in web site format and can be a combination of sound, video or Flash. Rich media can also appear as buttons, banners, floating ads, page take-overs, and so on. There are also different options as to where the media should appear, for instance via e-mail or on web sites (iab.net, 2008).

3.5.5 Opt-in e-mail

The internet has provided companies with various tools to make communication between individuals easier. One of these tools are e-mail, this is the most known and used tool. E-mails have many advantages; it is fast and cost effective. It does not rely on real time presence and apart from text you can also attach graphics, drawings and so on to the e-mail (Hamill, 1997).

When marketing through e-mail, the company can offer the customer the option of receiving e-mails with news and product offers, if they accept, this is called opt-in e-mail. The customer can stop subscribing whenever he or she pleases. For customers to accept this service it is important for the company to construct the e-mails so they are of value and interest for the customer (Chaffey et al 2006; Duquenoy, Moustakas & Ranganathan, 2006). There are three main options for e-mail marketing:

3.5.5.1 Cold (rented list)

Cold marketing is when a company rents an e-mail list from a consumer e-mail list provider e.g. Experian (Experian.com, 2008; Chaffey et al 2006). The company then sends out e-mails to the customers on the list, they are rather “cold” or standardized e-mails since most of the recipients are not already customers.
3.5.5.2 Co-branded e-mail

Co-branded e-mail is when a customer receives an e-mail with offers from a company which is partner with a company which the consumer has accepted to receive op-in e-mail from. An example of this is a credit card company which sends offers on how to pay the bills received from the credit cards partner company. This is also a rather “cold” option of marketing. However, the customer knows at least one of the companies; therefore it makes it more familiar (Chaffey et al., 2006).

3.5.5.3 Third party e-newsletters & House lists

This is when a company publishes itself in a third party e-newsletter. The company can do this by placing an ad, a link, a banner or also by acting as a sponsor. Much like Cold (rented list), a House list is a list of customers name, e-mail addresses and other additional information which a company creates or rents for the use of contacting customers (Chaffey et al, 2006).

3.5.6 Viral marketing

Viral marketing is a form of interactive internet marketing that requires participation of the internet user, which on their own initiative spreads a company's messages in its social networks, thus strengthening the company’s brand and increasing product awareness (Andersson, 2008; Simmons, 2007). The message could be a funny video clip or an online game. This is creating a so called “buzz” around the products or services (Kotler & Armstrong, 2006; Chaffey et al., 2006).

Viral marketing is normally to be described as word-of-mouth marketing on the internet, and is then given the name, word-of-mouse (Stipic, Wallin & Wickström, 2006). Word-of-mouth-marketing is an established advertising concept with focus on people’s spontaneous exchange on experiences verbally or in writing (e-mail included) about a company's products,
services or trademarks (Mazzol, Sweeney, & Soutar, 2007; Howard, 2005). The benefits with viral marketing as opposed to traditional marketing which is done offline are that by using the internet to get a message across to potential customers, several people can be reached at the same time and in a very fast and fairly inexpensive way (Rauch, 2007; Woerndl, Papagiannidis & Bourlakis, 2008); Stipic et al., 2006). Some of the different ways of viral marketing are shortly explained below.

3.5.6.1 Pass-along e-mails
Pass-along e-mail is when a message is spread by using an e-mail. A customer receives a commercial e-mail and after reading through the e-mail he or she decides if it is interesting or amusing enough to forward it to friends or colleagues. Therefore it is important for the company to create an e-mail where the customer wants to send it forward (Chaffey et al, 2006).

3.5.6.2 E-mail prompt & Web prompt
Related to Pass-along e-mail is something called e-mail prompt. The difference is that the prompted e-mail contains a link which says “E-mail a friend/colleague”. The difference between E-mail and Web prompt is that Web prompt is instead a web site where the “E-mail a friend/colleague” link is placed (Chaffey et al., 2006).

3.5.6.3 Incentivized
Incentivized differs from the other alternatives since the company sending out the e-mail has to motivate the customers to pass the commercial e-mail along. The incentive could be some type of reward for providing the company with new addresses e.g. “Recruit five friends and you will get your membership for free” (Chaffey et al., 2006; Iyer, Miyazaki, Grewal & Giordano, 2002).
3.6 **Summary of the Theoretical Framework**

The theoretical framework consists of three foundations which are, Integrated Marketing Communications (IMC), the 4S Web Marketing Mix and the six Online Marketing Communications (OMC) channels.

Integrated Marketing Communications is the strategic co-ordination of all messages and media used by an organization to collectively influence its perceived brand value. The strategy is used to reduce the budget allocated to mass advertising campaigns and to concentrate on segmented or personalized communication with final costumers.

4S Web Marketing Mix has emerged as an alternative framework that allows the web marketer to approach the strategic and operational issues of the internet marketing in an efficient way, since the 4P Marketing Mix model and its transferability to web marketing management was criticized.

The six OMC channels in question are, Search marketing, Online PR, Online partnerships, Interactive ads, Opt-in e-mail and Viral marketing. Each of these channels is in turn accompanied by their own set of marketing tools. A company can choose those tools which are best suited for its products and the company’s image and also what their OMC budget allows.

4 **Empirical Data presentation**

*In this chapter the empirical data is presented which consists of the research design, ethical issues, reliability, validity, generalisability, data collection and the operationalisation of the interview.*
4.1 Research Design

After the theory was reviewed and processed, a good understanding of how OMC is implemented and utilized was developed. The theory was then applied to the Jaguar Cars Sweden case study. Interesting aspects is weather there is a lack of effectiveness and how Jaguar could improve their OMC.

The thesis empirical material has been collected through interviews with Hans Rubenstein, Marketing & PR manager at Jaguar Cars Sweden, Caroline Phil, Digital planner at MediaShare media agency, Patrik Wennerlund and Philip Winberg, Webmasters at PMW advertising agency. Jaguar outsources marketing activities to PWM advertising agency and also cooperates with MindShare media agency. The meeting with Hans Rubenstein took place at Jaguar Sweden’s headquarters in Gothenburg and Caroline Phil, Patrik Wennerlund and Philip Winberg were interviewed over the telephone. We had prepared 18 questions for Hans Rubenstein and 12 of these were also used for the remaining interviews. The questions were sent in beforehand to the interviewees to prepare them for the interview. When the interviews had taken place the next step was to analyse the answers and the results of this can be found in the upcoming chapter, chapter 5.

4.2 Ethical issues

There was no need for anonymity in the case study since the respondents were asked in their professional role and the information asked about Jaguar is open for the public. The purpose of the thesis and how the information from the interviews would be handled was explained.

4.3 Reliability, Validity and Generalisability

When composing a thesis by using interviews or questionnaires as a way of data collection it is important to understand the degree of the study’s
reliability, validity and generalisability (Saunders, Philip & Thornhill, 2007).

4.3.1 Reliability

Reliability is a measure of whether the results are reliable or not. If the study would have been repeated and had shown the same results over and over again, the study would have had reliability; assuming that what is measured has not changed (Körner & Wahlgren, 2002). Our study is reliable since if we would have redone the study, the outcome would have been the same, at least if it was redone within a nearby future. However, redoing the study at a later stage in time would probably result in a dissimilar outcome since OMC is still a rather new marketing tool which continues to evolve.

4.3.2 Validity

Validity is the measure of association between what the interview is supposed to measure and what it actually does measure. This is to avoid systematic errors of measurement (Körner & Wahlgren, 2002; Saunders et al., 2007). We believe that validity is important for our thesis since we have to succeed to actually measure what we intend to measure. Some problems that might lower the validity would be if the interviewees did not respond truthfully if they have misunderstood the question. We minimized these problems by clearly explaining our questions so there would be no misunderstanding. As mentioned earlier, the questions were sent by e-mail to prepare the interviewees for the interview.

4.3.3 Generalisability

Generalisability is when one can generalize the research findings to a greater population or another setting. If a research is fully valid in one setting it does not however mean that it will be as valid in another one (Saunders et
al., 2007). The case study cannot be generalized to another company within the automotive industry, since companies differ in budget, strategy and brand image.

### 4.4 The interview questions

The Interview questions are constructed so that we will be able to answer our research questions regarding the use of OMC in Jaguar Cars in Sweden.

Hans Rubenstein gave us some background information about the company, the market, the customers, the competitors and the cars and was then asked a total of 18 questions. The next step was to conduct telephone interviews with Caroline Phil, Patrik Wennerlund and Philip Winberg. Patrik and Philip discussed the questions together and then Philip was the one interviewed.

Below a presentation of the questions used for the interviews are presented, some of them only directed to Hans Rubenstein. The purposes of the questions are explained. In Appendix 1-4, the questions used for the different interviews are attached.

- **How would you say that the marketing approach has changed during the last five years?**

  This question will display their view of marketing and the major differences in marketing according to them compared to five years ago.

- **How involved are you (Hans Rubenstein) as the Marketing & PR manager in online marketing communications?**

  This will answer to what extent the Marketing & PR Manager is involved with OMC.
- *Is OMC used frequently in Jaguar Cars today?*

The answer to this question will show how much/well Jaguar Cars Sweden applies OMC in their marketing communications as of today. Perhaps it will also give an explanation of why it is or is not frequently used. This might also reveal future plans for OMC.

- *Is the internet used for selling/advertising/ building brand image/ public relations / providing information/ market research?*

This question will let us know what the internet is used for most frequently by Jaguar Cars. Perhaps there is some aspect that we have missed.

- *What are the benefits of online marketing for an automotive company like Jaguar Cars? And - Do you recognize any disadvantages with online marketing?*

These questions are interesting in a way that they can reveal what is working well for the company when implementing OMC. The disadvantage which exist or are presumed to exist are also important since it can give us, the researchers an idea of possible suggestions for improvement.

- *What percentage of your marketing budget is spent on online marketing?*

This will give us as researchers an idea of how much is invested by Jaguar in OMC. If there is a large budget for OMC, this indicates that OMC is highly recognized as an important part of marketing. If the situation is the opposite, this might implicate that the importance of OMC is underrated.

- *Does internet marketing help to reduce the overall marketing cost?*
The question will basically answer whether online marketing is cheaper compared to the traditional ways of marketing. This might give us an idea of why OMC is applied to the extent that it is by Jaguar Cars.

- *How would you portray the synergy between online and offline marketing tools?*

This is also an important question, it shows the correlation between online marketing and offline marketing and how are they incorporated when doing a certain ad campaign.

- *How is internet marketing effectiveness evaluated in the company?*

This question will show us whether there are measures taken to evaluate if the resources being spent on OMC are fruitful. If there is no evaluation of the effectiveness of the online marketing it will be difficult for Jaguar to take appropriate steps for improvement.

- *What challenges and future challenges does the company face with internet marketing?*

The answer to this question will give us an idea of what and how the use of OMC needs to be improved. Perhaps we could give some examples to possible solutions when we know what the situation looks like.

- *What is the provision of an enhanced customer service online?*

Asking this question will show us what is hoped to be achieved by putting resources into customer service online.

- *Are there any positive outcomes of OMC?*
The answer to this question will show us what Jaguar Cars has gained through the use of OMC. It will hopefully show us how this effectiveness was derived.

- *Which further developments within OMC could be done at Jaguar Cars?* And *If excluding OMC as a marketing tool which other options are available to Jaguar?*

Asking these questions can show us if there are any ideas which Jaguar Cars plan to elaborate for the future, and are there any alternatives to OMC? This could be useful when we, the researchers write our implication for managers.

- *Does Jaguar plan to increase/ sustain / decrease their OMC budget?* And *How does the future for OMC within Jaguar Cars look like?*

These questions will answer what the plans are for the future of OMC at Jaguar Cars regarding the budget and the different tools used.

- *If you take a look at the six OMC channels and all the different tools within them, can you tell us which ones Jaguar cars use or tend to use?*

By asking this question we will get a more exact image of which tools Jaguar uses or have used. It would not have been easy or even possible to answer some of our research questions without knowing this and the answer is not something which we can find out by ourselves by researching the web site or the web.
5 Analysis

In this chapter the results of the interviews will be presented and an analysis of the questions will be made. It starts with an introduction and continues with an analysis of the questions and a summary of the findings. Finally an analysis of Jaguar in relation to the theoretical framework will be presented.

5.1 Introduction

The analysis will describe the connection between the theoretical framework and the empirical material. Further, the analysis should be an indication of to what extent Jaguar Cars are utilizing OMC as a marketing tool in their company and their reasons for utilizing it. However, the investigation is narrowed to only the Swedish market and interviews with four people involved with marketing within Jaguar Cars Sweden. The answers from the interviews with Caroline Phil at MindShare, Patrik Wennerlund and Philip Winberg at PWM, and Hans Rubenstein at Jaguar Cars in Sweden, will be translated from Swedish into English, summarized and analyzed in the first part of this chapter. Then, the theoretical framework will be put in relation to the findings in our empirical material and a comparison will be conducted.

5.2 Analysis of the Interview Questions

A summary of the responses to each question has been made below. The complete record of each interview in both languages can be viewed in Appendix 1-4.
5.2.1 The changes within marketing

- How would you say that the marketing approach has changed during the last five years?

The responses from the interviews point out that marketing has become more demanding and that it is important to acquire new angles and approaches to marketing in order to get through the “internet buzz”. Marketing as a whole has become more demanding and is experiencing quick changes in how to communicate with prospects and customers. Online marketing communications is now becoming a more natural part of the media marketing mix, which receives more of the company’s advertising budget. Further, one of the big changes within Jaguar Cars, is according to Philip, the HUB, an online central for the company’s common “assets”, that is pictures, videos, material, ads etc. The system gives all parties, for example the advertising agency quick access to all the centrally produced marketing material from the headquarters in the UK, which makes it easy to keep up with international campaigns.

It was interesting for us to hear the interviewees take on the evolution of marketing over recent years. We learned something which was new to us, this was about the HUB. This is an excellent way of collaborating across borders, making sure information is available to those who need it within the organization. A very easy and smart way for marketers in different countries to stay on top with what is happening.

5.2.2 The company’s online marketing objectives
- How involved are you Hans Rubenstein, as the Marketing & PR manager, in online marketing communications?

Hans Rubenstein is more or less autodidact when it comes to OMC. He was on board when Jaguars’ first web sites were established and the first banners were bought and used on news sites like Dagens Industri, Aftonbladet, Dagens Nyheter, Svenska Dagbladet and so on. Hans first came in contact with OMC when working at Scania and the development of their first homepage in 1995.

The fact that the PR & Marketing manager of a large organization like Jaguar has not undergone any specific internet marketing training is interesting to learn. Why is it that Jaguar has not provided the PR & Marketing manager the proper training to handle this marketing tool most effectively? Is it due to lack of funding or the fact that Jaguar outsources marketing activities to PWM advertising agency?

- Is OMC used frequently in Jaguar Cars today?

As of today, Jaguar Cars pays the advertising agency a yearly fixed fee which includes all the updating of the company’s website. In addition to this Jaguar also has an electronic newsletter and at introductions of new car models, banner campaigns and search words campaigns are being utilized. Using OMC to communicate with customers and prospects is being utilized frequently and the use is increasing. Nevertheless, only as a complement or in symbiosis with more traditional marketing like print advertising or direct marketing and telemarketing.

As was learned during the interview, Jaguar has a fixed budget for OMC and is making use of this as they see fit. We believe that a company like Jaguar should take measures to be able to use more of these tools and on a
more frequent basis. We do not believe that the extent of which Jaguar is utilizing OMC as a marketing tool today is sufficient.

- *Is the internet used for selling/advertising/ building brand image/ public relations / providing information/ market research?*

According to the responses, Jaguar is using the internet for all the above mentioned areas. The factory and the head office is putting a lot of resources to keep the company’s website up to date and exciting. It is important that the web site is enabling the customer to read about the different models, about the company, down load pricelists and brochures, sign up for the newsletter, ask questions, find the retailers and see what new and second-hand cars they have etc. The homepage is originally built centrally and with central templates and then translated, but Jaguar Cars Sweden often complements the site with links to activities relevant for the Swedish market.

We believe that Jaguar is putting too much “faith” in their web site. It is very important to have an up to date and functional web site but it is also important to invest in the ways of getting prospects to go to the site. This must be acknowledged by Jaguar to a greater extent than we believed it is today.

- *If you, Hans Rubenstein take a look at the six OMC channels and all the different tools within them, can you tell us which ones Jaguar Cars use or tend to use?*

Regarding Search marketing, Jaguar has apparently worked with search engine optimization on Google and certain keywords that can be associated with Jaguar and their car models. Regarding Online PR, Jaguar have for shorter periods of time been represented on portals. The possibly of
developing an RSS function for the news section of the web site had been discussed.

Online partnerships have been used by the company but only in smaller extent due to insufficient resources. Link building has also been used. When it comes to Interactive ads, Banners are a reoccurring marketing tool for Jaguar and Rich-media had also been used when launching Jaguar XF.

As for Opt in e-mails, the companies regularly send out e-newsletters and have occasionally used co-branded e-mails. When it comes to Viral marketing Jaguar have made use of pass-along-e-mails, e-mail prompt and web prompt mail. Jaguars XF model is also represented on youtube.com.

When it comes to the answer to this question, it is difficult for us to see examples for ourselves of the marketing measures which have been taken previously. However, we found example of Jaguar videos on youtube.com and what the Jaguar web site offers like the search engine for used cars and the possibility to sign up for e-newsletters.

- What are the benefits of online marketing for an automotive company like Jaguar Cars?

The advantages of OMC for Jaguar Cars are obvious according to Hans. It is a quick medium and it is necessary for Jaguar to work with today if they want to stay on the market. The space on the web is a relatively cheap medium to provide all kinds of information. News gets out quickly and they can show more information, pictures and functions than printed material ever can do. It is also possible to get in direct contact with the visitor, come to an earlier closure and let the visitor study the models and pricelists and maybe even book a test drive at on the car dealer ships. It is also easy for the
company to follow up and measure the amount of “clicks” and downloads. In addition, the OMC is also cost effective and environmentally friendly.

Regarding what was learned through this question about the benefits of OMC, we agree with what the interviewees pointed out as being benefits according to them.

- Do you recognize any disadvantages with online marketing?

Jaguar acknowledges one of the biggest disadvantages to be the fact that the market is becoming so very transparent. The customer can easily get an upper hand and knows exactly what the competitor is offering and can compare. The patience is short, if an electronic tool is not working fast enough, for instance at downloads, the prospect gets tired and moves on. These is also an immense “internet buzz” right now with a lot of ads which makes it difficult to reach out to the prospects. The company always has to be on top, and it can be hard to keep all the information up to date which can create bad-will unintentionally.

As what was said regarding the benefits of OMC, the disadvantages are as clear.

- What is the provision of an enhanced customer service online?

Jaguar states that it saves a lot of time for both the customers and the retailers; it is convenient, especially for the customers since they can receive and choose what to take part of and when to take part of it, available day and night. The customers and retailers can receive most of the information they need directly from the web site and they can also receive help much quicker.
It has shown that a lot of the company’s customers also prefer to communicate via the internet.

It good that Jaguar recognize the importance of an enhanced customer service online, today people might even prefer to chat instead of calling or sending emails. An enhanced customer service online is very beneficial for all involved.

- If excluding OMC as a marketing tool which other options are available to Jaguar?

The alternative for OMC is to continue with the traditional ways of marketing that is mostly TV, print and event marketing.

Since we have understood that OMC is more of a complementary marketing tool for Jaguar, the natural and most efficient way is of course to continue to do what Jaguar has always done. The only difference is, with OMC out of the picture, there are more funding to invest in traditional marketing.

5.2.3 Costs

- What percentage of the marketing budget is spent on online marketing?

Jaguar Cars, Sweden is as of today putting about 20-25% of their marketing budget on online marketing communications and the percentage is growing.

We believe that this is not enough funding for OMC. As we learned, most of the funding goes to the updating of the website, banner ads, newsletters and occasional investing in other marketing tools. More funds are needed to be able to make frequent use of these tools and not only in connection to new
car model launches. Some tools are very expensive also, like online sponsorship. However, to attract a broader public it might be necessary to expand the utilization of the OMC tools further.

A comparison can be made to the car company Land Rover; which invests about 30-35% of its marketing budget into OMC. In addition, Land Rover’s marketing budget is much larger than that of Jaguar, which makes the OMC budget for Land Rover much bigger in money speaking.

- **Does internet marketing help to reduce the overall marketing cost?**

Generally no, but on the other hand the mix of online and offline marketing is shifting.

This is a good point made by Hans Rubenstein, OMC might be less costly and in return change the face of marketing so to speak but not necessarily the marketing budget.

- **Does Jaguar plan to increase/ sustain / decrease their OMC budget?**

Regarding the future plans for the budget for OMC is will probably increase.

The plans to increase the OMC budget shows us that Jaguar has realized the importance of this marketing tool and that measures will be taken to facilitate the development.

### 5.2.4 Integration

- **How would you portray the synergy between online and offline marketing tools?**
When it comes to the synergy between online and offline communications there is not always a direct connection between the different ad campaigns but mostly the general idea remains the same. Effort is being put on coordinating the print media, banners, newsletters and direct marketing. For instance, a printed ad might suggest going to the website for more information or a certain printed campaign might be complemented by the existence of banner advertising. It is important to keep the web site up to date so that it corresponds with the current ad campaigns. When doing a print advertisement, the effect can be seen in the increased number of visitors to the web site. It is common that a print media campaign is accompanied with banners with the same theme linking the visitors to Jaguars web site. In the print media advertisement, the web site is always included.

If Jaguar were to utilize a more integrated marketing approach then the synergy between the online and offline marketing is of even greater importance. Having this integrated marketing approach would assist Jaguar to make use of the internet more efficiently.

5.2.5 Evaluation

- How is internet marketing effectiveness evaluated in the company?

Every ad campaign is measured and documented with the use of web analytics tools. Web analytics enables the marketers to see if the resources spent have been fruitful and helps for future planning regarding online marketing, perhaps resources need to be directed somewhere else.
It is very important to follow up on the effectiveness of the company’s online marketing to obtain more precise information of what is working and what is not. That Jaguar is doing so is further proof of the importance of the subject and that there are measures taken to ensure that resources are being put in the right place.

- Are there any positive outcomes to OMC?

With web analytics, the activity on the web site and newsletters etc., can be measured which also helps to give an idea of what is going on offline as well and what the customers find interesting. The newsletter is especially good since many people can be reached with the latest news and hopefully without feeling disturbed since they have themselves signed up to receive the newsletters. There is also a search engine on Jaguars retailers’ sites which allows people to search for used jaguar cars.

When jaguar launched its Jaguar XF model it was done mostly online (direct marketing online) and supported with traditional advertising (mostly PR) as well and the outcome has exceeded any expectations. Some of the advertising done for the XF model can be found on www.youtube.com as well. Also when people signed up for the introduction event of the model, they received e-mails with additional information on the event.

Since the marketing landscape has changed due to the emergence of IT, and continues to develop, the consumer demands and priorities are changing. The internet will demand a vastly extensive portfolio of marketing and communication tools from the Jaguar organization, in order to reach their target audience. Considering that marketing probably is one of the areas most affected of this change and the possibilities offered are extended in online marketing communications.
- Which further developments within OMC could be done at Jaguar Cars?

Making sure that the information on the web site is up to date and correct and consistent is very important. As mentioned earlier, there is a risk that the visitor will feel tricked or confused and therefore lose interest if the site is poorly updated. Furthermore it is important to invest more economic resources into OMC and to have employees which are educated frequently to keep up with the rapid development of OMC.

As we view it, there is much room for improvement regarding OMC within Jaguar. We agree that an updated web site is important and making sure that the employees responsible for marketing is properly and frequently educated. Furthermore, we believe that Jaguar must make more use of the different tools available to attract the prospects to the web site. The web site might be great and highly functional but the method of attracting prospects to the site is inadequate due to the lack of funds which hinders the company of utilizing the OMC tools to a greater extent.

5.2.6 The future

- What challenges & future challenges does the company face with internet marketing?

There is a risk when advertising online, that the visitors of a certain page get lost in all the other things going on simultaneously, like for instance if you advertise on a site like Aftonbladet.se. On Aftonbladet there is just too much
information all in one place. It is hard to get the visitors attention due to this and stick out amongst all the other messages.

Another difficulty is to make sure that the web site is constantly kept up to date; the visitors might feel as if they are being tricked or get confused and perhaps lose interest. Further, it is difficult to find a way to get the customers to visit the web site when there is something new and exciting going on without appearing to pushy, it is important not to disturb the customers in a way that they can get annoyed.

We agree with all that it said regarding the future challenges and are pleased to see that Jaguar has acknowledge these challenges, possibly enabling the company to face these challenges more readily.

- *How does the future for OMC within Jaguar Cars look like?*

The investments in OMC are increasing and the methods are becoming more refined as the knowledge of OMC grows. There are hopes to introduce a function like “build your own car” on the website where the visitor can create their own car with the features they want to have and so on. Another thing is the possibility of developing an RSS function for mobiles and podcasts. There is also room for improvement on the website regarding interactivity, to try and put resources on developing this even more for the future.

It is good to see that there are thoughts for improvement. We hope that these thoughts are not just ideas but actual plans ready to be implemented in the near future.
5.3 Jaguar Cars in relation to the theoretical framework

In this section, an analysis of Jaguar Cars in relation to the theoretical framework will be presented. It starts with ‘The factors to support the benefits of online marketing’, and then continues with the ‘4S Web-Marketing Mix’ and concludes with the ‘six online marketing communication channels’.

5.3.1 Factors to support the benefits of online marketing to Jaguar Cars

According to Darby et al (2005), following factors add further support to the view that there are a number of benefits of online marketing for companies, and to put these in relation to Jaguar Cars the following is evident:

1. Global access. The jaguar.se website provides mass global access to information which helps Jaguar Cars to reach a maximum number of customers and prospects and provide them with information about their company and products.

2. Immediate real-time access. The web makes it possible for customers to have immediate access to information 24 hours a day, seven days a week with the click of a mouse. Real time means that the customers themselves decide when to receive and send information. Likewise, Jaguar Cars Sweden can publish the maximum amount of information without incurring any extra expense.

3. Infinite space. Space on the internet is infinite and like the conventional media, www.jaguar.se can publish information on the internet with no limitation to pages and any extra printing and publishing costs.

4. Interactivity. A two-way communication where customers receive and dispatch information is the answer to interactivity. The internet empowers the Jaguar customer/prospect to have more control in transactions and learn more about the company, the product and the brand.
5. **Multimedia.** The web offers the perfect place for Jaguar to communicate with its buyers using a different method such as 3D media that can take the customer into a more imaginative and attractive world.

5.3.2 **The 4S - Web Marketing Mix**

The method was developed as an educational tool in the 1996/1997 but has been proved to be a quite suitable as a process for designing a new web site or evaluating and improving an existing one. The 4S Web- Marketing Mix is applied to the design of the Jaguar web site after an investigation of the company’s web site and the company’s objectives.

1. **Scope:** Strategy and Objectives

   **Market Analysis:** The biggest competitors to Jaguar are Audi, BMW, Volvo, Mercedes, and Lexus. Jaguar has stated that it wants to be in the so called the D/E segment, which is a premium segment. The segment is sometimes seen as a transition point between other segments – both by customers working their way up to even more aspirational cars (for instance from BMW 5 Series to 7 Series), and by manufacturers offering a growing number of adjacent alternatives, such as cross-overs and SUVs. The number of markets within the segment has grown. The blurring of boundaries gives the aspirational Premium D/E segment customer more choices than ever, with new consideration sets both from within the segment and from adjacent segments and alternatives.

   **Potential Customers:** Jaguar in Sweden has limited economical and personnel resources and, therefore, it should be important for them to focus on reaching potential customers in a smart and effective way. Jaguar Cars wants to broaden its customer base and appeal to a new audience. It should be important for Jaguar to recognize that a strong marketing position is rooted in understanding the customer: Who are the potential Jaguar
customers, what are their lifestyles, their values and behavior patterns? Above all, what are their brand loyalties, their automotive needs and aspirations and their reasons for purchase – or rejection?

The customer profile of Jaguar, according to Jaguar is as follows;
- The customer profile is predominantly male, but females are an important secondary target in some markets, including the USA.
- Likely to be late 30s, 40s or early 50s
- Successful, career-minded, affluent, drive for both work and pleasure.
- Many have families, and family motoring is important to them

Moreover, Jaguar has defined the consumer lifestyle to be recognized as customers that are at the stage of building their luxury lifestyle, rather than already being settled into it. The consumer does not live extravagantly or decadently, but they do choose carefully. For example, luxury purchases are driven by striking design, lasting quality, high functionality. Luxury items, especially cars, are important for their emotional and aspirational qualities. The personal image is successful, individual, knowledgeable and tasteful – but subtle, rather than brash, and definitely not ‘trying too hard’. The image of the customer should translate to the layout and design of the Jaguar website.

*Internal Analysis*: The primary business objective according to Jaguar Cars is for the Jaguar brand to delivering the core volume and profitable growth within the segment. The new Jaguar XF is for e.g. the second product in the range to reflect Jaguar’s new design direction, and the first time it has been applied to a Jaguar sports saloon. The new Jaguar XF is build on the work already done to date with the launch of the Jaguar XK and the ‘Gorgeous’ campaign. The new XF should therefore be a statement about Jaguar’s design leadership and the brand’s role in defining automotive culture. This
product could accelerate the brand’s acceptance by luxury customers and will address misconceptions about the brand and its products.

Jaguar Cars explains that it intend to move Jaguar on from being a brand that customers see as desirable in many respects, but not for them, to being a brand that they see as reflecting the person they want to be. It is a car to take Jaguar towards the future – a brand that is forward looking, relevant to them, and reflecting their lifestyles, needs and aspirations.

As mentioned earlier Jaguar Cars Sweden states that it has limited economic and personnel recourses but that a lot of focus is put on their web site in cooperation with their Advertising agency PWM and their media agency MindShare. Jaguar Cars, Sweden is as of today putting about 20-25% of their marketing budget on online marketing communications and the percentage should be increased if they want to reach out to a broader public.

Strategic Role of the Web Activities: The purpose of the jaguar web site is including all the various generic types. The web site aspires to be informational and educational for the customer/prospect to learn about the different car models, review price lists, inform themselves about the company etc. As well as building and retaining relationships with customers/prospects and foremost function as a tool for promoting brand awareness and the company and finally leading to transactions.

2. Site: Web experience

Customer oriented content:

The Jaguar customer will expect the Jaguar site to have an uncomplicated domain name, the content to be clear, up to date, exact, convenient and provide 24 hours accessibility. The factory and the head office is putting a lot of resources to keep the company’s website up to date and exciting. It is important that the web site is enabling the customer to read about the
different models, about the company, download pricelists and brochures, sign up for the newsletter, ask questions, find the retailers and see what new and second-hand cars they have etc. The homepage is originally built centrally and with central templates and then translated, but Jaguar Cars Sweden often complements the site with links to activities relevant for the Swedish market.

For the Jaguar customer/prospects to utilize the site it has to be simplistic to navigate, be functional and have speed, findability, searchability, there should be interactivity with the company and customization. According to Jaguar, having a site saves a lot of time for both the customers and the retailers; it is convenient, especially for the customers since they can receive and choose what to take part of and when to take part of it, available day and night. The customers and retailers can receive most of the information they need directly from the website help and they can also receive help much quicker. It has shown that a lot of the company’s customers also prefer to communicate via the internet.

A well functioning website which fulfills all of the above mentioned areas will motivate the customer/prospect to come back to the Jaguar website.

3. **Synergy: Integration**

When it comes to the synergy between online and offline communications according to Jaguar, there is not always a direct connection between the different ad campaigns but mostly the general idea remains the same. Effort should be put on coordinating the print media, banners, newsletters and direct marketing. The important thing for Jaguar is to keep the website up to date so that it corresponds with the current ad campaigns. When doing a print advertisement, the effect can be seen in the increased number of visitors to the website. It is common that a print media campaign is accompanied with banners with the same theme linking the visitors to
Jaguars web site. In the print media advertisement, the web site is always included.

There is a common thread to the advertising; it seems to be important for Jaguars brand image to keep a common thread through all of its marketing, this is to strengthen the brand. Traditional or print media will probably continue to be facilitated for a long time to come and using the internet is a way to strengthen and assist the offline marketing campaigns and to create an easy way for customers and potential customers to obtain relevant information at their convenience.


The jaguar.com website is operated by Jaguar Cars Limited, and the jaguar.se website is governed by Jaguar. Registered in England; No 1672070, Registered Office: Abbey Road, Whitley, Coventry, CV3 4LF, England.

Jaguar Cars pays the advertising agency a yearly fixed fee which includes all the updating of the company’s website. The homepage is originally built centrally and with central templates and then translated. Jaguar has made every effort to ensure the accuracy of the information contained in their site. Jaguar is constantly seeking ways to improve the specification, design and production of its vehicles and alterations take place continually. Whilst every effort is made to produce up to date products and specifications, their site should not be regarded as an infallible guide to Jaguar products and services, nor does it constitute an offer for the sale of any particular vehicle. Distributors and Dealers are not agents of Jaguar and have absolutely no authority to bind Jaguar by any express or implied undertaking or representation. Jaguar strives to make its websites accessible for all users, including people with disabilities. The more accessible version of the
website features a simpler, more basic, user interface and does not contain flash components. Although Jaguar continues to test and modify the websites for accessibility, there may be links to pages developed by third parties that are not compliant with Jaguar’s standards.

Standard compliance

The website uses Cascading Style Sheets (CSS) for presentation purposes. A modern browser is needed to make the most out of the site, though the site is still usable in older browsers and alternative devices.

Text size

If the customer/prospect finds that the text is too small for him/her to read, they can change it to a size that they are more comfortable with:

Accessing PDF Documents

A useful reference for improving access to electronic information for people with disabilities can be found at the Adobe website.

In conclusion; e-commerce should not be viewed as an application of technology but as an integral part of a strategic approach to running a business via the web. Web marketing definitely has its own set of rules which must be obeyed to be successful in such a business. The 4S-es should be considered a valuable tool for any website owner, in particular for mixed physical/virtual firms like Jaguar. Another difference with traditional marketing (mix) is that in web marketing individual customers/prospects can be reached (one-to-one marketing) such as in the case of popular search marketing. Traditionally marketing is one-to-many. It is in addition, important to understand that the 4Ps – Promotion is still relevant on the web.
5.3.3 The six OMC channels in relation to Jaguar Cars

What we found out through our interview questions was put in relation to the theoretical framework and the results of this are elaborated below.

1. Search marketing

As was revealed during the interviews, Jaguar has used search engine optimization on Google and certain keywords or phrases which can be linked to Jaguar and the different car models. Also, this was more common when launching a new car model and was done temporarily. As far as trusted feeds or pay-per-click, these were not something which was used by Jaguar.

2. Online PR

As we learned during the interviews, for some periods of time, Jaguar has been represented on some portals. Regarding Blogs and RSS we learned that there was a wish to develop an RSS function in the future, nothing specific was said about blogs however. Community C2C posts were not used as a marketing tool by Jaguar. However, when doing some research on the web we found independent sites, that is, sites non affiliated with Jaguar, which work as a forum where people can discuss anything and everything having to do with jaguar cars.

3. Online partnerships

We learned that there have been link building used as a way of online marketing and also online sponsorship. When it comes to online sponsorship, it is evident that, there are not enough economic resources to carry out such activities to the extent that would have been desirable. We learned that, there have been offline sponsorships, for instance in combination with a TV-show called “Stjärnorna på slottet” where the participants arrived in Jaguar cars. Affiliate marketing and co-branding have not been utilized by Jaguar.
4. Interactive ads

We learned that Jaguar has used banners frequently over the years. With the launch of the Jaguar XF, Rich media has also been used. Banners especially are a reoccurring digital media for promoting the company and its cars. For instance, if a print ad was put in a newspaper, a banner was placed on the same page, directing the visitors to Jaguars web site or campaign site.

5. Opt-in- e-mail

Jaguar has used co-branded e-mails when marketing their cars and also e-newsletters. Especially the e-newsletters have been mentioned a few times during the interviews. Cold rented list and third party e-newsletters are not something which is used by Jaguar.

6. Viral marketing

Jaguar uses viral marketing extensively. The company have used pass along e-mails, web prompt and e-mail prompt mails as a way of marketing new models. Videos of the Jaguar XF can be found on www.youtube.com, which also is classified as viral marketing. The video can be spread amongst people in social networks. Incentivized e-mails are however not applicable for Jaguar since it does not fit well with the automotive industry. This is more suitable for other types of industries which can offer the people some sort of reward upon them acting in favor of the company in question.

In conclusion; as one can see in the analysis of the six channels in relation to the theoretical framework, some of what we learned through our theory, some channels are more suitable and some not for a company in the automotive industry. Non-suitable tools can for instance be incentivized e-mails, this is probably more suitable for instance web based companies offering storage space on the net and use as an incentive to its customers
that they will receive more storage space but at a lower price as gratitude if they help with attracting new customers. Some were also not affordable to implement over longer periods of time, like for instance online sponsorship.

What we found was that Jaguar currently uses or have used OMC channels like, search engine optimization, portal representation, link building, online sponsorships, banners, rich media, co-branded e-mails, newsletters, pass along e-mails, e-mail prompt and web prompt mails. However, the main focus is put on the company’s web site, the newsletter and the use of banners. The reason for not using certain tools more frequently or even permanently, for instance Online sponsorship, can be explained by the lack of funds. The tools which had never been used by Jaguar can be explained by the non compatibility of the tool, for instance Incentivized mail, and the company’s products (cars) and image.
6 Findings and Conclusions

This final chapter holds the findings and conclusions of our case study. The research questions are answered as well as, suggestions of implications for managers are given. Our critique of the research is elaborated and finally, this chapter ends with our suggestions for future research.

6.1 Answering the research questions

The answer to the first research question, To what extent does Jaguar Cars use OMC today?, can be found in the analysis (Chapter 5). In the analysis chapter a presentation of the online marketing channels are laid out and from that we can get a clear view of the extent to which Jaguar utilizes OMC. As was obtained from Hans Rubenstein, Jaguar has a yearly fixed budget for marketing and about 20-25% of this budget is spent on OMC.

The majority of the OMC budget goes to keeping the web site updated and on banner advertising and newsletters. Those are the main areas which Jaguar focuses on. Furthermore we learned that search engine optimization was used temporarily when introducing a new car model and that the company has for certain time periods been represented in portals. Other ways of utilizing OMC has been through link building, online sponsorships, rich media, co-branded e-mails, pass along e-mails, e-mail prompt mails and web prompt mails.

In conclusion, from our six OMC channels, at least one of the tools within each of the channels, were used by Jaguar. With an increased OMC budget Jaguar would be able to make more frequent use of the sporadically used tools instead of mainly focusing on banners, newsletter and the updating of
the website. Hans Rubenstein said that the company’s use of OMC is growing. Seemingly Jaguar has realized that a bit more than just 20-25% of the marketing budget should be spent on the development of the OMC channels. One of the tools which were not utilized by Jaguar was incentivized e-mails, which for Jaguar is a less suitable tool since the incentive is usually tied to the product or service the company offers.

To answer the second research question, *To what extent has OMC shown to be effective?*, the answers from the interviews were reviewed and according to Jaguar, web analytics is an effective instrument for the company to measure the activity on the web site and newsletters etc. It also helps to give an idea of what is going on offline as well and what the customers find interesting. The newsletter has been especially good since many people can be reached with the latest news and hopefully without feeling disturbed since they have themselves signed up to receive the newsletters. The Jaguar search engine on Jaguars retailers’ sites which allows people to search for used jaguar cars have also shown to be popular among the customers/prospects.

Another example of when OMC has shown to be effective was when Jaguar launched its Jaguar XF model which was done mostly online (direct marketing online) and supported with traditional advertising (mostly PR) and the outcome exceeded their expectations. In addition, the process of following up and measure the amount of “clicks” and downloads on the Jaguar homepage is simplified. Another benefit is that the OMC often result in cost effectiveness and more environmentally friendly. To explain how it can be cost effective, certain tools like the e-newsletter is less costly than sending out printed newsletters which require paying for postage. The same can be said here about the environmentally friendly issue, since the
newsletters are being sent online, no paper is need which is not possible when using traditional print media.

When looking at the analysis regarding the factors to support the benefits of OMC, the effectivity of OMC is evident. Foremost, the jaguar.se website provides mass global access to information which helps Jaguar Cars to reach a maximum number of customers. Secondly the web enables immediate real-time access for customers to have immediate access to information 24 hours a day. Furthermore, on the internet the company has access to infinite space with no limitation to pages and any extra printing and publishing costs. Interactivity offers a two-way communication where customers receive and dispatch information. With the use of multimedia to communicate with buyers they can use a different method, such as 3D media to make the marketing experience more exciting and luring for the customer.

To answer the third research question, What can be done to improve OMC by Jaguar Cars?, we review the answers given during the interviews and put them in relation to the theoretical framework. For a company like Jaguar Cars, it is important to recognize the significance of making sure that the information on their web site is up to date, correct and consistent. As mentioned earlier, there is always a risk that the visitor will feel tricked or confused and therefore lose interest if the site is poorly updated. Furthermore it is important to invest more economic resources into OMC and to have employees which are educated frequently to keep up with the rapid evolvement occurring within OMC. As Hans Rubenstein said during the interview, he is self taught in the subject of OMC and has not had any professional training. Perhaps it would be beneficial for the company to invest in some sort of education in OMC for the employees working with advertising.
Further, Jaguar should deploy a more involved IMC approach in order to utilize the internet most effectively. This integrated marketing approach should integrate and co-ordinate the company’s many communication channels to deliver a clear, consistent message about the Jaguar organization and its cars. The synergy is the principal benefit of bringing together the various facets of marketing communications in a mutually supportive way. Right now Jaguar is acknowledging that there is not always a direct connection between the different ad campaigns but mostly the general idea remains the same. Nevertheless effort is being put on coordinating the print media, banners, newsletters and direct marketing.

In other words, IMC provides an opportunity for the Jaguar organization to enhance the relationship of their brand with customers and other stakeholders. Despite the possible importance of implementing such an IMC procedure to the company, the organizational structure of Jaguar might restrict its effective implementation. The most significant organization obstacles to consider for implementing the IMC concept to Jaguar could be a lack of horizontal communication within the organization, functional specialization; lack of IMC planning and expertise; lack of budget - Jaguar has limited economic and personnel resources, corporate culture and the organizations eventual fear of change. These barriers must first be assessed and properly understood in order to facilitate IMC implementation within Jaguar.

To answer the fourth research question, *What are the alternatives to OMC for Jaguar Cars, Sweden?*, we review the answers from the interview with Hans and Philip. According to them, the alternative for OMC would be to continue with the traditional ways of marketing. That is printed advertising, newspaper ads, media (TV) and event marketing. When connecting this to theory one understands that is not really an alternative anymore. Solely using traditional marketing is not an alternative for a business like the
Jaguar concern, since they are doing business at a too large scale not to follow the progress of online marketing. Traditional marketing is more “pushing” the message on to the customers and is targeting a more one-to-many approach. By making Jaguar utilizing the internet as a marketing tool the company will use more of a pull approach where the customers themselves instead can seek to be exposed to the Jaguar’s marketing. Also, this marketing channel facilitates a two way communication between the company and its customers. It will also be easier for Jaguar to tailor advertising more individually, characterized by the use of one-to-one or many-to-many communications, the latter involving communication between customers.

By allowing the Jaguar customers to be in the driver seat and having the power to choose if and what commercial content they want to expose themselves to. Making it easy for the customer to compare. The jaguar customers are not the only ones benefiting from this new way of marketing – Jaguar will benefit as well. The marketers at Jaguar are able to conduct relationship marketing with millions of customers at the same time at a lower cost for the company than is possible via the use of traditional media.

It is apparent that it is important and probably the best for the Jaguar Company, operating in such a competitive environment as the automotive industry, to complement its traditional marketing with OMC in order to effectively reach their target market and be competitive. Although, the traditional way of marketing almost certainly will never become unimportant or ineffective.

Finally, to answer the last research question, How well do the six OMC channels correspond to the reality of Jaguar Cars?, we went back to the theoretical framework, more specifically the six OMC channels and put them in relation to the real life situation of Jaguar.
As was elaborated when answering research question one, Jaguar utilizes or have utilized at least one of the tools within the six OMC channels. As was also established, the tools not utilized by Jaguar can be explained by the lack of funding or lack of relevance. As we explained previously, the incentivized tool of marketing is more suitable for other industries. When it comes to online sponsorship as a marketing tool, Jaguar has used it but the funding is not sufficient to make it a more permanent or frequent marketing tool.

Overall, the six OMC channels corresponded partly to the reality of the Jaguars OMC utilization. Reality showed that one or more of the tools within each OMC channel are or have been utilized by Jaguar. We also learned that the company had desires to invest in developing RSS for mobile units and podcasts which was one of the tools which the company had not previously used.

If the case study would have been performed on another automotive company at this time, we believe that the results might have been rather different. The case study cannot be generalized to another company within the automotive industry, since companies differ in budget, strategy and brand image.

It did not come as a surprise that Jaguar had at one time or another used certain tools, the surprise was rather that so little of the budget went to OMC. This only allowed the company to focus on some tools more than others and some tools were only in connection to special occasions.

6.2 Implications for managers

The case study gives evidence for what could be important for a manager to consider within OMC. Our recommendations for managers are as follows;
Place even more energy on ensuring that the information on the website is correct, current, consistent and more selling. Furthermore it is important to invest more economic resources into OMC and to have employees which are educated frequently to keep up with the rapid evolvement occurring within OMC. The focus for Jaguar should be on creating the perfect synergy between online vs. offline marketing, which in regards to the interviews would be to preferably further increase their online marketing activities in order to productively compete with similar brands within the same automotive market.

Other suggestions for Jaguar are to increase the paid search engine optimization- speaking from our own experience, when wanting to learn more about a company or product, Google is usually the first stopping point. We strongly believe that more regular search engine optimization will be highly effective in bring more prospects to the web site. Further suggestions are to create a forum - Jaguar does today not have a forum. After researching the web we found various forums not affiliated with Jaguar where Jaguar customers/prospects can communicate and discuss everything having to do with Jaguar, to increase awareness. We think that creating a forum linked to the Swedish web site would be beneficial to both customers and the Jaguar Company.

The development of an RSS function – as was revealed during the interview, there were thoughts of developing an RSS function. Considering the technology development this could be a good idea and should be looked into in the very near future. Also utilize multimedia to communicate, such as 3D media to make the marketing experience more exciting and luring for the customer. Introducing a “Build your own car” function on the Swedish web site – the British Jaguar web site already has this function on its site and Jaguar in Sweden have expressed that they would like to replicate this on the
Swedish web. We have seen functions like this facilitated by other companies like IKEA which have a “Build your own kitchen” function and believe that it is a great complement to the Jaguar web site. Finally, having frequent Portal representation – Jaguar has been represented in portals temporarily and we believe that making this a more permanent element in their OMC plan. It is a simple and effective way of being seen.

Jaguar should deploy a more involved IMC approach in order to utilize the internet most effectively. The marketing communication decisions should focus on the marketing communications channels that offer the highest benefit for all the stakeholders. This is evident for Jaguar when the outcome of the web analytics is evaluated. This is to reduce Jaguar’s budget allocated to mass advertising campaigns and to concentrate on segmented or personalized communication with final costumers. The strategic coordination of all the marketing and communication tools can lead to a consistent brand message directed towards the targeted audiences, using effective media planning. This only works if the marketing is centrally produced which it is in the Jaguar case.

For detailed suggestions of improvements to the Jaguar Cars web site, see appendix 5.

6.3 Criticism of the research

Within our case study there are some parts that could be put under criticism. In the case study a deeper investigation of the Jaguar marketing activities could have been done and studied over a longer period of time. Regarding the theoretical framework, it can be speculated whether there is other OMC theory which could have been better suited for the thesis. When it comes to the scientific articles used, perhaps some of the articles could have been replaced with more recent articles in the subject.
6.4 Future Research

Since the timeframe for the master thesis was rather limited, it restricted the options of deciding on the topics for the thesis. The final choice was to focus on OMC in connection to one company, Jaguar Cars Sweden. As was stated in the thesis, a replication of this study on another automotive company would probably result in a dissimilar result. A cross study between two automotive companies would be interesting, in order to see the differences in marketing activities between the companies, as well as a survey among the Jaguar customers and their use of the internet.


References


Appendix

Appendix 1 - Interview questions & answers for Hans Rubenstein

1. How would you say that the marketing approach has changed during the last five years?

“There are now fast changes happening regarding how to communicate with customers and prospects. More of the companies’ budgets are invested in electronic mediums. I read somewhere that more money is invested in digital/electronic marketing than on TV advertising and that the electronic mediums are as important as printed advertisements in newspapers for instance”.

2. How involved are you as the Marketing & PR manager in Online Marketing Communications?

“I am more or less autodidact when it comes to OMC. I have been on board since the first homepages were established and the first banners were bought on web sites like Dagens Industri. The first homepage I was involved in
creating was in 1995 when I worked at Scania and then at Jaguar from 2001”.

3. Is OMC used frequently in Jaguar Cars today?

“If OMC means all type of communications via electronic mediums with customers and prospects, we use it frequently and it is increasing. But all the time as a complement or in symbiosis with other more traditional marketing as printed advertisements, for instance ads in newspapers, or direct marketing and telemarketing”.

4. Is the internet used for selling/advertising/ building brand image/ public relations / providing information/ market research?

“We and the factory/head office invest quite big resources to keep our homepage updated, current and exciting. Today, you can go on to www.jaguar.se and read about our different car models, about the company, download price lists, electronic brochures on each model, sign up to receive newsletters, ask questions, read about the company’s history, find retailers and see which new and second-hand cars there are and so on. The homepage is centrally constructed with central templates and then translated. We often complement with links to own activities and so on. So we use the internet both for image building and pure marketing/selling”.

5. What are the benefits of online marketing for an automotive company like Jaguar Cars?

“The benefits are obvious. It is a quick medium; you must work with it today if you want to stay on the market. It is easy to follow up, you can to measure the number of clicks, download and so on. Today's customers are often incredibly well read upon and have informed themselves well through
the web, that is they go on to our website, download brochures and read through the price list and of course what media reports about the testing of the car. Then the customer makes the decision of whether to go to the retailers to test drive the car. Perhaps, they even send offer inquiries to several of our retailers and compare and so on. So the benefits are great for both us and the customers”.

6. Do you recognize any disadvantages with online marketing?

“As a disadvantage, one can of course say that everything on the market is so very transparent. The customers’ gets the upper hand and can know exactly what the competitor offers and can compare. Their patience is short. If an electronic function does not work fast enough, for instance when downloading a brochure, the prospect gets tired and moves on”.

7. What percentage of your marketing budget is spent on online marketing?

“My estimation is that we today put approximately 20-25% on some type of online marketing and it is growing. Land Rover invests 30-35% of their marketing budget into online marketing and considering that Land Rover has a marketing budget which is about three times as big in comparison to Jaguars, this is a lot of money”.

8. Does internet marketing help to reduce the overall marketing cost?

“Generally no. On the other hand the online and offline mix changes”.

9. How would you portray the synergy between online and offline marketing tools?
“They are not always synergized but sometimes we do a print campaign and at the same time a banner advertisement with the same theme. With clicks and links to a server where the prospect can download more information. All of the print ads always contain our homepage address. In addition, we often coordinate our print ads, banners, newsletters and DM”.

10. How is internet marketing effectiveness evaluated in the company?

“Difficult to answer. Have no direct figures today. But each campaign is measured and is followed up”.

11. What challenges and future challenges does Jaguar face with internet marketing?

“The big challenge with internet marketing is quickly increased costs, the “buzz” increases and how much information do people manage to cope with and keep pace with the rapid development etc”.

12. What is the provision of an enhanced customer service online?

“We can reply customer quicker and the customer receives our reply fast and can be helped or offered what he is searching for”.

13. Are there any positive outcomes to OMC?

“If one takes the introduction of Jaguars new middle class model, then we can establish a strongly increased visit frequency on our homepages, visit youtube and to look what there is about the Jaguar XF. Therefore the different electronic channels in symbiosis with traditional marketing above all PR has helped doing XF to one success for Jaguar as widely exceeds the
expectations. More or less, the car is introduced almost only through electronic mediums and DM which also to a large extent build on OMC”.

14. Which further developments within OMC could be done at Jaguar Cars?

“Of course, resources, both personal and economic are of big importance in order to develop the tools”.

15. If excluding OMC as a marketing tool which other options are available to Jaguar?

“The alternatives are they traditional”.

16. Does Jaguar plan to increase/ sustain / decrease their OMC budget?

“Probably increase”.

17. How does the future for OMC within Jaguar Cars look like?

“Good – positive, investments around this grows and the methods to be refined”.

18. If you take a look at these six OMC channels below and all the different tools within them, can you tell us which Ones Jaguar cars use or tend to use?

1. Search Marketing
   - Search engine optimization
   - Pay Per Click
   - Trusted feed

4. Interactive ads
   - Display ads/Banners
   - Rich media
   - Sponsorship
2. Online PR
- Portal representation
- Blogs & RSS
- Community C2C posts
- House list e-mails

3. Online partnerships
- Link building
- Affiliate marketing
- Sponsorship
- Co-branding

5. Opt-in e-mail
- Cold (Rented list)
- Co-branded e-mail
- 3rd party e-newsletters

6. Interactive ads
- Pass along emails
- E-mail prompt
- Web prompt
- Incentivised

“Search marketing: Jaguar has for instance worked with search engine optimization on Google and certain keywords that can be associated with Jaguar and our car models. Regarding the remaining alternatives, we have not used any of them.

Online PR: We have for periods of time been represented on certain portals. We have not used blogs and forums but we have discussed the possibly of developing RSS.

Online partnerships: Online partnerships have been used, however not in to the extent that we would have desire, the resources unfortunately are not sufficient. Link building has also been used. The other alternatives have not been used.

Interactive ads: Especially banners have been used diligently and in connection with printed ads. Rich-media has been used when introducing Jaguar XF.
Opt in e-mails: We use newsletters diligently and have also used co-branded e-mails.

Viral marketing: We have used all of the alternatives apart from incentivized e-mails. If you go to youtube can one find several videos of for instance Jaguar XF.”

**Appendix 2 - Intervju frågor & svar för Hans Rubenstein**

1. **Hur skulle du säga att marknadsföring har förändrats de senaste fem åren?**

"Det sker nu snabba förändringar hur man kommunicerar med kunder och prospects. Allt mer av företagens budgetar läggs på elektroniska media. Jag läste någonstans att mer pengar lägg på digital/elektronisk marknadsföring än på TV reklam och att elektronisk media är lika stort som trycket reklam i papperstidningar t ex. Exakt info kan ni säkert få via reklamförbundet eller dagens media etc”.

2. **Hur insatt är du som Marketing & PR Manager i online marketing communications?**

"Jag är i stort sett självlård (autodidakt) när det gäller OMC. Jag har varit med sedan de första hemsidorna etablerades och de första banners köptes på webbar som Dagens Industri, Aftonbladet, DN, SvD osv.. Den första hemsidan jag var med om att diskutera fram var 1995 när jag jobbade hos Scania och sedan blev det Jaguar från 2001”.

92
3. Används OMC ofta av Jaguar Cars idag?

"Om man med OMC menar all typ av kommunikation via elektroniska media med kunder och prospects så använder vi det flitigt och i växande utsträckning. Men hela tiden som ett komplement eller i symbios med annan mer traditionell marknadsföring som tryckt reklam, dvs tidningsannonser eller direkt marknadsföring och telemarketing”.

4. Vilka områden använder Ni internet främst för: sälja/ reklam/ byggade av brand image/ PR/ distribera information/marknads undersökning?

"Vi och fabriken/huvudkontoret lägger ganska stora resurser på att hålla vår hemsida uppdaterad, aktuell och spännande. Idag kan man på www.jaguar.se gå in och läsa om våra olika bilmodeller, om företaget, ladda ner prislistor, elektroniska broschyrer på varje modell, anmäla sig till vårt nyhetsbrev, ställa frågor, läsa om företagets historia, hitta till våra återförsäljare och se vilka nya och begagnade bilar de har etc etc. Gå gärna in själva och botanisera och se hur det fungerar. Hemsida är i grunden uppbyggd centralt med centrala template och sedan översatt. Men vi kompletterar ofta med länkar till egna aktiviteter etc.Vi använder alltså internet både för imagebyggande och ren marknadsföring/sälj”.

5. Vilka är fördelarna för Jaguar med online marketing?

"Fördelarna är uppenbara. Det är ett snabbt medium, du MÅSTE jobba med detta idag om du skall vara kvar på markanden. Det är lätt att följa upp, du kan mäta antalet klick, nedläggningar etc Dagens bilkund är ofta oerhört påläst och informerar sig väl via webben, dvs går in på vår hemsida, laddar ner broschyr och lusläser prislistan och naturligtvis vad medias tester av bilen i fråga skriver. Sedan tar han/hon beslut om hon/han går vidare till
återförsäljaren för provkörning. Kanske skickar offerförfrågan till flera av våra åf och jämför etc. Alltså stora fördelar för både oss kunden”.

6. Ser du några nackdelar med online marketing?

”Som nackdel kan man ju se att allt på markanden är så vansinngt transparent. Kunden kan få ett övertag och vet exakt vad konkurrenten erbjuder och kan jämföra. Tålmodet är kort. Om inte ett elektorniskt redskap fungerar snabbt, t ex nerladdning av en broschyr så tröttnar propspect och drar vidare”.

7. Hur mycket procentuellt sett, spenderar ni på online maketing?

”Min uppskattning är att vi idag lägger ca 20-25% på någon typ av online marknadsföring och det är i växande. Land Rover investerar 30-35% av sin marknadsförings budget i online marknadsföring och med tanke på att Land Rover har en budget som är tre gånger så stor i jämförelse med Jaguars så är detta en hel del pengar”.

8. Minskar internet marketing Era totala marknadsföringskostnader?

”Generellt sett nej. Däremot ändrar sig mixen on- och off-line marknadsföring”.

9. Hur ser sambandet mellan Er online och offline marknadsföring ut?

”Det finns inte alltid ett samband men ibland kör vi t ex en printmedia kampanj och samtidigt en banner annonsering med samma tema. Med klick och länkar till en server där prospect kan ladda ner mer info. I alla print annonser alltid hemsidans adress. Vi koordinerar också ofta print, banner, nyhetsbrev och DM”.
10. Hur är effektiviteten av internet marketing utvärderat hos Jaguar Cars?

"Svårt att svara på. Har inga direkt siffror idag. Men varje kampanj mäts och följs upp".

11. Vilka, skulle Du säga, är de största utmaningarna med användandet av internet marketing idag och för framtiden?

"De stora utmaningarna är i internet marketing, snabbt ökande kostnader, bruset ökar, hur mycket information orkar folk hantera, hänga med i den snabba tekniska utveckligen etc".

12. Vad får Ni ut av en förbättrat kund service online?

"Vi kan svara kunden snabbare och kunden vår svar snabbt och kan hjälpas eller erbjudas det han söker".

13. Kan du identifiera några positiva resultat till följd av användandet av OMC?

"Om man tar introduktionen av Jaguars nya mellanklass bil så kan vi konstatera en kraftigt ökad besöksfrekvens på vår hemsidor, gå in på youtube och titta vad som finns om Jaguar XF. Alltså de olika elektroniska kanalerna i symbios med traditionell marknadsföring framför allt PR har hjälpt till att göra XF till en succe för Jaguar som vida överträffar förväntningarna. I stort sett är bilen introducerad nästan enbart genom elektorniska media och DM som också till stor del bygger på OMC".

14. Vilka ytterligare utvecklings möjligheter finns det inom OMC, enligt dig?
"Givetvis spelar resurser både personella och ekonomiska stor betydelse för att utveckla verktygen”.

15. Om man utesluter OMC som ett marknadsförings verktyg, vilka andra marknadsförings alternativ är tillgängliga för Jaguar Cars?

"Alternativen är de traditionella”.

16. Planerar Ni på Jaguar att öka/ behålla/ minska Er OMC budget?

"Troligtvis öka”.

17. Hur ser framtiden för OMC för Jaguar ut?

"Bra – positivt, investeringar runt detta växer och metoderna förfinas”.

18. Om du tar en titt på dessa sex OMC kanaler nedan och alla olika verktygen som hör därtill, kan du tala om för oss vilka utav dem Jaguar använder eller brukar använda?

1. Search Marketing
   - Search engine optimization
   - Pay Per Click
   - Trusted feed

2. Online PR
   - Portal representation
   - Blogs & RSS
   - Community C2C posts
   - House list e-mails

3. Interactive ads
   - Display ads/Banners
   - Rich media
   - Sponsorship

4. Interactive ads
   - Search Marketing
   - Display ads/Banners
   - Rich media
   - Sponsorship

5. Opt-in e-mail
   - Portal representation
   - Blogs & RSS
   - Community C2C posts
   - House list e-mails
   - Cold (Rented list)
   - Co-branded e-mail
   - 3rd party e-newsletters
3. **Online partnerships**

- Link building
- Affiliate marketing
- Sponsorship
- Co-branding

6. **Interactive ads**

- Pass along emails
- E-mail prompt
- Web prompt
- Incentivised

“Search marketing: Jaguar har bl. a jobbat med sökoptimering på Google vissa nyckelord som kan förknippas med Jaguar och våra modeller. Vag gäller dem övriga alternativen har vi inte brukat någon utav dem.

Online PR: Vi har tidvis varit representerade på vissa portaler. Bloggar och forum har vi inte använt men vi har diskuterat att möjligen utveckal RSS.

Online partnerships: Online partnerships har vi använt oss av, dock inte i större utsträckning då resurserna helt enkelt inte räcker till tyvärr. Link building har vi också brukat. Övriga alternativ har vi ej brukat.

Interactive ads: Speciellt banner shar vi använt oss av flitigt och i samband med tryckt media också. Rich media har vi änvänt vid lanseringan av Jaguar XF.

Opt in e-mail: Vi använder oss av nyhetsbrev flitigt och har även använt oss av co-branded mails.

Viral marketing: vi har använt oss av samtliga alternativ förutom incentivised mails. Går man in på youtube kan man hitta flertalet vidéos bla på Jaguar XF.”
Appendix 3 - Interview questions & answers for Caroline Pihl, Patrik Wennerlund and Philip Winberg

Caroline Pihl

1. **How would you say that the marketing approach has changed during the last five years?**

“Marketing as a whole has become more demanding, one must have new angles and grips in not to get lost in the buzz. Regarding OMC, there have been major changes over the last years. Online marketing is a natural part in the marketing mix, as opposed to earlier when it was more only incorporated if there was some money left over. The presence in the search engines has become of greater importance and for some industries a must even. More creative solutions and “non traditional” solutions like viral campaigns, blogs, Webb-tv, mobile advertisement and so on. I believe that
today, it is important to give the customers a sense of value directly in the ads. The Internet visitors are more picky today than before, and also the older target group uses the Internet to a higher extent”.

2. Is OMC used frequently in Jaguar Cars today?

“Basically, non at all”.

3. Is the internet used for selling/advertising/ building brand image/ public relations / providing information/ market research by Jaguar Cars?

4. What are the benefits of online marketing for an automotive company like Jaguar Cars?

“Come in direct contact with the visitor, to come to an earlier closure, for instance when it comes to booking a time to test drive a car. Do dispatches digitally which is more cost-effective and environmentally friendly. Furthermore, one can have all information on the homepage including forms and so on. A big advantage is also that one can measure more or less all online marketing. Ad exposure, click and conversion on the homepage. There are also observation measurements for online as well”.

5. Do you recognize any disadvantages with online marketing?

“Big “noises”, for example Aftonbladet.se has many ads which make it difficult to reach through. Niched sites versus reach are important”.

6. How would you portray the synergy between online and offline marketing tools in the company?

“Generally, it is important that the advertising campaigns as a whole follows the same theme. That the outdoors advertising, TV, ads Print ads
and the Internet ads follow the same theme. Furthermore, we see the clear effects in the search engines in connection when advertising in other mediums”.

7. What challenges and future challenges does the company face with internet marketing?

“To have a relevant campaign site, not to disturb the visitor”.

8. What is the provision of an enhanced customer service online?

“To be able to help the customers with 24 hour service. We see that the younger target group neither want to phone or mail a customer service, they want to chat”.

9. Are there any positive outcomes to OMC?

10. Which further developments within OMC could be done at Jaguar Cars?

11. If excluding OMC as a marketing tool which other options are available to Jaguar?

12. What does the future for OMC at Jaguar Cars look like?
1. How would you say that the marketing approach has changed during the last five years?

“The biggest change I have experienced is the HUB. It is an online central for common “assets” pictures, video, printed material, ads and so on. This system gives us as an advertising agency access to all material that has been produced from the UK. We can now very easily keep up with central international campaigns. Like now for instance, the 60 year anniversary for Land Rover. Above all, it gives us a just opportunity to prepare embargo news. Due to the internet, news and pictures can be published in the US and be disseminated on to Sweden in a few seconds. As a webmaster my objective is that news will not be in the press without it being backed up fully on the web site. We must therefore be first or as quick as the media with the best information. An example of this is when we released pictures of Jaguar XF. August 28, which was the embargo date, every one of our
subscribers got a newsletter at 08.00 o’clock with official pictures and information. More briefly, it has become easier to develop and prepare campaigns when there is such good and fast accessibility to assets. We feel more swift-footed and at the same time achieve better results”.

2. Is OMC used frequently in Jaguar Cars today?

“As of present, we have a permanent annual fee that includes all updating of the homepage. In addition to this, we have an electronic newsletter. Banner campaigns and search word campaigns are used temporarily with introductions and so on”.

3. Is the internet used for selling/advertising/building brand image/public relations/providing information/market research by Jaguar Cars?

“All of the mentioned”.

4. What are the benefits of online marketing for an automotive company like Jaguar Cars?

“The web space is relatively cheap to provide information on. We can quickly get out news. We can show more information, pictures and give functions that printed materials can ever do”.

5. Do you recognize any disadvantages with online marketing?

“As with the answer to question 1, the internet is so fast that you must always be “on your toes” and to publish your news/information, as soon as it appears or becomes official. It is perhaps not a disadvantage but more a difficulty. Yet another difficulty is to keep everything updated. If there are some changes with a car, you must know which consequences this will have
for the web site. The disadvantage with this is that if the web site is not kept up to date it will create bad will”.

6. How would you portray the synergy between online and offline marketing tools in the company?

“Both online and print marketing is carried out by PWM so the total is synchronized. As I mentioned earlier we always try to have the homepage as a reference to the latest and most of the information, for instance “read more on jaguar.se”.

7. What challenges and future challenges does the company face with internet marketing?

“The difficulty is to make sure the content get is always up to date, correct and consistent. The web site is rather extensive and the changes are many and frequent”.

8. What is the provision of an enhanced customer service online?

“Above all, the time saving when customers and also retailers can find the information they seek directly on the web site instead of telephoning or e-mailing. We also believe that it makes it easier for retailers when customers come in and have already read a little about the cars and know what is of interest to them”.

9. Are there any positive outcomes to OMC?

“We can with precision measure the activity on the sites and newsletters. This also mirrors what is going on outside of the web and what is interesting for our customers/prospects. Via our newsletter, we can reach several people interested in Jaguar with news and offers. We also have a search engine for second-hand cars on our retailers’ sites which would have been impossible to administer without the web. With the introduction of Jaguar
XF we sent out electronic letters in order to confirm participations and attach traffic directions and a map”.

10. Which further developments within OMC could be done at Jaguar Cars?

“Put more energy on ensuring that the information is correct, current, consistent and more selling”.

11. If excluding OMC as a marketing tool which other options are available to Jaguar?

“Print & Event marketing will always complement online marketing”.

12. What does the future for OMC at Jaguar Cars look like?

“As webmaster I hope that we can for instance introduce a 'build your own car’ function like there is on the British site, furthermore that we look at some new techniques like RSS for mobile units and podcasts. Above all, to give the visitors a more exciting experience and a more interactive experience on the site”.
Appendix 4 - Intervju frågor & svar för Caroline Phil, Patrik Wennerlund och Philip Winberg

Caroline Phil

1. Hur skulle du säga att marknadsföring har förändrats de senaste fem åren?

"Marknadsföring som helhelt har blivit mer krävande, man måste ha nya vinklar och grepp i bruset. Vad gäller OMC har det skett stora förändringar senaste åren! Online marknadsföring är en naturlig del i mediamixen, mot tidigare då det mer blev en 'internetpeng' över. Närvaron i sökmotorerna är av större vikt och i vissa brancher ett måste. Mer kreativa lösningar och 'icke traditionella' lösningar som virala kampanjer, bloggar, webbTv, mobilannonsering etc. Vi tror att idag är det viktigt att ge kunden ett värde direkt i annonsen. Internetbesökaren är mycket mer kräsen idag än tidigare, samt att äldre målgruppen använder Internet i hög utsträckning".

2. Används OMC ofta av Jaguar Cars idag?

"I stor sett inte alls".

3. Vilka områden använder Ni internet främst för: sälja/ reklam/ byggade av brand image/ PR/ distribera information/marknads undersökning?

------

4. Vilka är fördelarna för företaget med online marketing?

"Komma i direktkontakt med besökaren, komma till ett tidigare avslut, ex i form av boka provkörningar. Göra utskick digitalt, dvs mer kostnadseffektivt och miljövänligt. Vidare kan man ha all information på
hemsidan, även blanketter etc. En stor fördel är även att man kan mäta i stort sett all Onlinemarknadsföring. Annonsexponering, klick samt konvertering på hemsidan. Det finns även observationsmätningar för Online också”.

5. Ser du några nackdelar med online marketing?

"Stort brus, exempelvis Aftonbladet.se har många annonser vilket gör att det är svårt att nå igenom. Nischade siter vs räckvidd är viktigt”.

6. Hur ser sambandet mellan Er online och offline marknadsföring ut?

"Generellt sätt är det viktigt att helheten genomsyrar hela kampanjen. Att utomhusannonserna, Tv, Print samt Internet följer samma tråd. Vidare ser vi tydlig effekt i sökmotorerna i samband med annonsering i övriga medier”.

7. Vilka, skulle Du säga, är de största utmaningarna med användandet av internet marketing idag och för framtiden?

"Att ha en relevant kampanjsida, inte störa besökaren”.

8. Vad får Ni ut av en förbättrad kund service online?

"Att kunna hjälpa kunden 24 timmar om dygnet. Vi ser att den yngre målgruppen varken vill ringa eller maila en kundtjänst, de vill chatta”.

9. Kan du identifiera några positiva resultat till föjld av användandet av OMC?

-----

106
10. Vilka ytterligare utvecklingsmöjligheter inom OMC, enligt dig?

------

11. Om man utesluter OMC som ett marknadsförings verktyg, vilka andra marknadsförings alternativ är tillgängliga för Jaguar Cars?

------

12. Hur ser framtiden för OMC för Jaguar ut?

------
Patrik Wennerlund & Philip Winberg

1. Hur skulle du säga att marknadsföring har förändrats de senaste fem åren?

"Den största förändringen jag har upplevt är the HUB. En online central för gemensamma 'assets' bilder, video, printmaterial, annonser mm. Detta system ger oss som reklambyrå tillgång till allt material som producerats från England. Vi kan nu väldigt lätt att hålla jämna steg med centrala internationella kampanjer. Som nu tex 60års jubileet för Land Rover. Framförallt så ger det oss en juster bars att förbereda embargo nyheter. I med internet så kan en nyhet eller bild publiceras i USA och spridas vidare till Sverige över sekunder. Som webmaster är mitt mål att en nyhet inte skall stå i press utan att det finns mer och ett grundligare material på vår sida. Vi skall alltså vara först (eller lika snabba som media) med den bästa informationen. Ett exempel är tex när vi släppt bilder på Jaguar XF. Den 28 augusti, som var embargo datum, fick alla våra prenumeranter på nyhetsbrevet ett mail 08.00 med officiella bilder och information. Samtidigt fanns det som nyhet på vår hemsida och med en microsite. För att ge ett kort svar på frågan så är det mycket enklare att ta fram och förbereda kampanjer mm när det finns en bra snabb tillgång till assets. Vi känns mer snabbfotade samtidigt som vi bättre slutresultat".

2. Används OMC ofta av Jaguar Cars idag?

"I dagsläget har vi en fast årsavgift som innefattar all uppdatering på hemsidan. Utöver detta så har vi ett elektroniskt nyhetsbrev. Bannerkampanjer och sökordskampanjer tillfälliga vid introduktioner mm".
3. Vilka områden använder Ni internet främst för: sälja/ reklam/ byggade av brand image/ PR/ distrubera information?

"Alla nämnda"

4. Vilka är fördelarna för företaget med online marketing?

"Utrymmet på webben är relativt billig att tillhandahålla information. Vi kan snabbt få ut nyheter. Vi kan visa mer information, bilder och ge funktioner än vad tryckt material någonsin kan göra”.

5. Ser du några nackdelar med online marketing?

"Enligt svar på din första fråga så i med att internet är så snabbt, så måste du alltid vara på 'tårna' och publicera dina nyheter/information, så fort den finns eller så fort den blir officiell. Det är väl kanske inte en nackdel men en svårighet. Ytterligare en svårighet är att hålla allt uppdaterat. Sker det en ändring på en bil så måste du se till vilka konsekvenser detta får över hela sidan. Nackdelen blir här då att om man inte håller sig uppdaterad överallt skapar detta bad will”.

6. Hur ser sambandet mellan Er online och offline marknadsföring ut?

"Både online och print marketing sköts av PWM så det totala är väl synkroniserat. Som jag tidigare skrivit så försöker vi alltid ha hemsidan som referens med den senaste och mesta informationen. tex läs mer på jaguar.se”.

7. Vilka, skulle Du säga, är de största utmaningarna med användandet av internet marketing idag och för framtiden?
"Svårigheten är få det innehållsmässiga att alltid vara aktuellt, korrekt och konsekvent. Siten är ganska stor och förändringarna är många och frekventa”.

8. Vad får Ni ut av en förbättrad kund service online?

"Framförallt en tidsbesparing då kunder och även återförsäljare kan hitta informationen de söker på hemsidan istället för att ringa eller maila. Vi tror även att det underlättar för återförsäljare när kunder kommer in och har läst på lite innan om produkter och bildat sig en uppfattning om vad som är intressant för dem”.

9. Kan du identifiera några positiva resultat till följd av användandet av OMC?

"Vi kan med precision mäta aktiviteten på sidorna och nyhetsbreven. Detta speglar även av sig på vad som gäller även utanför webben och vad som är intressant för våra kunder/prospekt. Via vårt nyhetsbrev kan vi nå flera intresserade av Jaguar med nyheter och erbjudanden. Vi har en sökmotor för begagnade bilar hos våra återförsäljare som hade varit omöjlig att administrera utan webben. Vid introduktionen av Jaguar XF så använde vi elektroniska utskick för att bekräfta deltagande och skickademed en vägbeskrivning och karta”.

10. Vilka ytterligare utvecklingsmöjligheter inom OMC, enligt dig?

"Lägga mer energi på att se till att informationen är korrekt, aktuell, konsekvent och mer såljan”.

11. Om man utesluter OMC som ett marknadsförings verktyg, vilka andra marknadsförings alternativ är tillgängliga för Jaguar Cars?
"Print & Event marketing kommer alltid komplettera online marketing".

12. Hur ser framtiden för OMC för Jaguar ut?

"Som webmaster hoppas jag på att vi kan tex införa en bra 'bygg din bil' funktion".
Appendix 5 – The Jaguar.se web site: Critique and suggestions for improvement.

Critique and Suggestions for improvement: The image above is the frontview of Jaguar.se. The design of the website fits well with the image of Jaguar being a luxury car brand. What would be even better is to include more functions like; “book a test drive” and “Jaguar as company car” function – directly on the front view page. To create a forum enabling communication between customers/prospects/Jaguar. We would also liked to have seen a “Home” function which easily takes you back to the frontview of the web site.
Critique and Suggestions for improvement: The images above is of the Jaguar site map. A sitemap is indispensible for most web sites and the Jaguar site map is clear, but could also be layed out horizontally.
Critique and Suggestions for improvement: The image above is what visitors see when they apply for Jaguars newsletters. Regarding the function to subscribe the Jaguar newsletter we have no comments, we feel it is easy to find on the web site and executed well.
Critique and Suggestions for improvement: The image above is the form which the visitor is asked to fill out when searching for a used Jaguar car. We have no suggestions for improvement here since we feel it is executed well, there is the possibility of specifying what you are looking for and where (geographically).
Critique and suggestions for improvements: The site of the car dealerships and service places is clear and easy for the visitor to navigate, we do not have any critique or further suggestions of improvements here.
Short film clips of Jaguar cars.
Settings available on the web site.

Critique and Suggestions for Improvements: The Jaguar Club site is not easy for the visitor to find, it took us a long time to locate. Easier navigation process is a suggestion.
Critique and Suggestions for improvement: The image above is the frontview of Jaguar XFs own campaign site, which you can be redirected to via Jaguars web site. The site then allows you to choose a country but Sweden is not available so this campaign site is not available in Swedish however you can find it german, italian and in several other languages. Our suggestion is then that we would like to see Sweden included as one of these countries if possible. Further, the site is a bit to flashy.

Contact information for Jaguar.
News section for Jaguar.