
Communication Plan 2011

Markzware Europe

Olga Mikołajczak

Student number:

20052326

Supervisor: P. Hanssen

**The Hague School of Applied
Sciences**

The Hague

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Executive summary

Being a successful company, especially one small in size, is no longer all about having the best product. Twenty-first century business is more about marketing and communication than it has ever been. The internet has revolutionized the way we think, do business and live. No wonder most companies who want to be present online use social software to promote themselves. This form of marketing and communicating is cost-effective, direct and easy to maintain once we know what message we want to send and through which channels.

The aim of this research is to make recommendations for improvements in Markzware's communication and marketing strategy in Poland. The management wants to concentrate on the use of the internet in implementing the policies. Markzware, a small software developing company, uses the internet very extensively; however, it still seems to face many obstacles in reaching out to their potential Polish customers. They have great products, but not many Poles have heard of them.

In order to face these difficulties, the company needs to have a clear insight into the situation in Poland. They need to know how the internet is used there and which tools are popular; without adjusting the strategy to those trends; the policy would not be specific enough. Thus, to gain more clients in Poland, Markzware should put effort into creating more content for them and use their native tongue. The best tools to use are Facebook, nasza-klasa, Markzware's website and blog, Wikipedia, as well as the popular instant messengers: Skype and Gadu-Gadu. All of these means are easy to use and, if monitored at least weekly, should achieve the desired result. There are many other factors influencing the level of sales such as recession or pricing, a new communication plan can, however, only help in solving the problems with the knowledge and awareness of the company, which in the long term should translate into a rise in the number of purchases.

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1. Introduction

1.1 Description of the organization

Markzware is an American software publishing company founded in 1992 in Santa Ana (California) by Patrick Marchese and Ron Crandall. Markzware B.V. – the European branch of Markzware located in Rijswijk, The Netherlands, was established in 1998. In 2010, it relocated to Pijnacker. Markzware is the leading developer of data conversion, quality assurance and workflow solutions for the graphic arts, publishing, printing and digital multimedia industries. At the moment, the company offers a wide range of products, most of which work with either Macintosh or Windows. Services such as technical support or showcasing the way their software works are also provided by the European division. Markzware respected amongst the professionals from the graphic arts industry. Even giants such as Adobe or Quark send some of their costumers to Markzware for support or when there is a need for a conversion. (Markzware Homepage, n.d.).

1.2 Description of the assignment

Markzware is a business providing solutions used mainly by the people from the graphic arts industry. The company does not have a large advertising budget and that is why the internet marketing, and especially the free-of-charge opportunities it brings, are something Markzware uses to raise knowledge and awareness of its products and to assist its customers. The company's manager, Mr David Dilling, would like to know if the use of the internet marketing, with the emphasis on the use of social networking sites and pages such as YouTube or Twitter, can help to improve the sales situation. Markzware and its products are relatively well-known in Western Europe; however, the Eastern and Central European markets are not as familiar with them. The question is how this can be changed. It seems Markzware sells very few products in Poland. This should not be the case as it is one of the biggest countries in Europe with a population of 38,441,588. (Central Intelligence Agency, 2011)

Mr Dilling stated:

“The management of Markzware took notice of the low level of sale of products in Poland, one of the lowest in Europe. The previous efforts to reach the potential Polish customers were not very effective as the company cannot afford to develop an expensive advertising campaign for

each of the European countries. We have tried local channels, but they seem fragmented in Poland, compared to other western European reseller channels.” (Appendix 1)

The goal of the assignment is to investigate if the use of social media and other cost cutting methods can improve sales in Poland. The research will result in recommendations for Mr Dilling about the most efficient strategy that Markzware should implement in the future to increase the awareness of Markzware’s products and lead to an improvement in sales.

1.3 Research objective

The research objective of this dissertation is to make recommendations on how the use of social software (inbound marketing) can increase the sales of Markzware products in Poland by:

- Evaluating the effectiveness of the current internet marketing strategy (analysing the use of social software by the company);
- Showing how Markzware is perceived in Poland (image);
- Comparing Markzware’s strategy with these of its competitors;
- Identifying the target group (potential clients), their buying behaviour and the role of social software in their decision making process.

This will be done by conducting extensive research and providing the insight into the current social software marketing in Poland as well as reflecting on experts’ recommendations.

1.4 Central questions

- 1. What are the determinants of a successful inbound marketing strategy for the graphic arts industry in Poland?***
- 2. How does Markzware’s current strategy measure up to these criteria?***

To find the answer to these central questions, the sub-questions must also be taken under consideration.

1.5 Sub-questions

1. (A) What is Markzware's current marketing strategy? (B) Which social software is being used to implement that strategy and with what results? (C) How does the company promote itself amongst potential Polish clients?
2. What is the perception (image) of Markzware in Poland?
3. (A) Who are Markzware's potential clients? (B) What is their buying behaviour? (C) Is this behaviour reflected in the company's approach?
4. (A) Which social software are popular and used as means of marketing and communication in Poland? (B) How should they be used to be efficient marketing and communication tools?
5. How do Markzware competitors use inbound marketing?
6. What would be the most efficient inbound marketing strategy for Markzware?

1.6 Research tools

- Qualitative research: desk research and a dialogue with the manager

Qualitative research provided essential information about internal and external situation of Markzware. Data bases and official records such as sales numbers were provided by Markzware. Moreover, research was carried out to identify the competitors and to point out the trends when it comes to social software and the use of them as marketing and communication tool as well as the data on buying behaviour of potential clients.

- Quantitative research: survey and the internet data from studies on the subject

In order to gain insight into the state of the graphic arts industry in Poland a survey was designed and distributed among a sample of people from the trade. The detailed results as well as the questionnaire, in two language versions, are available in the appendices (Appendix 2). The survey helped with establishing who the target audiences are and how they use social media; it was sent to 100 people representing the graphic arts professionals. Half of them were

selected from the company's database and the other half was a geographical sample representing Polish cities and towns. There were 32 suitable responses. Statistics acquired online will also be part of this research such as *Rynek poligraficzny w Polsce (Graphic arts industry in Poland)* (Appendix 3) which is based on the answers of over 200 representatives of companies working in this branch and a few dozen of other people involved in it such as scholars and experts. This data contrasted with the results of the survey gives a clear view into the state of the industry in Poland in 2011.

1.7 Composition of the dissertation

The paper treats the subject of use of the internet as an efficient marketing tool utilized to connect with the potential buyers in Poland. The document is organized as follows. Chapter one shortly describes the company's current situation and concentrates on the problem the management wants to be solved. In the second chapter key concepts are named and explained. Third part is a situation analysis in which both external and internal situation of Markzware will be depicted in more detail in order to give a reader a clear insight into the state of affairs; the actions/strategies of Markzware competitors will be shown. The enterprise will be described in more detail as will its internet marketing strategy and the use of social media, especially when it comes to Poland. The next paragraphs are on communication analysis. Fifth chapter the target group (potential clients) their buying behaviour/decision making process will be specified. As Polish trends do not reflect the worldwide trends precisely social software popular in Poland will be identified. That is also the part in which objectives are discussed. In the following chapter the main findings will be gathered as answers to the central questions and the sub-questions. After that recommendations will be given in a form of the proposed strategy. An evaluation process will also be explained.

2 Key concepts

In order to make the reader more aware of some of the concepts reoccurring in the paper key terms will be explained and that presented in this chapter. The two main are inbound marketing and social software.

2.1 Inbound marketing versus outbound marketing

“Inbound Marketing is marketing focused on getting found by customers”. (Hub Spot, n.d.)

According to recent studies only about 1 to 3 % of people responds to the old marketing methods. These methods are components of so called outbound marketing. This policy can also be identified as a push strategy, where various information is being pushed upon the audience (e.g. TV advertising, printed advertising). The people who are reached by this form of marketing were not looking for this information; often they do not need the products or services being offered. The new approach, also called inbound marketing, is more about the PULL and not the PUSH, about getting the audience involved, about interaction. This strategy allows the potential client to find the company or the product they need without being 'pushy'. Inbound marketing's goal is to make the gap between the seller/marketer and the buyer smaller.

The theory and expertise on inbound marketing that will be presented through this paper is based on the book *Inbound Marketing: Get Found Using Google, Social Media, and Blogs (New Rules Social Media Series)* by Brian Halligan and Dharmesh Shah, and from the materials published on the website founded by the authors of that book: www.hubspoot.com.

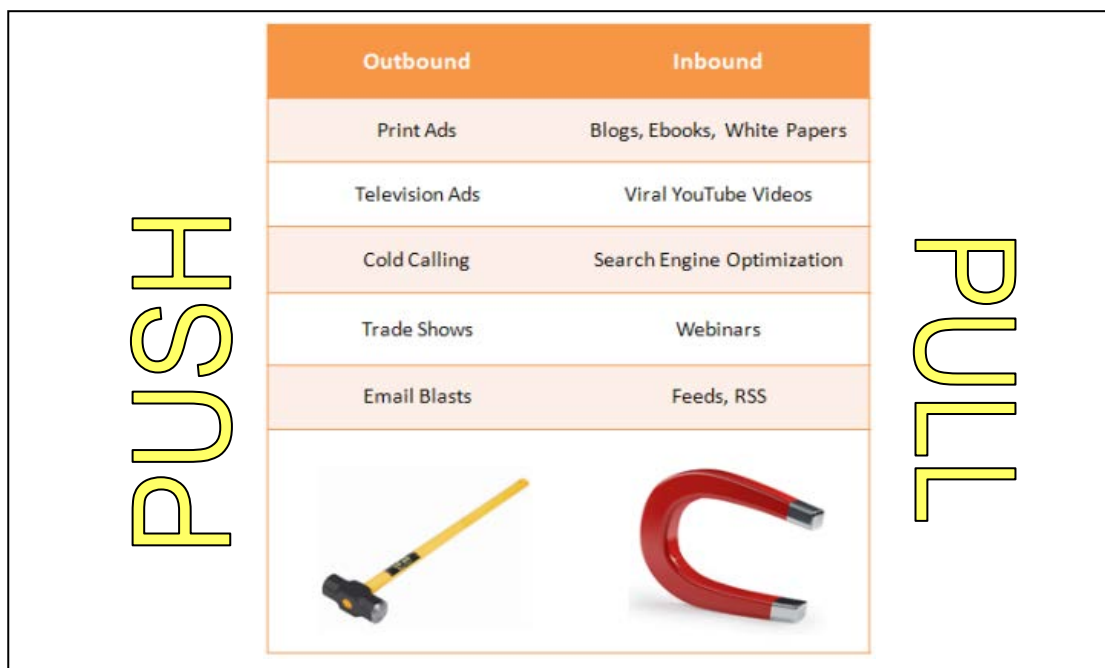


Figure 2.1: Outbound marketing versus inbound marketing
Source: adapted from Burnes (2008)

Developments in modern marketing also influence the buying behaviour and decision making process of the potential customers; as presented below. Now, the customers are in more in control, they look for the context; it is not pushed upon them. This will be discussed in the part on the macro environment.

2.2 Social software

“Social software may be broadly defined as “software that supports group interaction” (Shirky, 2003) although it is arguable that the internet has always comprised a network of individuals connected through social technologies like e-mail, chat rooms, and discussion boards (now referred to by some as “1.0 technologies”). “Current Web 2.0-based social software tools like blogs, Facebook, YouTube, and Flickr not only support social interaction, feedback, conversation, and networking but also incorporate a flexibility and modularity that enables “collaborative remixability,” a transformative process in which the information and media organized and shared by individuals can be recombined and built upon to create new forms, concepts, and ideas.” (Downes, 2008)

The term *social software* will occur in this paper many time as it accounts for all the tools that the use of which will be investigated. That form of classification is much broader than social media or social networking sites as it also includes not only (among others) blogs, video sharing sites as well as instant messaging (some experts exclude IM from social media. See the diagram below.

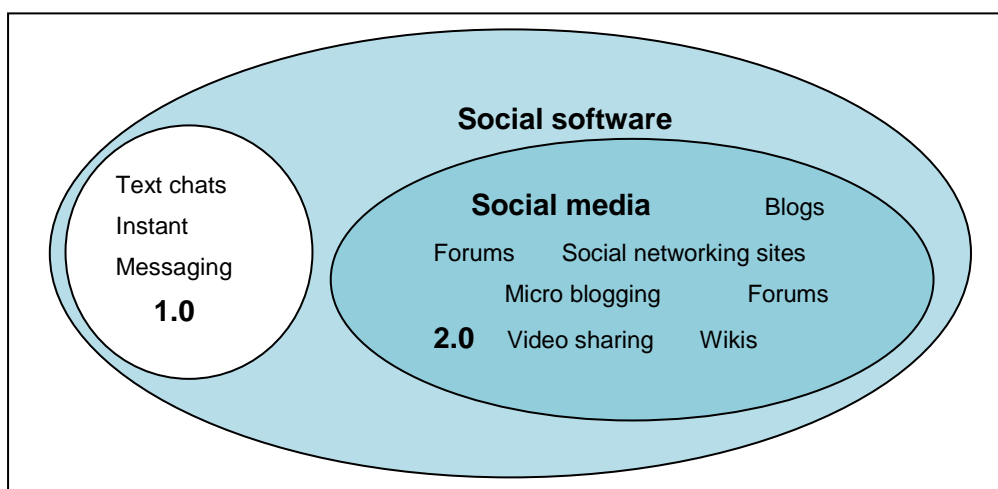


Figure 2.2: Social software

3 Situation analysis

Correctly assessing the Markzware's strengths and weaknesses, opportunities and threats it confronts gives a chance for objective investigation. The SWOT analysis combines quantitative and qualitative study resulting in a unique outlook on the company's situation.

3.1 Internal analysis

In internal analysis the micro environment is described. In this part strengths and weaknesses of the organization are assessed. To fully understand the micro environment of the company there are some aspects of it that need to be taken under consideration: the organization itself (its mission and vision, org. structure and culture), its policy (identity, marketing strategy, corporate /product image, communication), products and services it provides as well as its employees.

3.1.1 Organization

"In the fall of 1995, Markzware applied for examining, verifying, correcting and approving electronic documents prior to printing, transmission or recording." Markzware's flagship product, FlightCheck, is the embodiment of that patent. FlightCheck dominates the industry it created, serving thousands of professional creative design agencies, printers and publishers worldwide" – one can read on company's website. Markzware's motto is: "Quality is everyone's responsibility"; and its mission is: "developing tools that work and provide superb value for our customers. Ease of use and day-to-day labor reduction are key design factors." Markzware is also concerned about the environment. Thanks to the products produced by the company printers do not waste paper and the use of ink, chemical and electrical consumption is reduced.

The European branch has always been consisting of less than 10 people and in 2009, due to the recession and a low level of sales the number of staff was significantly reduced and now there are only two people working at the European office: the manager – Mr David Dilling and one of Markzware programmers – Mr Alex van't Veer. This means that the sales and technical departments do no longer exist as separates. The software is developed in the US (with the help of Mr Van't Veer) but Markzware Europe handles the promotion, communication and sales with the clients in Europe, Africa and Asia as well as the technical issues. As mentioned before in 2010 the company relocated to Pijnacker where Mr Dilling resides and currently works from home. (Markzware Homepage, n.d.)

3.1.2 Products and services

Markzware produces Preflight software as well as conversion and context exchange tools. The products are considered reliable and value-for-money. The prices of the products (single seat) vary from €29 upwards. The most know products are FlightCheck - a Preflight tool which checks the documents for printing errors and two conversion tools: Q2ID (QuarkXPress to Adobe InDesign), which is Markzware's best-seller, and ID2Q (Adobe InDesign to QuarkXPress). The full description of all the products is available in the appendices (Appendix 4).

Regarding services the company also provides technical support and produces instructional materials such as the movies on its website and YouTube and the communication through social media and instant messengers are also the activities handled by the office.

3.1.3 Finances

Because of the recession and the significant changes in the budget the Manager decided that all the actions that will be the result of this paper should be cost-free or as inexpensive an efficient as possible. That is why the tools to be used are social media networks, YouTube and other cost cutting means which became popular as marketing tools over the last few years. As mentioned in the part about the personnel, because of the very low sales the company faced significant cuts in 2009.

3.1.4 Current internet marketing strategy (focus on Poland)

Markzware's internet marketing strategy is developing all the time; it changes and adjusts to the trends. The company uses the internet quite extensively ,on the other hand, no official document has been produced in which the strategy would be stated by the management. Not only does Markzware have a website and, but it also uses other sites such as YouTube or Twitter.

➤ Website

Markzware's website (www.markzware.com) is constructed to the highest standards. It is updated as new products are being developed or special offers arise; there is possibility to purchase the products straight from the website itself and also read about people's experiences with them. However, sometimes the updates on all the pages of the website do not take place at

the same time. Just to name one instance: in 2009 it has occurred a few times that the information about the old products that are no longer available was to be found on the website alongside the new developments (e.g. in the main section ID2Q v 4 was presented as the current version and in the 'Manuals' section ID2Q v 3 is described). What can also be confusing for international visitors is that when one wants to change the language, the translation is in a style of the automatic internet translator (such as Google. translate) which means that most of the time it is grammatically incorrect. As shown from the results of the survey the potential Polish clients prefer reading text in their mother tongue and finds presenting the grammatically incorrect information unprofessional.

➤ conversion-news.com

The company decided to maximize the number of Google hits by creating a website about conversion tools. All Markzware products are featured on the website but it is not that straight forward. The site contains articles about all sorts of conversion software and its producers. The state presented below was published on conversion-news.com: 'On our web page you will find articles, listing of conversion companies and product blogs about conversion tools and services in the graphic arts, new media and professional office environments. The content of the website is easy to manage and is focused on corporate and creative file formats.' As of 2011 this page is no longer active.

➤ YouTube

YouTube, started in 2005, is the most popular video-sharing website in the world Markzware is taking that under consideration and tries to use it to its advantage. In 2008 MarkzwareTV (<http://www.youtube.com/user/markzwareTV>), a YouTube channel where Markzware's videos can be found, was created. Not only does this channel consist of video manuals for the applications but also films such as 'Markzware ice skating lunch' which show the more 'human' side of the company. At the moment there are about 140 videos overall, most in English and there are also some in Dutch, Polish and French.

➤ Twitter

Twitter, a micro-blogging page, is another tool used in Markzware's internet marketing strategy. Even with its space limitation (a 'tweet' cannot be over 140 characters) this form of expressing oneself become very popular over the last 3 years. Not only individuals as well as businesses use this tool to communicate with its followers. There are 4 accounts created by Markzware: English (<https://twitter.com/Markzware>), Dutch (https://twitter.com/Markzware_NL), Polish (https://twitter.com/Markzware_PL) and French (https://twitter.com/Markzware_FR). However, there has been no activity on the Polish account since 2009 as the person in charge of keeping it up to date was made redundant.

➤ RSS, podcasts and blog

RSS, podcasts and blogs are all common ways of publishing content and links to downloading or following them are usually embedded in the homepage of an enterprise. Markzware uses all the tools named above to promote itself:

1. RSS: <http://markzware.com/marketing/rss-news/>;
2. Podcasts: <http://itunes.apple.com/podcast/markzware-tv/id354187656>;
<http://www.podcast.tv/video-podcasts/markzware-tv-215037.html>;
3. Blog: <http://markzware.com/category/blogs/>;

However, none of the above feature materials are indented directly for the Polish clients. When the company employed Polish-speaking workers (2008-2009) there were few attempts to publish articles in Polish blogs and forums meant for the graphic arts industry, however, as this was 3 years ago these are no longer considered important and do not appear in the top of the Polish web browser search.

➤ Social networking sites

Social networking site is "A Web site that provides a virtual community for people to share their daily activities with family and friends, or to share their interest in a particular topic, or to increase their circle of acquaintances. There are dating sites, friendship sites, sites with a business purpose and hybrids that offer a combination of these. Facebook is the leading personal

site, and LinkedIn is the leading business site. Globally, hundreds of millions of people have joined one or more social sites. Members create their own online "profile" with biographical data, pictures and any other information they choose to post. They communicate with each other by making their latest thoughts public in a blog-like format or via e-mail, instant messaging, voice or videoconferencing to selected members. The service lets members find and invite other members into their personal network (to "friend" them) as well as invite friends of friends. A photo sharing capability may also be provided." (PC Mag, n.d.)

- Facebook

Facebook is the most popular social networking site and the second most popular website in the world. (Alexa, 2011) It was founded by Mark Zuckerberg in 2004 and was intended for Harvard students but nowadays is used by everyone from individuals to fudge corporations. Among others Markzware has an account on Facebook (<http://www.new.facebook.com/pages/Markzware/9257264418?ref=ts>). This most popular social network site, and second among all the websites, has become a very powerful player within the last years. It started off as a tool for students of Ivy League universities which enabled them to communicate with one another and now, according to Alexa (2011), a staggering 42% of the internet users visit it on daily base. There was an attempt to create a Polish version of the account – Markzware Polska (<http://www.facebook.com/home.php?#/pages/Markzware-Polska/33854401017?ref=ts>) , however, so far it did not result in generating new contacts or sales.

- LinkedIn

LinkedIn is the world's largest professional network, connecting colleagues and business partners. This site is used primarily for professional networking and Markzware knows that in order to make better use of contacts and connections they need to be present there. There is not only corporate account (<http://www.linkedin.com/company/39200?trk=tyah>) but also a discussion group created by Markzware (<http://www.linkedin.com/groups/Markzware-User-Group-Graphic-Design-70725>).

- nasza-klasa.pl

There was also an attempt to create Markzware's account on nasza-klasa.pl – most popular Polish social networking site (<http://nasza-klasa.pl/profile/17662248>); however, it was before the website administrators allowed 'fictional' and official accounts and when the accounts on the site were merely these of individuals and not companies. So far Markzware has only 5 'friends' on nasza-klasa.pl two of which are ex-interns. More information about nasza-klasa.pl is available further.

➤ Newsletters and press releases

Markzware is vested with a quite large data base. All distributors, resellers, press contacts and individuals such as printers or clients who required help in the past are placed in the system. Every few months, when there is a new development or when there is a special offer on Markzware products newsletter is sent to all the above mentioned as an e-mail. The newsletter is not only available in English as well as in French, German and Dutch (there were also about 5 issues in Polish within the last year). When a new product or an upgrade is released all the press contacts receive a press release. This is also available as an e-mail in these 4 languages (Polish version was previously available). Sometimes there are separate e-mails sent to distributors and resellers and they are being forwarded with the information they should supply their clients with. However, the strategy consisting of simply sending e-mails, often to people who have not previously heard of the company does not always prove to bring the intended result as always after the e-mails are sent Markzware receives countless responses of people who want to be removed from Markzware mailing list. On the contrary, the company has received praise for reaching out to the Polish market in its native language.

3.2 External analysis

In the external analysis the environment in which the organization functions is studied and as a result the opportunities and threats (part of the SWOT analysis) are identified. The external analysis consists of the examination of the meso-environment and the macro-environment.

3.2.1 Meso-environment

As this part devoted the meso-environment of the company, the market, the trends and developments in the use of the internet and social software in particular will be shown, also, the main competitors of Markzware will be named and their efforts to use social software as a

marketing tool will be indicated. The changes in the decision making process will be described in the chapter regarding the target groups.

➤ Market

Markzware designs and sales software used by the graphic arts industry. There are many software developers who produce solution for this trade; however, the range of products Markzware offers is unique. Not only do they produce Preflight solutions but are a specialist in the field of conversion tools for the industry. An extraordinary thing is that the companies who might be seen as Markzware's competitors work closely with it to satisfy it clients. The diagram below presents an example of such a case. For example if Adobe's client receives a document in QuarkXPress format (they do not own QuarkXPress) and do not want to buy Quark's product. What happens is that they contact Adobe another told that Q2ID from Markzware is a good alternative as it is cheaper and they will be able to open the document (convert it) in the format they are familiar with (Adobe InDesign). This means that Adobe will not lose a client in favour of Quark and Markzware will gain one. The reverse situation can also take place but then ID2Q is the program recommended by Quark. See the scheme below.

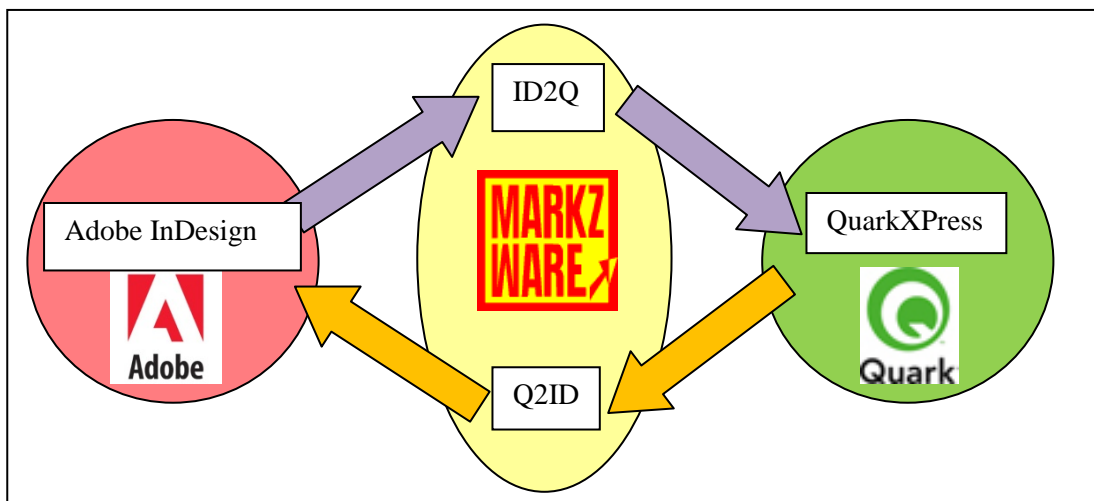


Figure 3.1: Markzware's conversion tools in action.

However, this course of events might mean that in a few years some of the company's products will no longer be in use; if no one uses QuarkXPress anymore, there will be no need for conversion which means ID2Q will no longer be needed and Q2ID will follow.

Another development that plays a major role in Markzware's market share are the changes to PDF format, as it gets better and also as many companies incorporate some Preflight functions into their software, there is less demand for programs like FlightCheck. When it comes to the industry for which Markzware provides products and services, the statistic below give one the insight into the situation within the trade.

1) Graphic arts industry in Poland

In 2009 there were 8 429 companies working in the graphic arts industry in Poland and they employed 42 584 people. (Polskie Bractwo Kawalerow Gutenberga, 2011)

Micro businesses account for a significant majority of the industry (as shown below) which means that they employ less than 10 people and "whose annual turnover and/or annual balance sheet total does not exceed EUR 2 million." (Europa, 2007)

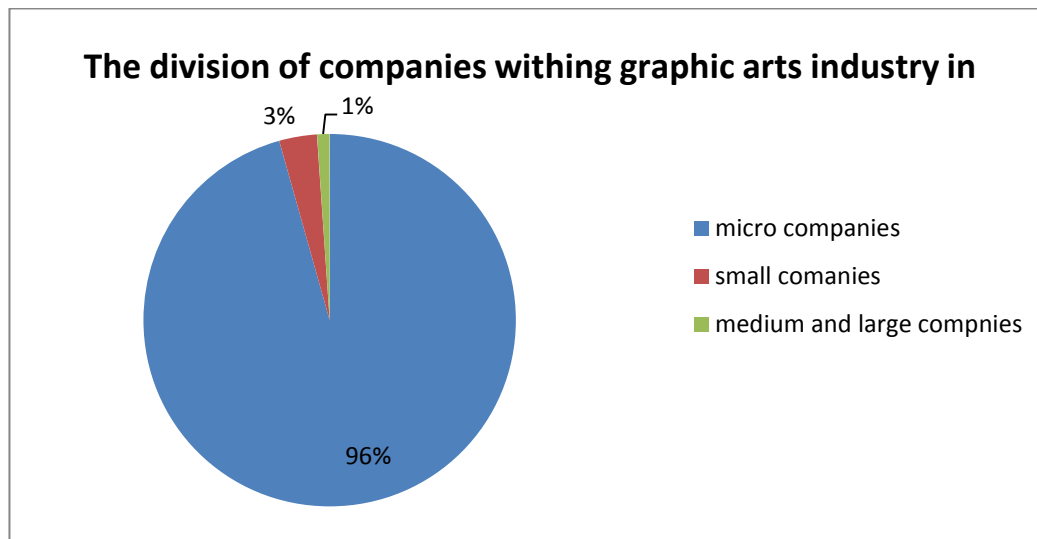


Figure 3.2: The division of companies within the graphic arts industry in Poland
Source: Adapted from (Polskie Bractwo Kawalerow Gutenberga, 2011)

In 2010 the revenue of almost half of these companies (46%) experience growth. Offset is the biggest sector of the industry and the income from that accounts for 39% of the turnover. (Polskie Bractwo Kawalerow Gutenberga, 2011). The directions for retrieving this report are available in the appendices (Appendix 3). The details of the wages in the industry are presented in part on the macro-environment.

2) The consumer trends

Date Place	January 2011	July 2010	January 2010	July 2009	January 2009
1.	Google	Google	Google	Google	Google
2.	Onet.pl	Onet.pl	Onet.pl	Onet.pl	Onet.pl
3.	Nasza- klasa.pl	Nasza- klasa.pl	Nasza- klasa.pl	Nasza- klasa.pl	Nasza- klasa.pl
4.	Wirtualna Polska	Wirtualna Polska	Wirtualna Polska	Wirtualna Polska	Wirtualna Polska
5.	YouTube	Allegro.pl	Gazeta.pl	Allegro.pl	Allegro.pl
6.	Gazeta.pl	YouTube	Allegro.pl	Interia.pl	Interia.pl
7.	Allegro.pl	Gazeta.pl	Interia.pl	Gazeta.pl	o2.pl
8.	Interia.pl	Interia.pl	YouTube	o2.pl	Gazeta.pl
9.	o2.pl	o2.pl	o2.pl	YouTube	YouTube
10.	Facebook	Wikipedia	Wikipedia	Wikipedia	Wikipedia
Facebook	10	11	19	Outside the top 20	Outside the top 20

Table A: Ranking of the most popular websites in Poland
Source: Adapted from Megapanel PBI/Gemius (2011)

In order to show the increase in popularity of social software in Poland and designate the differences between the Polish and worldwide trends in this area, the study of these tendencies

will take place in this part of the thesis. The table above and the following chart above gives an insight into these trends.

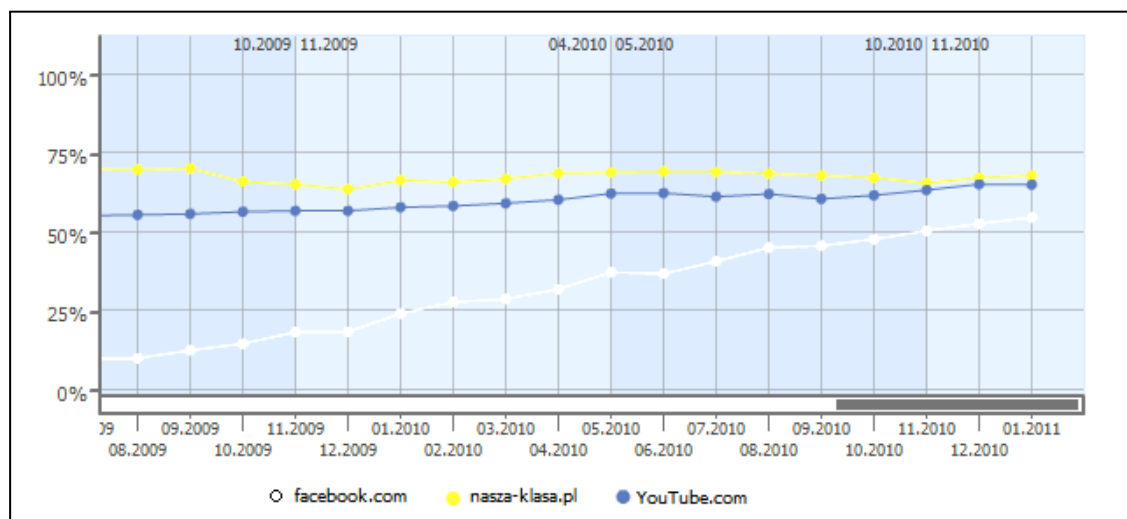


Figure 3.3: Popularity of social networking sites and YouTube in Poland
Source: Adapted from Megapanel PBI/Gemius (2011)

The table beneath illustrates the changes that have been taking place within the last 6 months in Polish and the worldwide trends.

Area Website	World (place in the rating of most popular websites)		Poland (place in the rating of most popular websites)	
	January 2011	April 2011	January 2011	April 2011
Facebook	2	2	10	2
YouTube	3	3	5	6

Table B: Comparison of the worldwide trends with the Polish ones
Source: Adapted from Alexa (2011)

➤ Social networking sites

-
- nasza-klasa (nasza-klasa.pl, nk.pl)

As it can be seen in the list presented above most of the mentioned pages are Polish, not only of origin but also in content as they are available in Polish only. One social network needs to be discussed more detailed as it became a social phenomenon in Poland. That site is a Polish equivalent of American Classmates (classmates.com) – nasza-klasa. This social network took Poland by storm. It has more than 13 million active users which means that about 1/3 of Polish population is using it. (nasza-klasa homepage) One can stay in touch with their school friends or even see what their favourite Polish celebrities are up to. In the last year the website creators added a new option to the menu as fictional accounts could be established, creation the group accounts followed. Many companies already use Nasza-klasa as a marketing tool. The website also enables one to communicate with their network of acquaintances instantly through its own integrated instant messenger. What is also very interesting that the view of one's friends' auctions on Allegro.pl has been embedded into the homepage.

- Facebook

In recent time the popularity of Facebook has risen significantly (it can be seen in the statistics presented above). According to statistics only 5% of the Polish internet user have heard about Facebook in 2009. (Plisza, 2009) In 2011 however, the site is even more popular than nasza-klasa ranking 2nd in the Top Sites list and the Polish network falls to the 8th position. As one can read in an interview with Arkadiusz Pernal, the CEO of nasza-klasa, the management is aware of the growing popularity of Facebook but is not threatened by it because of the mass appeal of NK and the inter-generational audience it has reached. (Wirtualnemedia, 2010)

➤ Instant messaging

“Instant messaging often shortened to simply "IM" or "IMing," is the exchange of text messages through a software application in real-time. Generally included in the IM software is the ability to easily see whether a chosen friend, co-worker or "buddy" is online and connected through the selected service.” (Search Unified Communications, 2001) In recent years many companies in Poland are using instant messaging as a marketing and communication tools. Instead of calling clients contact the company on-line, it is free and can be done at any time of the day.

Top 2 instant messengers in Poland are:

1. Gadu-Gadu with 37.33% of all the Polish internet users.
2. Skype - 24.94% (Megapanel PBI/Gemius, 2011)

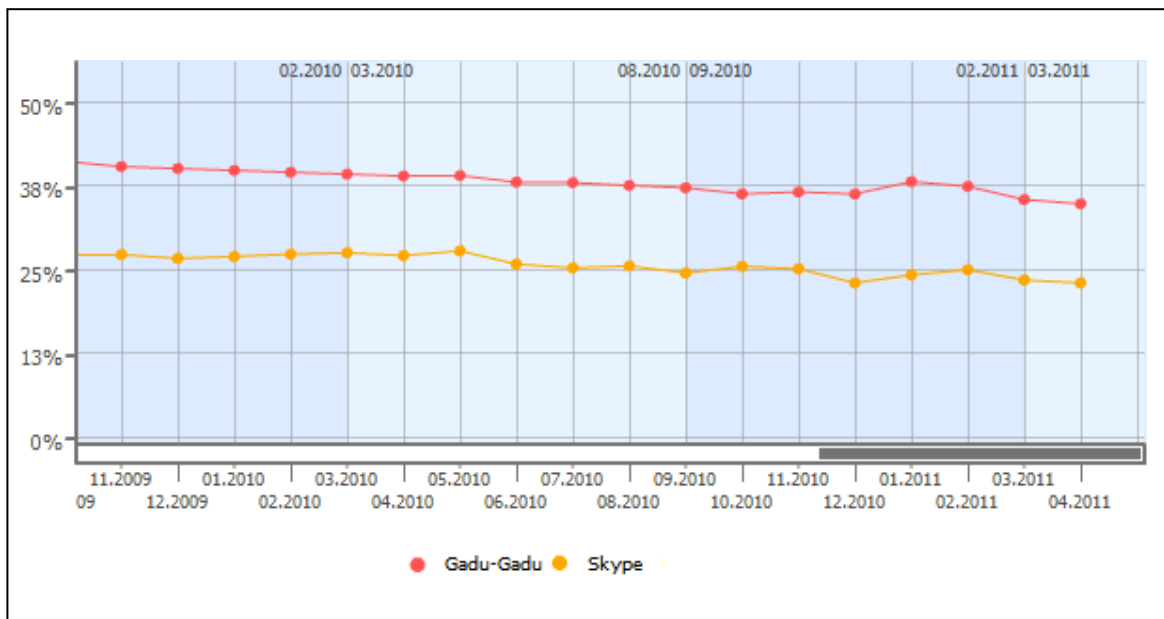


Figure 3.4: Changes in popularity of insistent messengers most commonly used in Poland
Source: Adapted from Megapanel PBI/Gemius (2011)

1) Gadu-Gadu

Gadu-Gadu (also known as GG) is the most popular instant messenger in Poland. The software was invented in 2000 and it was the first Polish software of its kind. 11 years later it has around 7 million users. Gadu-Gadu is not only a communicator but also a multimedia communication platform and it also allows users to discover the new possibilities that the internet provides. The most recent version – GG10 enables exchanging text messages, voice and video call, listening to the radio and sharing their activities with the friends which one has in their contact list. It is a first instant messenger allowing its users to stay in touch with friends, acquaintances and colleagues. (Gadu-Gadu, n.d.) GG is also a popular mean of communication for business as the use of it is free. The developers of the program spotted its potential and GGpro (<http://ggpro.pl>)

was created. This application is designed to manage not only the company's communication with clients and partners as well as the internal conversations.

2) Skype

Founded in 2003 and based in Luxembourg and with around 30 million users online at the same time Skype is the leader in instant messaging. It allows one to chat by typing in the message or calling and supports video calls. The computer-to-computer functions are free-of-charge. (About Skype) According to Gemius Skype has 4 621 960 users in Poland. (Megapanel PBI/Gemius, 2011)

➤ Competition

As there are a few companies that produce Preflight tools, but none that are developing products such as Q2ID and ID2Q, those businesses are Markzware main competition. Two companies that develop Preflight software are Adobe and Extensis.

1) Adobe Systems

Adobe Systems Inc. is an American computer software company founded in 1992 by John Warnock and Charles Geschke. As stated on the concern's official website: "Adobe Systems Incorporated offers business, creative and mobile software solutions that revolutionize how the world engages with ideas and information. Adobe customers include enterprises, knowledge workers, creatives and designers, OEM partners, and developers worldwide." (Adobe, 2010) Preflight solution that Adobe offers is called Adobe PageMaker available for both Windows and Macintosh.

2) Extensis

Extensis is a software development enterprise founded in 1993 in USA. Nowadays the enterprise is owned by Celartem Technology, Inc. On company's website it states: "Extensis is a leading developer of font management and digital asset management software. We deliver exceptional value to our customers by offering easy-to-deploy and easy-to-use solutions for protecting and fully leveraging your business' investment in fonts and digital assets. (...) We combined knowledge and experience to develop superior solutions—technology that capitalizes on modern, open source applications that easily fit our customers' IT requirements, and an end user experience that requires little ramp up time and works the way our users work." (Extensis,

2011) Collect Pro and Preflight Pro are the names of Extensis' Preflight tools. Previously they were only available for Mac but recently Windows versions were developed. Extensis is a smaller and a bit less known company but that does not mean that they limit themselves to only using their website.

Company			
Website	www.markzware.com	www.adobe.com	http://www.extensis.com
Actions targeted at Polish clients	<p>Website: can be translated into Polish;</p> <p>Facebook: http://www.facebook.com/#!/pages/Markzware-Polska/33854401017</p> <p>5 people like this;</p> <p>Twitter: https://twitter.com/#!/Markzware_PL</p> <p>171 followers;</p> <p>Nasza-klasa: http://nk.pl/#profile/17662248</p> <p>5 friends;</p> <p>YouTube: 2 movies in Polish</p> <p>Wikipedia: no Polish entry;</p>	<p>Website: Polish version available;</p> <p>YouTube: no movies in Polish on;</p> <p>Facebook: http://www.facebook.com/#!/adobe.polska</p> <p>181 people like this;</p> <p>Nasza-klasa: no official account (22 accounts established by fans);</p> <p>Wikipedia: http://pl.wikipedia.org/wiki/Adobe_Systems#cite_note-0;</p>	<p>Website: no polish version;</p> <p>YouTube: no movies in Polish on;</p> <p>Facebook: no account; Nasza-klasa: no account;</p> <p>Wikipedia: no Polish entry;</p>

Table C: Comparison of the actions of Markzware and its competitors (May 2011)

Below one can find the comparison of Markzware's website and the homepages of its competitors provided by a professional grading tool – www.websitegrader.com. More explanation about this table and the overall result of Markzware on Websitegrader can be found in the appendices (Appendix 6 and 7)

Site	markzware.com	adobe.com	extensis.com
Website Grade	99	96	96
Moz Rank	6	7	6
Google Indexed	10.700	6.440.000	13.900
Traffic Rank	253.769	57	69.619
Blog Grade	29	0	92
Linking Domains	799	3.447.468	2.500

Table D: Results of the comparison of markzware.com with adobe.com and extensis.com (May 2011)
Source: Website Grader (HubSpot's Website Grader, 2011)

3.2.2 Macro-environment

The macro-environment analysis consists of research into wider developments within society the main change that needs to be taken under consideration, when it comes to Markzware's sales in Poland, needs to be the recent recession and the financial situation of people living in Poland. The internet access in Poland should also be mentioned. Although, the financial crisis has hit Poland later then USA and Western Europe, it did not omit the country. In 2011 Poland is said to be in the second phase of the crisis and it will take a few years until the economy will recover. (Staniszki, 2011) As mentioned before when the recession hit Europe the sales of Markzware products

plummeted and the company faced significant reduction of the number of employees. The average salary in the graphic arts industry in Poland in 2010 was 3.820 PLN per month (around 2.000 EUR) which makes the yearly income of 24.000 EUR. (Grzescinska, 2011) Minimum wage in this industry is just above 10.000 EUR (36.000 PLN) and just to compare in the United Kingdom (country where Markzware sales the most products) it is around 18.500 EUR. (Pay Scale, 2011)

Country Product	Price in Poland in EUR	Price in United Kingdom in EUR
Milk (2l)	1	1,14
Bread	0,5	0.9
Petrol – per litter	1,29	1,52
Microsoft Office (for Home and Small Business 2010)	221,81 (Polish version)	270
Adobe InDesign	772 (Polish version)	803,6
QuarkXPress	870	1.349
FlightCheck	399	399

Table E: Comparison of prices in Poland and United Kingdom in Euro

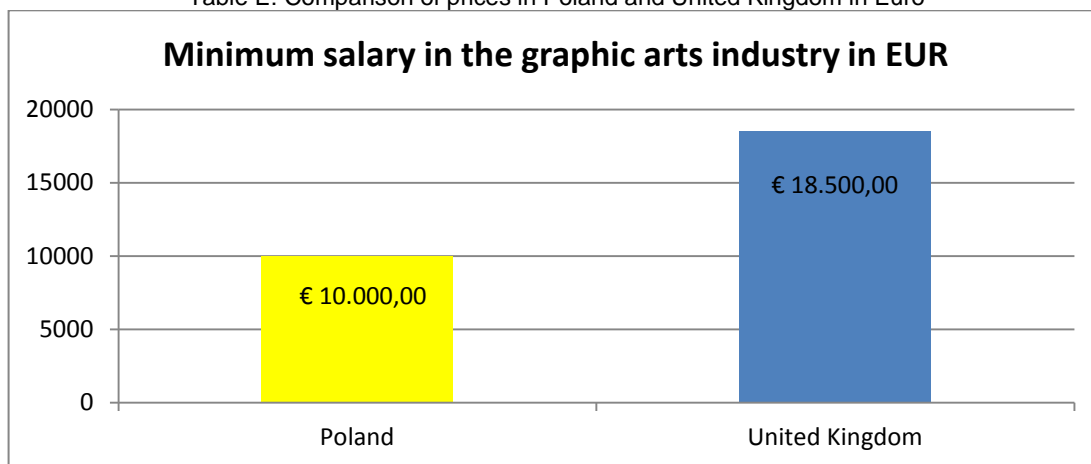


Figure 3.5: Comparison of the minimum wages in the industry in Poland and United Kingdom
Source: Adapted from Pay Scale (2011) and Grzescinska (2011)

As seen in the table above most products are cheaper in Poland but Markzware's software is not. Also most of other software developers provide a Polish version of its programs but not Markzware. The management should take these two facts into account.

Another important change is the transformation of the Polish society within the last few years which is closely linked to the popularity of social software mentioned before is easy access to the internet in Poland. According to *The World Factbook* published by the CIA in 2009 over 22 million inhabitants of Poland had internet access. (Central Intelligence Agency, 2011) This means that more than half of the population is using the internet. The graph below based on the information from the internet World Stats, presents the growth in this field over the last decade. (Internet World Stats, 2010)

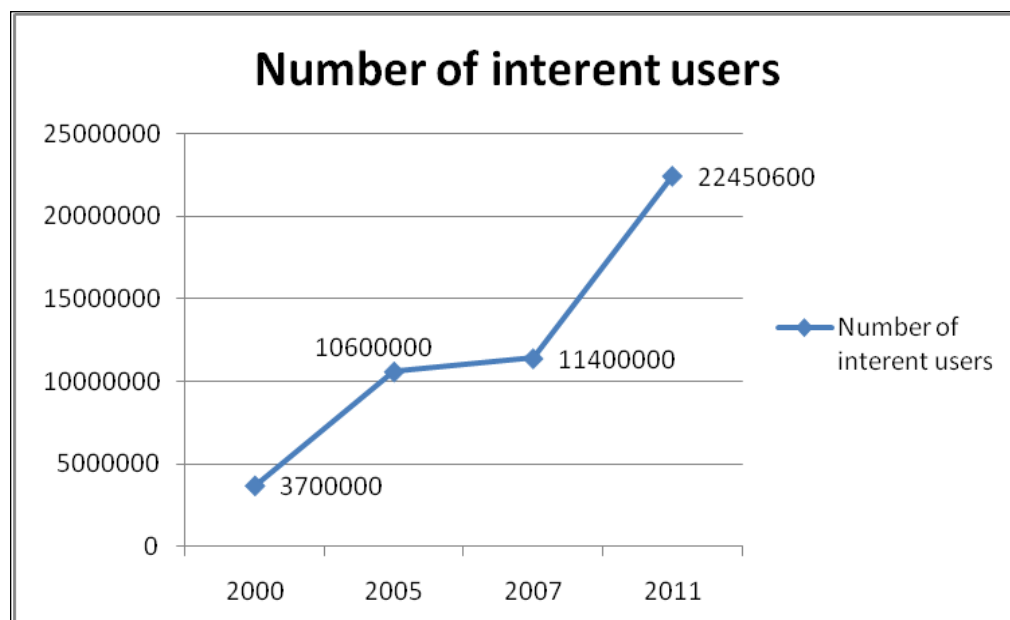


Figure 3.6: Rise of the number of the internet users in Poland
Source: Adopted from Poland-Internet Usage Stats and Market Report (2010)

3.3 Company's image

“Whether yours is a stakeholder business selling goods or services primarily to a regional market, or an exporter selling globally, awareness of your company and its image within the marketplace are likely critical to your future .” (Van Amburg Group, 2008)

Amongst its users and the experts from the graphic arts industry Markzware is well-known and considered reliable and helpful; its products are known to be value for money and recommended by the industry giants. However, in Poland people are not familiar with Markzware and its products. According to the survey conducted within the industry only 28% of the Polish graphic arts professional have heard of Markzware and as the sales figures show not many of these own/use a Markzware product. (Appendix 1)

3.4 SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ market leader ➤ unique products (conversion and content exchange tools); ➤ product differentiation; new products development; 	<ul style="list-style-type: none"> ➤ no possibility to change the language on the website; ➤ the delay in updating the website; ➤ not many materials in Polish (including the products themselves); ➤ not well known in Poland; ➤ pricing:
Opportunities	Treats
<ul style="list-style-type: none"> ➤ growing popularity of online communities (innovative marketing methods); ➤ cost-competitive products; decreasing popularity of QuarkXPress; 	<ul style="list-style-type: none"> ➤ improvements within the industry (e.g. PDF gets better); ➤ decreasing popularity of QuarkXPress; ➤ recession; ➤ giants such as Adobe developing similar products (Preflight);

Table F: SWOT analysis

3.5 Bottlenecks and the core problem

There are many factors contributing to the main problem as presented in the next diagram.

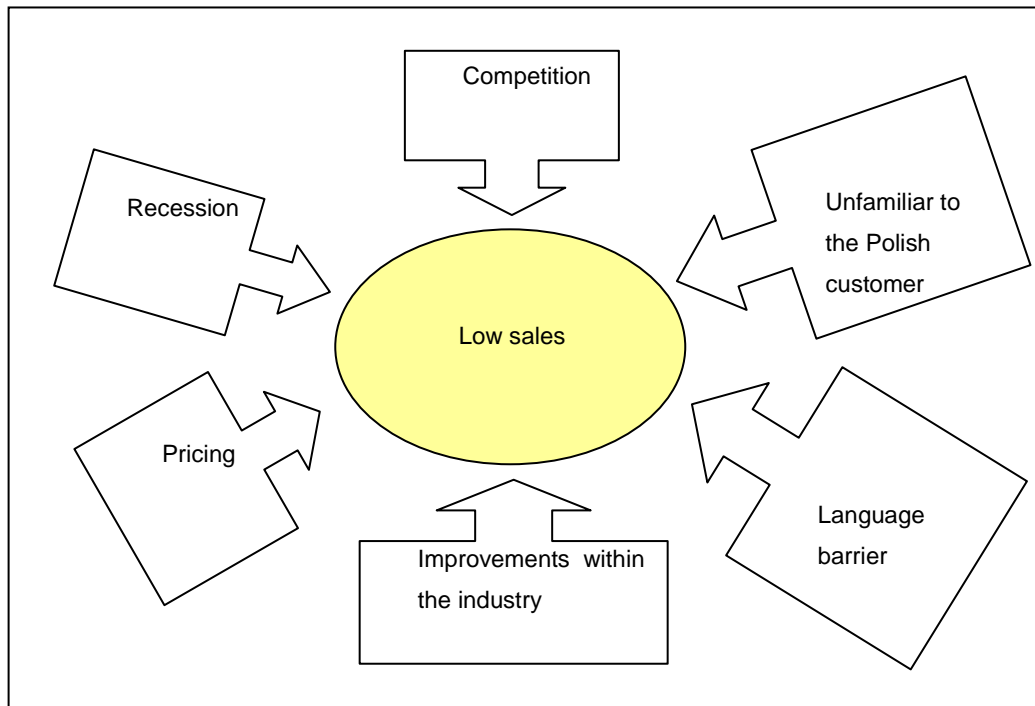


Figure 3.7: Examples of factors contributing to the low level of sales

The core problem seems to be that Markzware's efforts to gain customers in Poland have failed. Both traditional and new marketing methods did not bring the expected effects.

3.6 Policy goal

The company's aim in this case is to increase sales by 200% within the next 2 years.

4 Communication analysis

4.1 Field of Force

In the case of Markzware's inbound marketing strategy many of the usual stakeholders do not need to be taken under consideration as this kind of marketing is all about omitting the intermediaries and getting in touch with the client directly are the priority and also as the internet use is not restricted in Poland, interest groups such as the government do not play a role as well. That is why the main stakeholders in this particular instance are the competitors (already mentioned before) whose analysis is presented below by comparison with Markzware.

Another important factor is the social software used in Poland (closely examined in the trend paragraph) and how does Markzware utilize them which will be depicted in the next chapter along with the target groups.

4.2 The role of communication and communication goals

“Communication is one of the instruments with which policies are made.” (Vos, 2003, p. 50)

The use of communication alone will not cause a sales growth; it can however increase the awareness and knowledge among potential customers but the other elements of marketing mix (e.g. pricing, products characteristic). Attitude and behaviour patterns can also be affected by communication.

In case of Markzware reaching out to the Polish market communication will contribute to the process but will not directly shape the sales.

The communication goals are:

- To increase the awareness and knowledge of Markzware and its products;
- To increase knowledge about the problems Markzware's products help solving (Preflight process, conversions);
- To ensure that people in Poland have the right perception of the company.

Budget and time restrains have to be taken under consideration. Markzware does not have big budget for an advertising campaign (this means that the money should not be spend on employing agencies and producing commercials), that is why inbound marketing strategy will be the result of this paper. When it comes to time as the trends in this field change constantly the goal should be achieved within the next two years because after that the strategy and the research preceding it will out of date.

5 Target groups and objectives

5.1 Target groups

There are two main target groups that need to be named and addressed.

5.1.1 Primary target groups – end users and their buying behaviour.

“The user of the product or service is not necessarily the same person as the purchaser. These who took the initiative to buy are not necessarily the same people who made the final purchasing decision. The roles can be differentiated as follows: the initiator, the influencer, the decision maker, purchaser and the user.” (Vos, 2003, p. 50)

As mentioned before most of the companies in this industry are micro businesses so the decision making process on the corporate level is not that complicated as some people play more than one role in it. The initiator for example can be the decision maker and the user. The decision making unit may consist of only one or two people so reaching out to the end user or to the company as whole should be sufficient. More data on the enterprises of the industry are mentioned in the part describing the market.

In general the users of Markzware’s product are people working within the printing and graphic arts industry and these who are responsible for printing and designing documents within various departments of all sorts of businesses. The group consists of printers, publishers, graphic designers, advertising agencies and DTP studios employees. When it comes to gender the industry is dominated by men. The age range is broad with people between 20 and 60 years old, with younger ones being graphic designers and these working in advertising and older being printers and publishers (Appendix 1).

Industry	Nationality	Location	Age	Gender
Printing and graphic arts industry	Polish	Towns and cities in Poland	20-60	Mainly male

Table G: Results of the survey 1 – target audience
Source: Results of the survey (Appendix 1)

Using QuarkXPress	40%
Using Adobe InDesign	90%
Familiarity with the term Preflight	57%
Using Preflight tools	40%
Familiar with Markzware	28%
Knowledge of English	Intermediate
Prefers using their native language	67%
Social networks membership	69% (3% have never heard of social networks)
Social networks membership (companies)	33%
Using instant messengers (companies)	60%
Using YouTube for reasons other than entertainment	34% (3% have never heard of YouTube)
Using Twitter	23% (7% have never heard of Twitter)
Social network sites and video sharing sites the future of marketing	60%

Table H: Results of the survey 2 – target audience
Source: Results of the survey (Appendix 1)

1) Consumer decision making process

Decision making process according to BussinesDictionary.com is : “a process by which (1) consumers identify their needs, (2) collect information, (3) evaluate alternatives, and (4) makes the purchase decision. These actions are determined by psychological and economic factors, and are influenced by environmental factors such as cultural, group, and social values.” (Consumer buying behavior) Below the stages of the decision making process and post-purchase evaluation are shown in the diagram.

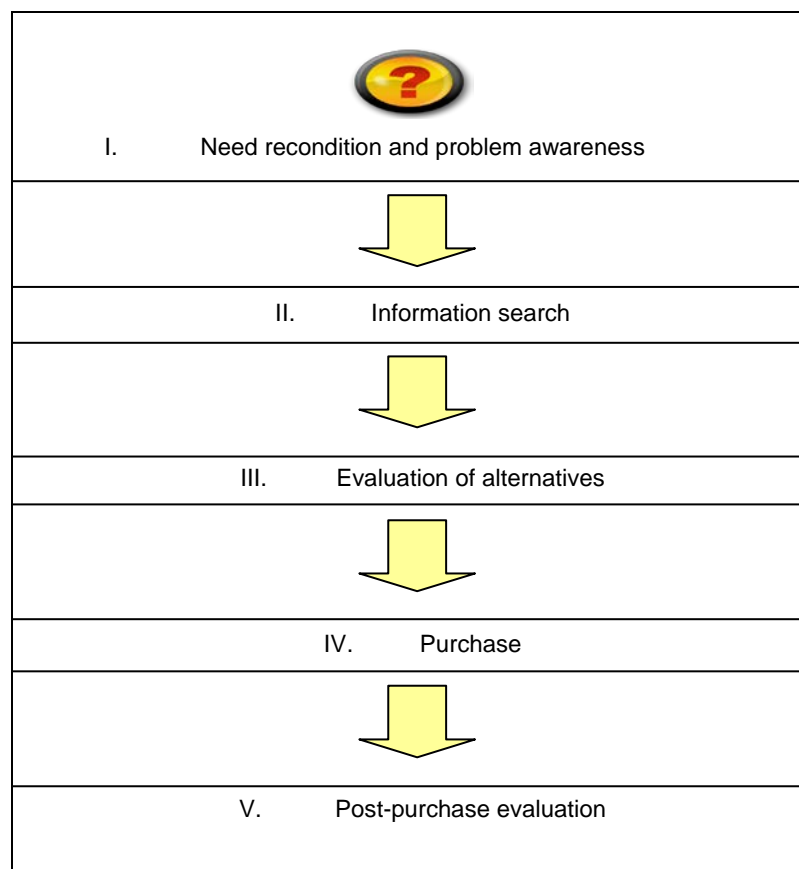


Figure 5.1: Five stages of the decision making process

Source: Adapted from Buyer behaviour - The decision-making process (Riley)

In almost every the phase of the process social software can play a significant role. To illustrate: Mr Kowalski is a publisher. He just printed a first copy of a brochure and noticed that the fonts are not uniform (I), he does not want his work to go to waste; he checks what the problem might be by simply typing his problem into the internet browser. He found many possible causes and

solutions including advice from blogs and Facebook groups; some suggested what products can be used to make sure this will not happen (II). Now he researches his alternatives: he could buy Markzware's Preflight tool – FlightCheck (recommended by few bloggers) or invest in Extensis' product – Suitcase Fusion 3 as they are said to be the 'the font specialists'. He recognizes that FlightCheck deals with not only fonts so can also be useful another time (III). He finds Markzware's website through the link embedded in the blogs he read, contacts his local reseller using Skype and places an order (IV). He receives the electronic version of the product few hours later and it shows him what the problem with his document was. He tweets about the result and recommends it to his friends (V). See the diagram below.

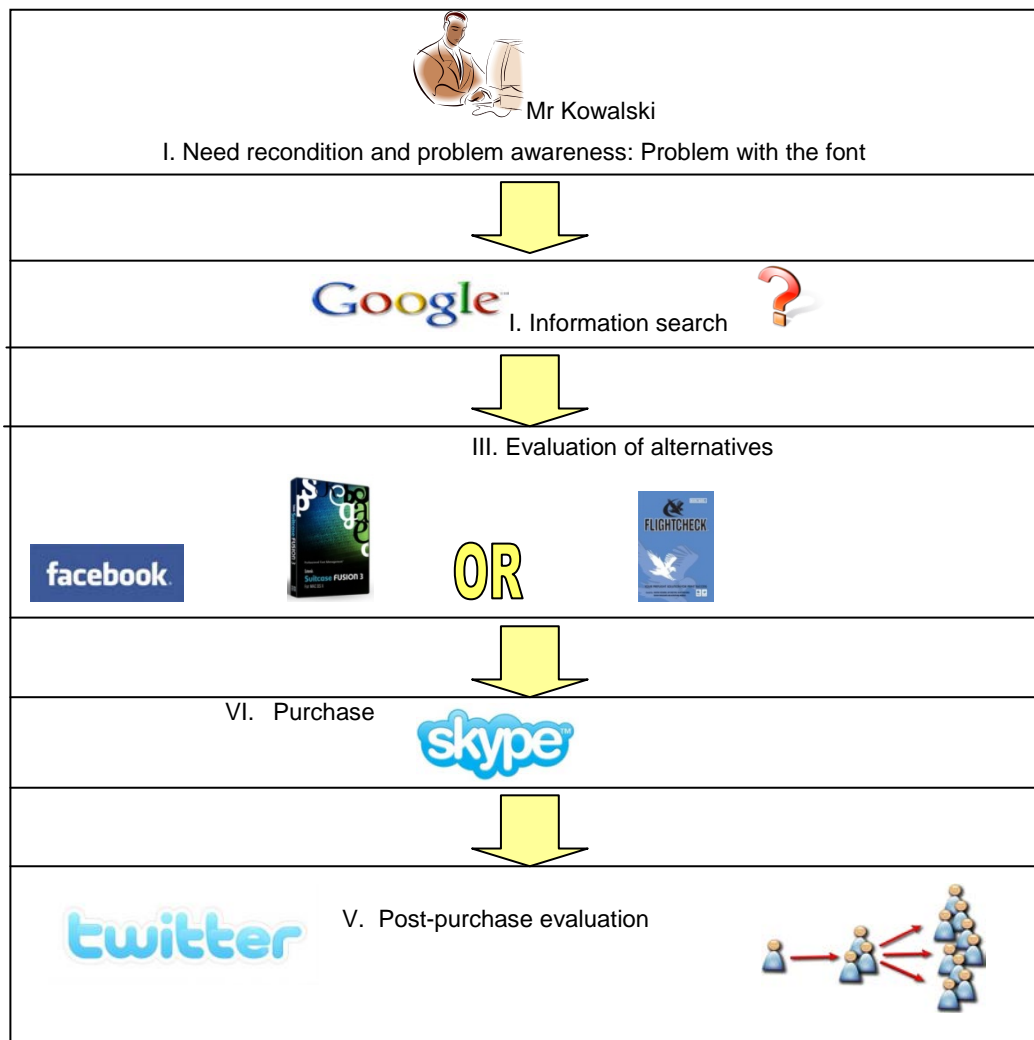


Figure 5.2: The use of social software during the buying process

This diagram below relates to model used to illustrate the traditional and modern sales funnels which is presented next. These models are used by hubspot.com also to show the differences between Inbound and Outbound marketing strategies. (Hub Spot, 2011) In general a sales funnel is “an illustration of the Sales process showing a large number of (unqualified) Suspects entering the Funnel, being filtered out in subsequent levels or stages, and a smaller number of Customers exiting the Funnel.” (Fox, 2005)

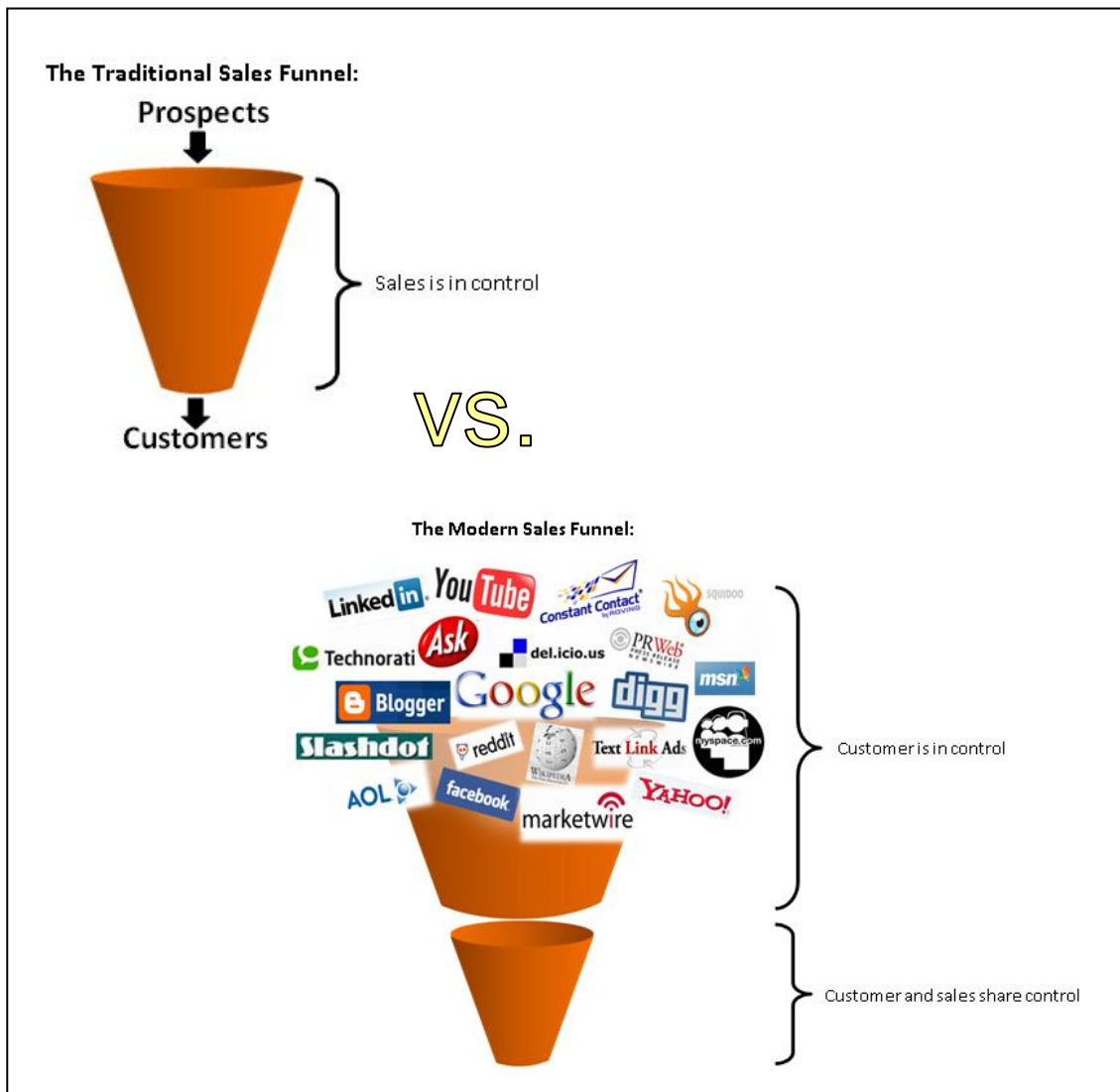


Figure 5.3: Traditional sales funnel versus modern sales funnel
Source: Adapted from Outbound vs. Inbound Marketing (2011)

A more detailed examination of the sales funnel can be found in the appendices. (Appendix 5)

2) How social software influences buying behaviour

Consumer buying behaviour according to the earlier mentioned dictionary is “the process by which individuals search for, select, purchase, use, and dispose of goods and services, in satisfaction of their needs and wants.” (Business Dictionary, 2009)

As justified above the use of social software can be a deciding factor in the decision making process, influencing the buyer’s behaviour. Recent study from Chadwick Martin Bailey and iModerate Research Technologies shows that over 50% of people are more likely to buy or recommend a product after they became Facebook fans and Twitter followers of the company or product. (Garvey, 2011) “60% of Facebook fans and 79% of Twitter followers are more likely to recommend these brands since becoming a fan or follower. And an impressive 51% of Facebook fans and 67% of Twitter followers are more likely to buy the brands they follow or are a fan of. Considering Facebook’s over 400 million users, the opportunity is great for social media marketers.” (Garvey, 2011) Another study by OTX Research (DEIWorldwide, 2008) states that about 2/3 are influenced by the information they acquire using social media and also that 2/3 of them are likely to share this information with other people. 60% rely on information published on social media more than on traditional forms of promotion. (Smith, 2010) Because Markzware’s products are used not only by individuals as well as by whole companies B2B buyers’ statistics are very important. “B2B buyers are actively using social media in many steps along the path of the purchase-making decision. Companies involved in B2B sales need to implement a social media strategy along with other marketing and sales tactics.

- 78% started with informal info gathering;
 - 59% engaged with peers who addressed the challenge;
 - 48% followed industry conversations on topic;
 - 44% conducted anonymous research of a selected group of vendors;
 - 41% followed discussions to learn more about topic;
-

-
- 37% posted questions on social networking sites looking for suggestions/feedback;
 - More than 20% connected directly with potential solution providers via social networking channels.” (Falkow, 2010)

5.1.2 The media

The media are an important and influential intermediary. They are also the secondary target group. In this case (as the management is looking for online solutions) blogs and forums as well as groups on pages such as Facebook are also the component of this audience segment. As the company does not want to use the traditional marketing means the internet is the medium that should be the primary focus. According to research most people who write blogs or establish industry groups on Facebook or nasza-klasa are most of the time people working within the industry or students of the graphic arts subjects; this means that the average person representing this target group shares most or all of the characteristics with the ones classified as the primary target group.

5.2 Objectives

Communication objectives state what one wants to accomplish with the target groups in the future. Objectives are formulated in terms of what the target group needs to know, want, feel, find, be able to or do within a certain period. Objectives can be classified into 3 categories:

- knowledge-based objectives;
- attitude objectives;
- behavioural objectives;

In Markzware’s case the sales are low but how can they rise if most of the target group have never heard of Markzware. Without an increased awareness and knowledge about the company and its products will not sell. In order for the potential clients to turn into clients their attitude towards the business will need to be positive. Objectives need to be *concrete, quantified, timed* and *measurable*.

Target groups	Objectives
graphic arts companies – end users	By the end of 2012, 50% of potential Polish clients are aware of the range of Markzware's products and the company itself. Within a year 30 %, the end users are aware of problems such as a need of preflighting a document and a possibility of conversion between Quark and Adobe formats.
social media	By the end of 2011, 50% discussion groups and blogs in Poland are familiar with Markzware and they publish information about all new developments of the company.

Table I: Communication objectives

6 Main findings and the conclusion

We live in the age of information, the age of computers and most of all the age of the internet. Twenty-first century people just cannot seem to get enough of it; it is everywhere, present in all spheres of our life. Information was never as easily accessible as it is now. Mobile phones, tablets, public Wi-Fi, the internet is everywhere and access to it is viewed as an extension of the human rights. (Phillips, 2011) Everyone is using the internet and it is a very effective communication and marketing medium as it is not limited by time and geographical restrictions. Every company wanting to keep up-to-date with the speed of the modern world uses it as such. Every day, another Mark Zuckerberg (the founder of Facebook) or Maciej Popowicz (nasza-klasa.pl) might come and change the way we use the internet so it is very important to know all the latest developments and continuously update the strategies. It is not only the age of information; it is the age of new developments. As seen throughout this report, inbound marketing and the use of social software are said to be the future of marketing and communication. Without spending a fortune on the old marketing means, it is easier than ever before to reach people all over the world - people of all races, nationalities and from every walk-of-life. Poland is a country where social software use is at its peak. This is the time to invest efforts and be active on the social media circuit, to use instant messengers and to make sure that bloggers know your product. However, one needs to remember that every country has its own trends and that other factors influence people in different parts of the world. The central questions of this thesis are:

-
1. *What are the determinants of a successful inbound marketing strategy for the graphic arts industry in Poland?*
 2. *How does Markzware's current strategy measure up to these criteria?*

To find the answer to these central questions, the sub-questions must also be considered.

6.1 Sub-questions

1. (A) What is Markzware's current marketing strategy? (B) Which social software is being used to implement that strategy and with what results? (C) How does the company promote itself amongst potential Polish clients?

Answer: Markzware has a complex marketing strategy but it does lack consistency especially when it comes to approaching potential Polish clients. The most efficient tools when it comes to Poland are Facebook, nasza-klasa, YouTube, Twitter, the company's homepage and newsletters. This inconsistency resulted in no real gain from the use of these media as it did not stimulate dialogue and failed to acquire any new clients.

2. What is the perception (image) of Markzware in Poland?

Answer: The actions undertaken by Markzware to promote itself so far have failed to raise the awareness of the company and its products in Poland and most people working within the graphic arts industry in Poland are unfamiliar with the business and its software.

3. (A) Who are Markzware's potential clients? (B) What is their buying behaviour? (C) Is this behaviour reflected in the company's approach?

Answer: Markzware's potential clients are employees of the graphic arts companies. There are over 8000 enterprises in this industry in Poland, 96% of which are classified as micro businesses. Their buying behaviour is influenced by the use of social software but this is not fully reflected in Markzware's strategy.

4. (A) Which social software are popular and used as means of marketing and communication in Poland? (B) How should they be used to be efficient marketing and communication tools?

Answer: The most popular social networking sites are Facebook and nasza-klasa, Gadu-Gadu and Skype are the instant messengers used most often, and all of them are used as communication and marketing tools. YouTube is the most well-known video sharing site. Markzware should have an account on Facebook and join the discussion on various graphic arts group sites. On nasza-klasa, there should not only be an account of the company but starting a discussion (forum) and establishing a group to organize the professionals from the industry is also advised. Selling the company's products on Allegro.pl would also help. Other recommended actions are: publishing the articles about the business and its products on Wikipedia(in Polish), creating Skype and Gadu-Gadu accounts and embedding their names into Markzware's contact information on the homepage; adding more Polish movies on YouTube, and producing an official Polish version of markzware.com and Polish articles within the Markzware's blog.

5. How do Markzware competitors use inbound marketing?

Answer: Overall, Markzware scores higher than its main competitors in the use of inbound marketing, especially when it comes to Poland. The competition also uses the new development extensively but does not concentrate specifically on Poland. This is a great opportunity for Markzware. The detailed information about the competitors can be found in Chapter 3 and in the appendices. (Appendix 6)

6. What would be the most efficient inbound marketing strategy for Markzware?

Answer: The efficient inbound marketing strategy would be consistent and updated often. The tools used to implement this strategy should be these that are popular in Poland and the materials should be published in Polish. The specific proposed strategy will be presented in the next chapter.

To answer the central questions, the expertise of hubspot.com specialists should be compared with the Polish trends. According to the experts at hubspot.com:

“The most successful Inbound Marketing campaigns have three key components:

(1) Content - Content is the substance of any Inbound Marketing campaign. It is the information or tool that attracts potential customers to your site or your business.

(2) Search Engine Optimization - SEO makes it easier for potential customers to find your content. It is the practice of building your site and inbound links to your site to maximize your ranking in search engines, where most of your customers begin their buying process.

(3) Social Media - Social media amplifies the impact of your content. When your content is distributed across and discussed on networks of personal relationships, it becomes more authentic and nuanced, and is more likely to draw qualified customers to your site.” (Burnes, 2008)

(1) The content should be up-to-date and the material ought to be in Polish, and not just an internet translator conversion. This includes the contents of the website, the company’s blog and the information published on Markzware’s accounts on the social networking sites as well as the movies on the YouTube channel. One needs to control what the other internet users who share information about the company do in a flattering manner, or if that is not the case, to be polite and ready to respond and not just delete the negative comments. Being open and transparent is the key to success.

(2) Social networking sites as well as blogs are good ways of obtaining SEO. In general, the more times the name of a company or a product is mentioned the better and embedded links are also important. Search engines are the first gateway between the potential user and the product or service provider; this is where the decision making process begins. The use of keywords is a part of this strategy. Markzware’s keywords should be words such as conversion (Polish: konwersja, przekształcenie), Preflight and the name of its products as well as the name of the programs extensions to which Markzware produces (e.g. Adobe InDesign, QuarkXPress).

(3) The use of social media makes the gap between the customer and the enterprise smaller. It helps build a personal relationship. Facebook and nasza-klasa provide many options for establishing and maintaining relations with the Polish graphic arts industry employees.

This general advice should be broadened and the use of instant messengers would also be beneficial. Markzware is advised to not only have the accounts on Facebook and nasza-klasa but to invest some time in establishing Gadu-Gadu and Skype account. This will allow the potential clients to reach the company in the manner they prefer.

Therefore, a successful internet marketing strategy for the graphic arts industry in Poland would be an inbound marketing strategy. This would be specifically created for a particular audience as some of the worldwide trends do not reflect the Polish ones, and implemented with the tools that have the widest reach in the country and are used by the people from the industry. Facebook, nasza-klasa, YouTube, Skype and Gadu-Gadu should be used as means of communication and marketing. The use of Polish language is recommended. Also, one of the key ideas of every inbound marketing strategy is to update the information and keep the dialog alive. A more detailed approach will be shown when the proposed strategy will be presented.

To answer the second central question:

Markzware's strategy only meets half of these criteria with using some of the appropriate tools and having few materials targeted for the Polish audience. That is why there is a need for change in order to make it more efficient. The company knows that inbound marketing is the future but the efforts they put into it are not sufficient enough.

7 Communication strategy

7.1 The key idea

The key idea is to follow the pattern presented by the authors of hubspot.com and the book *Inbound Marketing: Get Found Using Google, Social Media, and Blogs* (New Rules Social Media Series) and adjusting it in order to harmonise it with the Polish trends. The idea behind using inbound marketing is to be more direct and have a personal relationship with the clients. It is often about skipping the middle man which also means that the company needs to be more transparent and even get accustomed to direct criticism. The messages that Markzware wants to send to targeted groups should vary as do the communication objectives. The end users should know more about the company and its products as well as the problems the software might be able to solve. The social media should know Markzware, moreover, they be able to engage into an open discussion online

with its representatives. What is very important is that this form of communication is about accessibility, so not only do the companies need to provide the content but they must be sure that it is accurate, up-to-date and clear. The key issue is the language. The Polish audience would appreciate more content in Polish.

7.2 Instruments

The guidelines of the strategy are available in the appendices (Appendix 8) along with the advice given by the websidegrader.com (Appendix 7).

As discussed previously, Markzware is looking for a new internet marketing and communication strategy and because of the choice of instruments given by Mr Dilling, this will be an inbound marketing strategy.

According to previously presented research, the best communication and marketing tools in this case would be:

1. Website and company's blog;
2. Social networking sites Facebook and nasza-klasa (alongside Allegro.pl);
3. YouTube;
4. Wikipedia;
5. Instant messengers: Gadu-Gadu and Skype.

8 Organization

Inbound marketing is the best answer to Markzware's problem with reaching out to the Polish audience. It uses the tools that the company wants to utilize; it is cost-effective and shows transparency. It is also easy to evaluate. The next table shows how the tools should be employed and how these actions can be evaluated. Also, all the actions mentioned below will lead to search engine optimization mentioned in the previous paragraphs.

Tool	Actions	Evaluation
Website and company's blog	Publishing blog post in Polish; Changing the way the website is translated; Optimizing the website;	Monitoring comments and the number of visits;

Tool	Actions	Evaluation
Social networking sites Facebook and nasza-klasa	Founding of accounts on both sites (in Polish); Constant updates and discussions; Founding a forum and a group for the graphic arts professionals;	Watching the comments and the number of 'friends';
Allegro.pl	Selling products on this auction site;	Examining the sales and visits;
YouTube	Adding more movies in Polish;	Monitoring comments and view count;
Wikipedia	Adding more articles, especially in Polish;	Observing the number of visitors and checking if they proceeded with visiting company's homepage;
Instant messengers: Gadu-Gadu and Skype	Setting up accounts, embedding the contact data on the homepage; The clients are able to contact the company instantly and for free;	Sending survey using instant messaging;

Table J: Tools, actions and evaluation

In order to monitor the progress twice a year, a survey similar to the one created for the purpose of this research will be sent through social software to a sample of companies working in the graphic arts industry in Poland. Also, at least weekly monitoring of blogs and discussion board, and social networking and YouTube accounts is recommended.

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10 Appendices

10.1 Appendix 1: The problem statement

The management of Markzware took notice of the low level of sale of products in Poland, one of the lowest in Europe. The previous efforts to reach the potential Polish customers were not very effective as the company cannot afford to develop an expensive advertising campaign for each of the European countries. We have tried local channels, but they seem fragmented in Poland, compared to other western European reseller channels.

David Dilling
managing director
Markzware b.v. Europe

10.2 Appendix 2: The survey

10.2.1 Introduction e-mail (Polish and English)

Dear Sirs,

My name is Olga Mikołajczak; I am a student at The Hague University of Applied Sciences. As my final paper I'm writing a report on internet marketing in Poland for a company called Markzware. I would be very grateful if you could answer few questions. In the Attachments you will find a brief anonymous questionnaire, I would be very grateful if you could spare a few minutes of your time to fill it in. Without these results I can't finish my report, that's why this is very important to me.

Thank you in advance for all your help.

Yours faithfully,
Olga Mikołajczak

.....

Droży Państwo,

Nazywam się Olga Mikołajczak, jestem studentką Wyższej Szkoły Haskiej (The Hague University of Applied Sciences). W ramach mojej pracy licencjackiej piszę raport o marketingu internetowym w Polsce i Rosji dla firmy Markzware. Byłabym bardzo wdzięczna, gdyby mogli Państwo odpowiedzieć na kilka pytań. W załącznikach znajdą Państwo krótką anonimową ankietę, byłabym bardzo wdzięczna, gdyby zechcieli państwo poświęcić mi kilka minut. Bez tych wyników nie mogę skończyć mojego raportu, więc jest to dla mnie bardzo ważne.

Z góry dziękuję za wszelką pomoc.

Z poważaniem,

Olga Mikołajczak

10.2.2 The body of the survey

The body of the survey is presented in its original format (first the English followed by the Polish one) starting from the next page.



Thank you for participating in a study concerning the graphic arts industry in Poland.

This is an anonymous survey. The results will be used in a Final Paper concerning the graphic arts industry and the use of internet written for The Hague University of Applied Sciences and Markzware.

1. Occupation:.....

2. Age:.....

3. Location:.....

4. Native language:.....

5. Do you use QuarkXPress?

☐ Yes

☐ No

6. Do you use Adobe InDesign?

☐ Yes

☐ No

7. Do you have problems with opening files from clients (e.g. you use Quark and the file you have received is in InDesign)?

☐ Yes

☐ No



8. Have you ever had a problem with a file that wasn't saved correctly or with a file that would not open?

☐ Yes

☐ No

9. Have you had any problems with your final, printed product (e.g. it didn't look the same as the digital version – the images weren't sharp, the colours were not as expected)?

☐ Yes

☐ No

10. Do you know what 'Preflight' means?

☐ Yes Go to question 10. ☐ No Go to question 11.

11. Do you use any Preflight tool?

☐ Yes

☐ No

Which one?.....

12. Have you ever heard about Markzware?

☐ Yes Go to question 13. ☐ No Go to question 15.

13. Where did you hear about it?

.....



14. Which products do you know?

- a) FlightCheck ☐
- b) ID2Q ☐
- c) Q2ID ☐
- d) PUB2ID ☐
- e) Markztoolz ☐
- f) Other..... ☐

15. How would you assess your knowledge of the English language?

- a) Poor ☐
- b) Basic ☐
- c) Intermediate ☐
- d) Advance ☐
- e) Near native ☐

16. Do you prefer to read about technical developments in your language or in English?

My language ☐

English ☐

17. Are you a member of any social network site?

☐ Yes Go to question 18. ☐ No Go to question 19.

☐ I have never heard of any social networking sites. Go to question 21.



18. Which social network sites do you use?

- a) nasza-klasa.pl
- b) Facebook
- c) MySpace
- d) LinkedIn
- e) Other.....

19. Does your company use any social network sites?

☐ Yes Go to question 20. ☐ No Go to question 21.

20. Which social network sites does your company use?

- a) nasza-klasa.pl
- b) Facebook
- c) MySpace
- d) LinkedIn
- e) Other.....

21. Which instant messenger does your company use?

- a) Gadu-Gadu
- b) Skype
- c) Tlen.pl
- d) Other.....
- e) My company does not use any instant messenger.

22. Do you ever check YouTube for purposes other than entertainment (e.g. video manuals)?

☐ Yes ☐ No ☐ I have never heard of YouTube.



1. Do you use Twitter?

☐ Yes

☐ No

☐ I have never heard of Twitter.

2. Do you think that social network sites, video sharing sites etc. are the future of the internet marketing within the graphic arts industry in your country?

☐ Yes

☐ No

☐ I don't know.



Dziękujemy za wzięcie udziału w badaniu branży sztuk graficznych w Polsce.

Niniejsza ankieta jest anonimowa. Jej wyniki zostaną wykorzystane w raporcie (pracy licealnej) na temat branży sztuk graficznych i korzystania z internetu napisanej na potrzeby Wyższej Szkoły Haskiej i Markzware.

1. Zawód:.....

2. Wiek:.....

3. Miejsce zamieszkania:.....

4. Język ojczysty:.....

5. Czy pracujesz z QuarkXpress?

☐ tak

☐ nie

6. Czy pracujesz z Adobe InDesign?

☐ tak

☐ nie

7. Czy masz czasem problemy z otwieraniem dokumentów od swoich klientów (np. używasz Quark'a, a dostajesz dokumenty stworzone w InDesign)?

☐ tak

☐ nie



8. Czy miałeś/miałaś kiedyś problem z dokumentami, które nie zostały zapisane poprawnie lub nie chciały się otworzyć?

☐ tak

☐ nie

9. Czy kiedykolwiek miałeś/miałaś kłopot z produktem końcowym - wydrukowaną wersją projektu (np. nie wyglądała ona tak jak jej cyfrowy odpowiednik : ilustracje były nieostre, kolory nie były takie, jakich oczekiwałeś/oczekiwałaś)?

☐ tak

☐ nie

10. Czy wiesz co oznacza termin "Preflight"?

☐ tak Przejdź do pytania nr 10. ☐ nie Przejdź do pytania nr 11.

11. Czy używasz jakiegoś narzędzia do Preflight?

☐ tak

☐ no

Jakiego?.....

12. Czy kiedykolwiek słyszałeś o Markzware?

☐ tak Przejdź do pytania nr 13. ☐ nie Przejdź do pytania nr 15.



13. Skąd dowiedziałeś się o Markzware?

.....

14. Który (badź które) produkt znasz?

a) FlightCheck ☐

b) ID2Q ☐

c) Q2ID ☐

d) PUB2ID ☐

e) Markztoolz ☐

f) inne..... ☐

15. Jak oceniłbyś/oceniłabyś swoją znajomość języka angielskiego?

f) Znikoma/Słaba ☐

g) Podstawowa ☐

h) Średnia ☐

i) Zaawansowana ☐

j) Biegła ☐

16. Czy wolisz czytać o nowinkach technicznych w swoim języku ojczystym, czy po angielsku?

☐ mój język

☐ angielski



17. Czy jesteś członkiem któregoś z portali społecznościowych?

- a) tak ☐ Przejdź do pytania nr 16.
- b) nie ☐ Przejdź do pytania nr 17.
- c) Nigdy nie słyszałem/słyszałam o czymś takim jak portal społecznościowy. ☐ Przejdź do pytania nr 21.

18. Których portali społecznościowych uważasz?

- f) nasza-klasa.pl
- g) Facebook
- h) MySpace
- i) LinkedIn
- j) Inne.....

19. Czy twoja firma korzysta z portali społecznościowych?

- ☐ tak Przejdź do pytania nr 20. ☐ nie Przejdź do pytania nr 21

20. Których portali społecznościowych używa twoja firma?

- a) nasza-klasa.pl
 - b) Facebook
 - c) MySpace
 - d) LinkedIn
 - e) Inne.....
-



- a) Gadu-Gadu
- b) Skype
- c) Tlen.pl
- d) Inny
- e) Moja firma nie korzysta z żadnego komunikatora

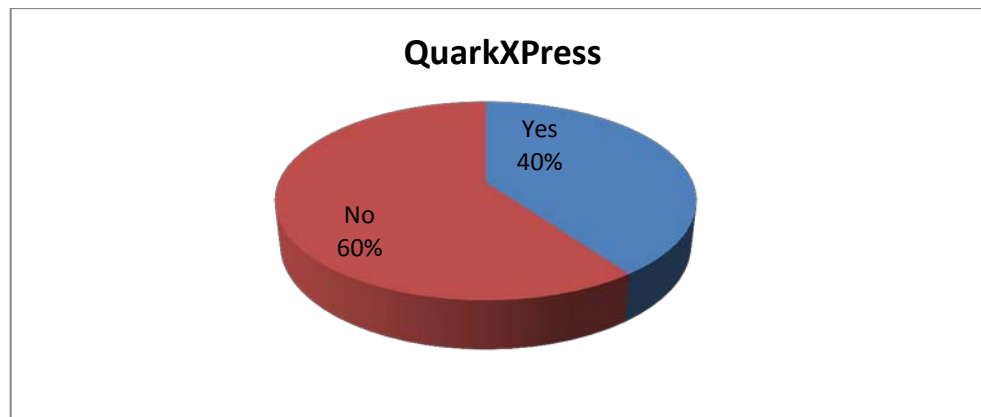
☐ tak ☐ nie ☐ Nigdy nie słyszałem/słyszałam o YouTube.☐ tak ☐ nie ☐ Nigdy nie słyszałem/słyszałam o Twitter'ze.☐ tak ☐ nie ☐ Nie wiem.

10.2.3 Results of the survey

1. Occupation: printers 14; graphic designers 9; publishers 7
2. Average age: 33
3. Location: cities and towns
4. Native language: Polish

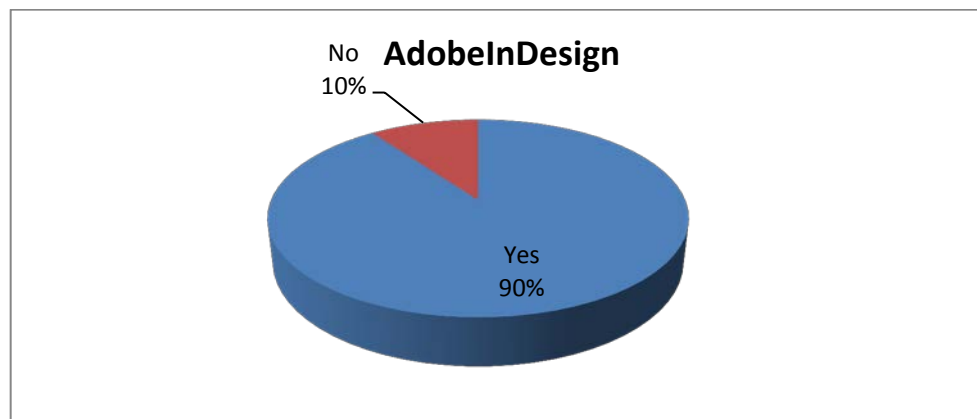
5. Use of QuarkXPress

Yes 12; No 18



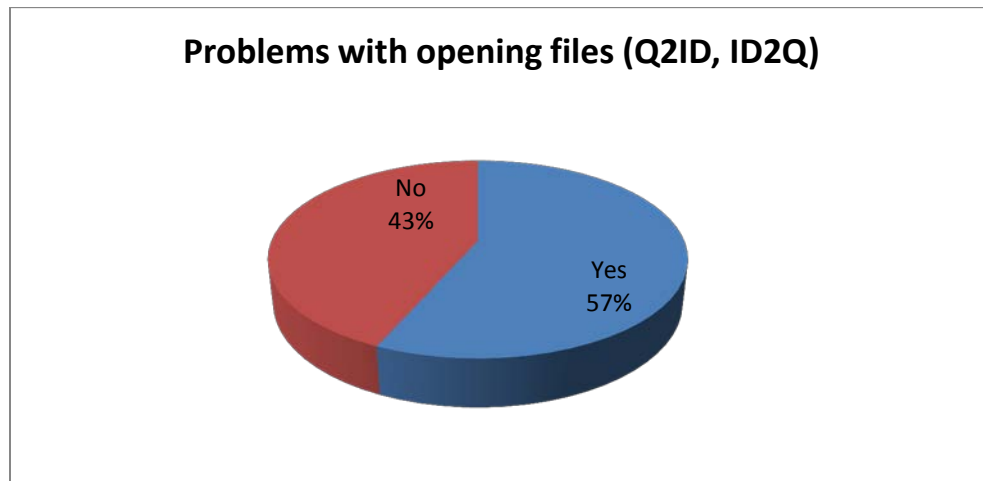
6. Use of Adobe InDesign

Yes 27; No 3



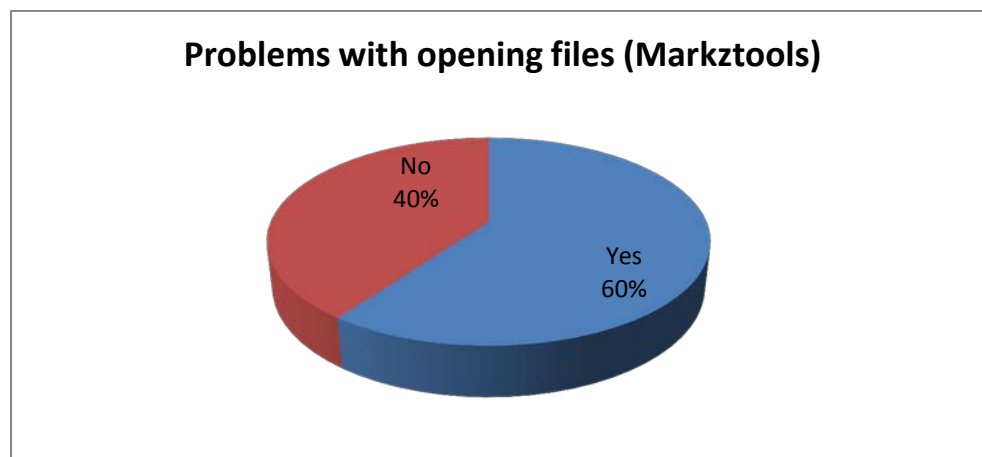
7. Problems with opening files (Q2ID, ID2Q)

Yes 17; No 13



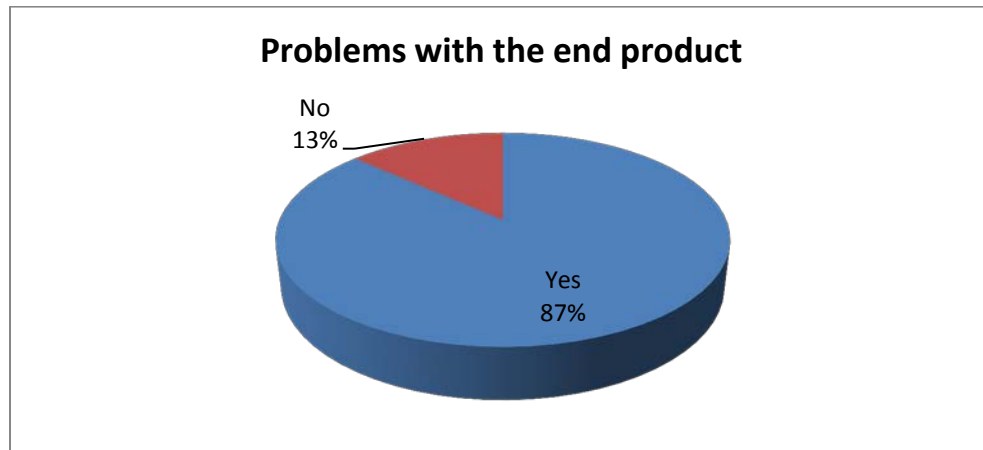
8. Problems with opening files (MarkzTools)

Yes 18; No 12



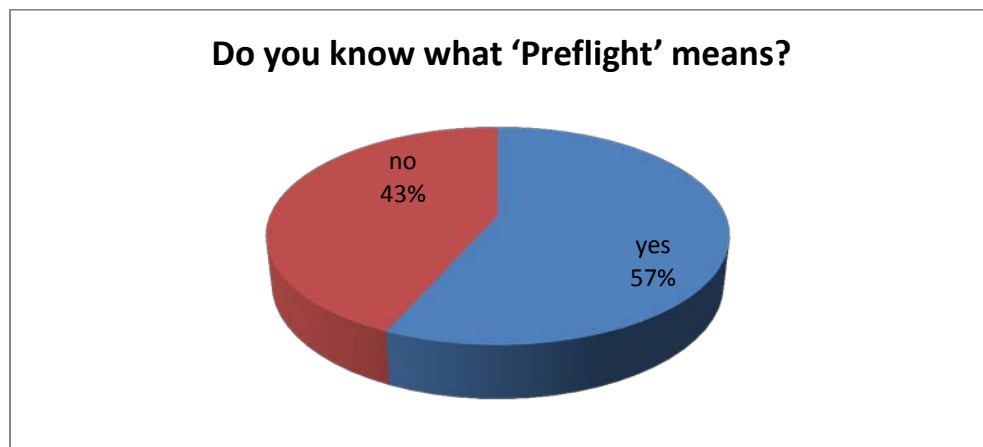
9. Problems with the end product (Preflight):

Yes 26; No 4

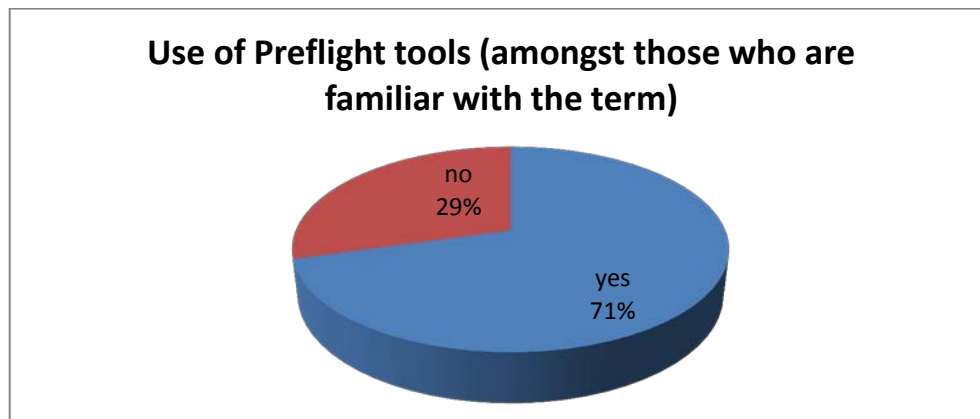
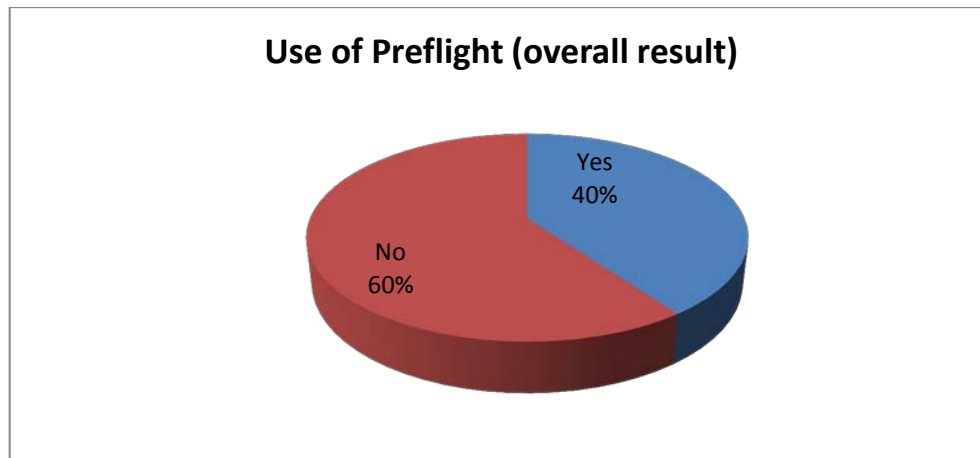


10. Do you know what 'Preflight' means?

Yes 17; No 13

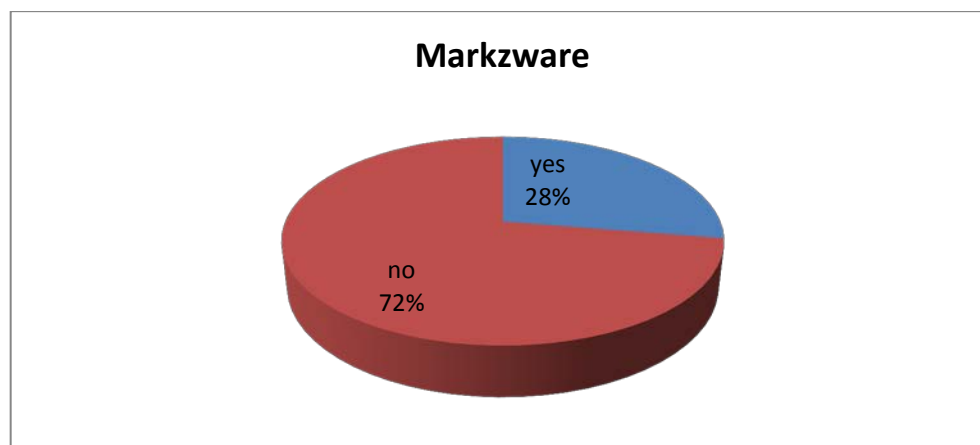


-
11. Out of 17 who know it, 12 uses Preflight tools (e.g. Preflight integrated Adobe Acrobat Pro v.8)



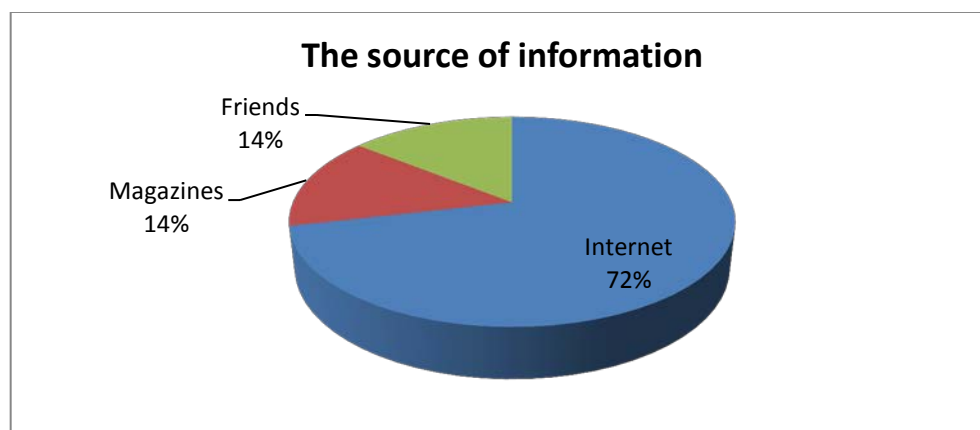
12. Have you ever heard about Markzware?

Yes 8; No 22



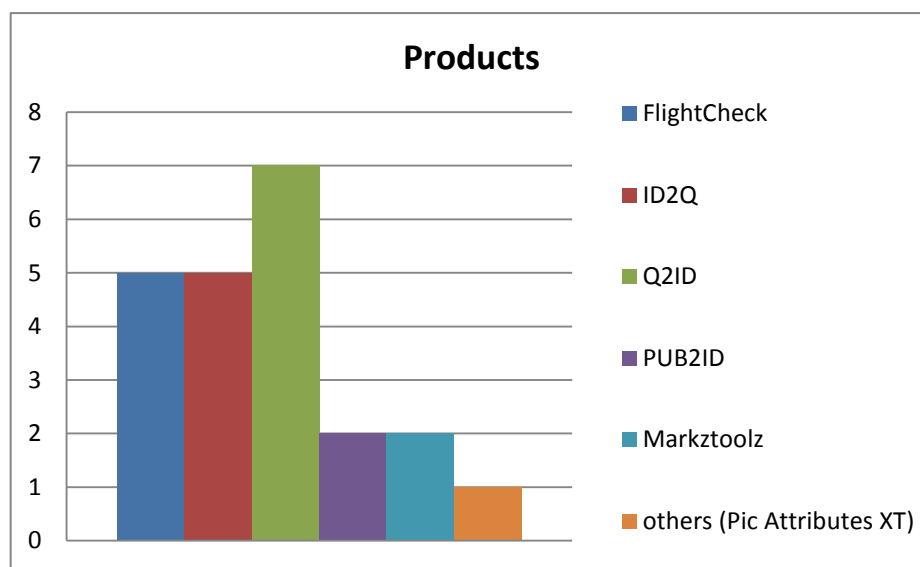
13. Where did you hear about it?

Internet 6; magazines 1, friends 1



14. Which products do you know?

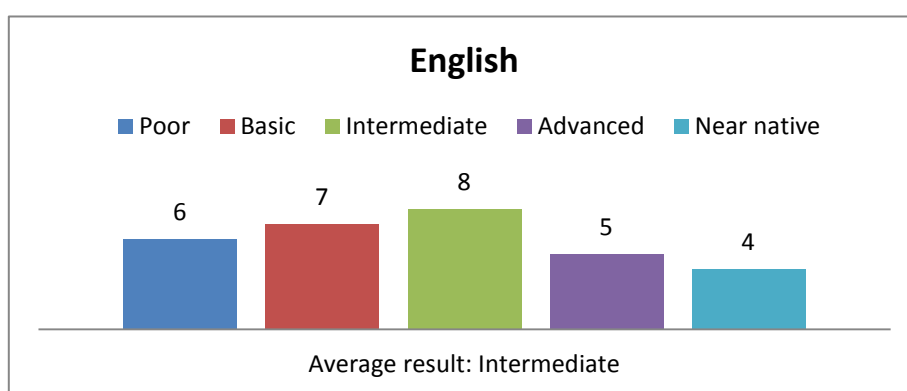
a) FlightCheck	5
b) ID2Q	5
c) Q2ID	7
d) PUB2ID	2
e) Markztoolz	2
f) others (Pic Attributes XT)	1



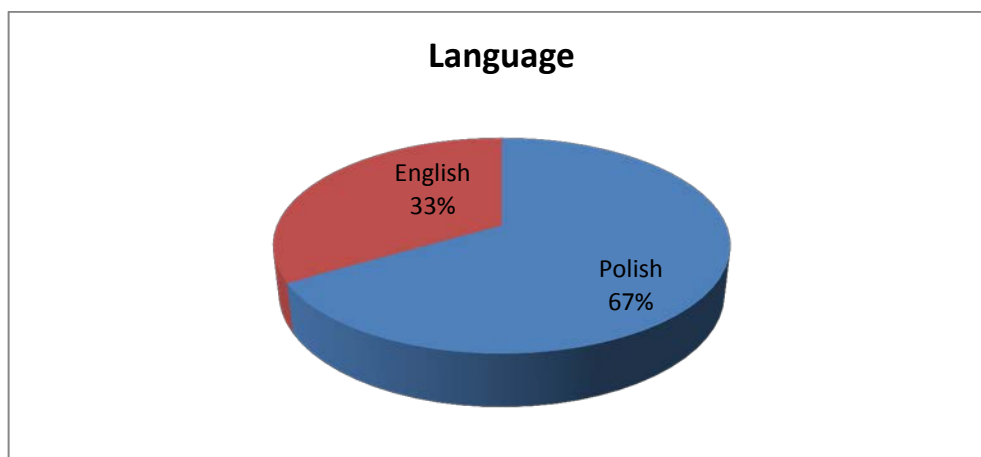
15. Knowledge of the English language

- a) Poor 6 (6x1 point)
- b) Basic 7 (7x2 points)
- c) Intermediate 8 (8x3 points)
- d) Advanced 5 (5x4 points)
- e) Near native 4 (4x5 points)

Average 2.8

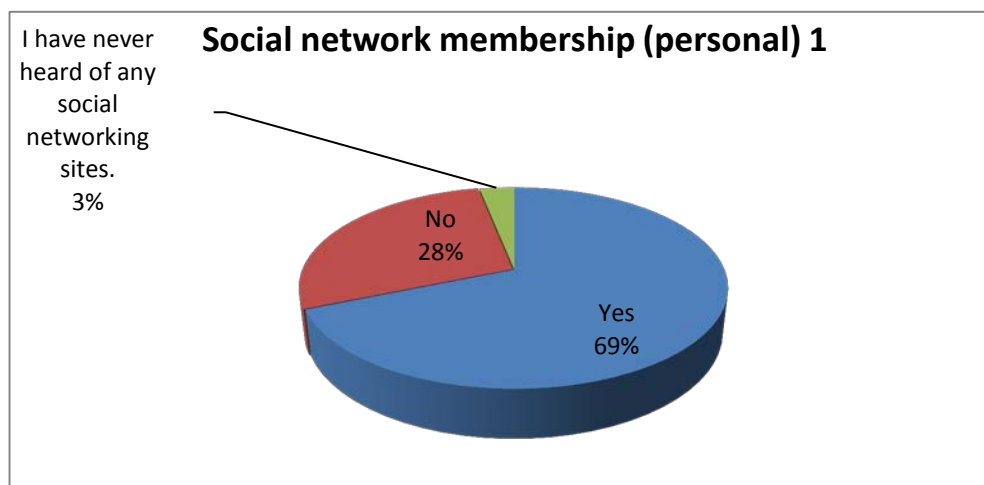
**16. Preferred language**

Polish 20; English 10



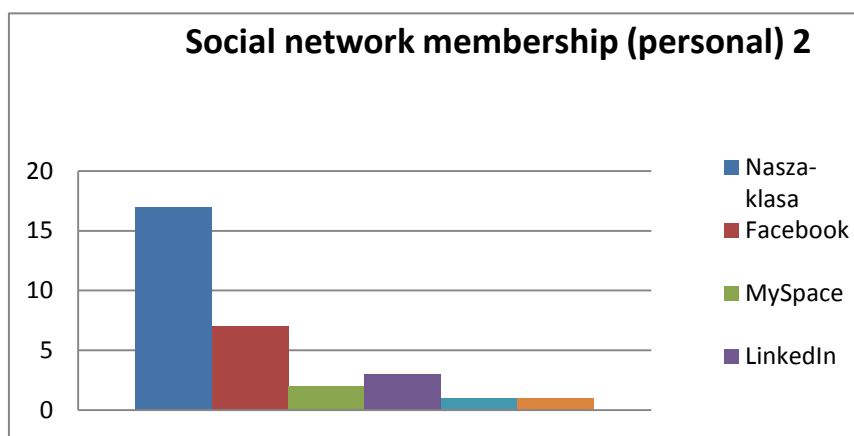
17. Are you a member of any social networking site?

Yes 20; No 9; I have never heard of any social networking sites 1



18. Which social network sites do you use?

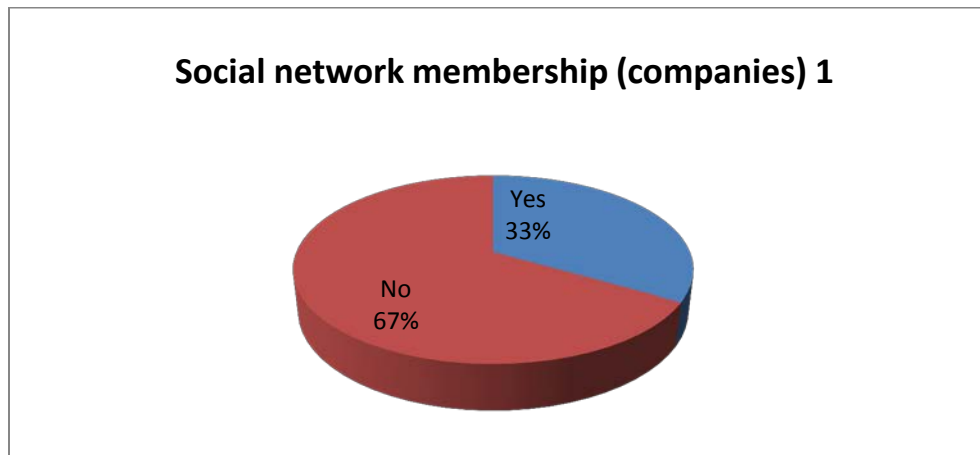
- | | |
|----------------|---------------------------|
| a) Nasza-Klasa | 17 |
| b) Facebook | 14 |
| c) MySpace | 2 |
| d) LinkedIn | 5 |
| e) Others : | 2 (Goldenline 1; Grono 1) |



f)

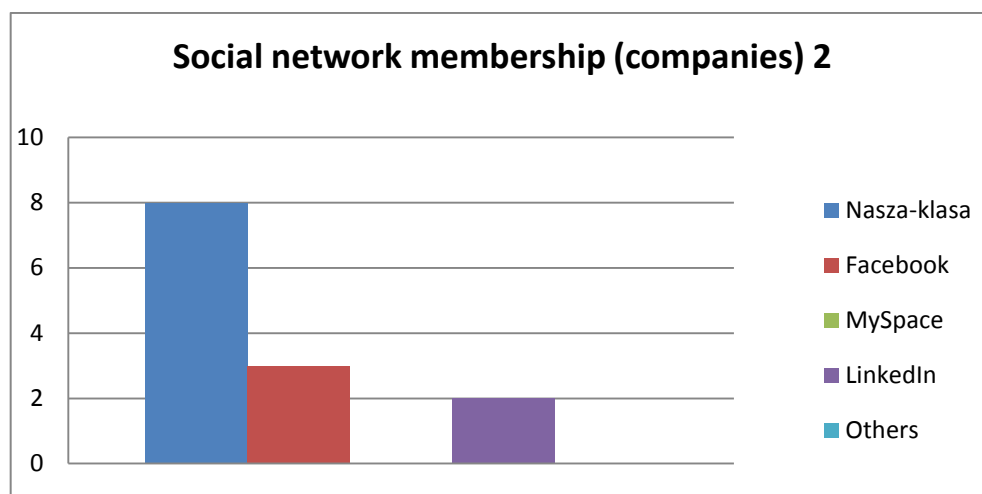
19. Does your company use any social network sites?

Yes 11; No 19



20. Which social network sites does your company use?

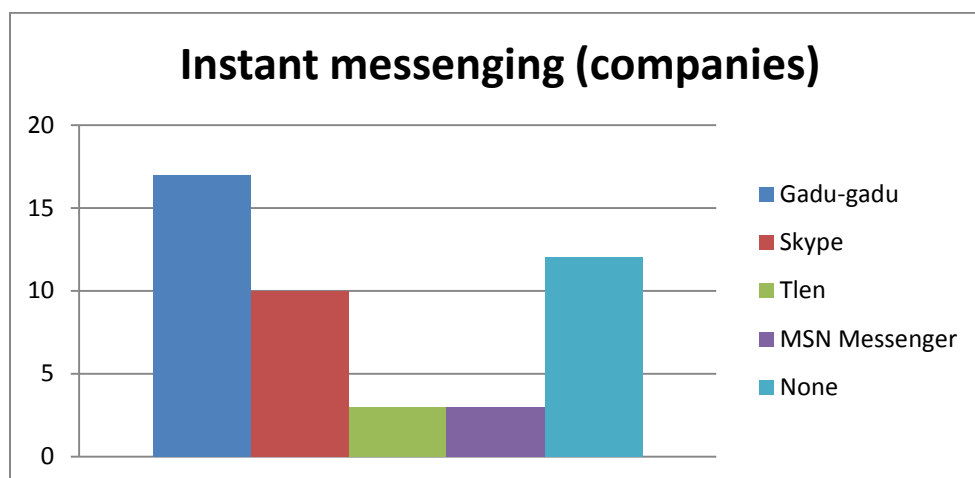
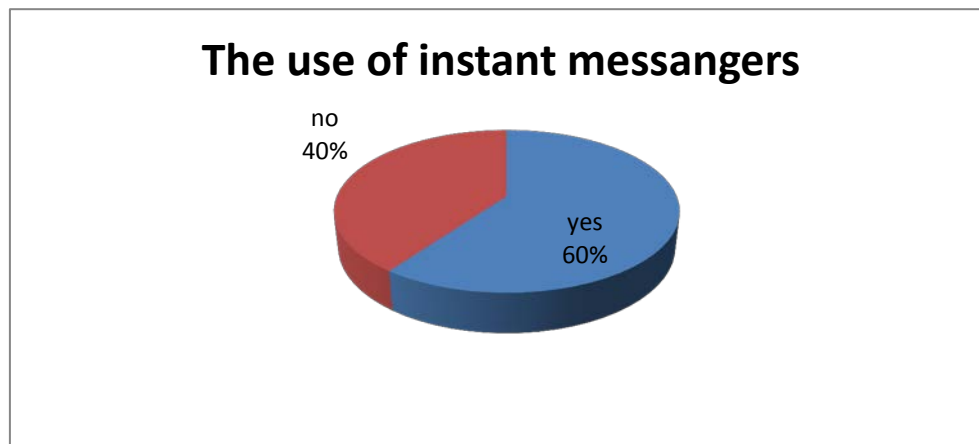
- | | |
|----------------|---|
| a) Nasza-Klasa | 8 |
| b) Facebook | 6 |
| c) MySpace | 0 |
| d) LinkedIn | 2 |
| e) Others : | 0 |



 21. Which instant messenger does your company use?

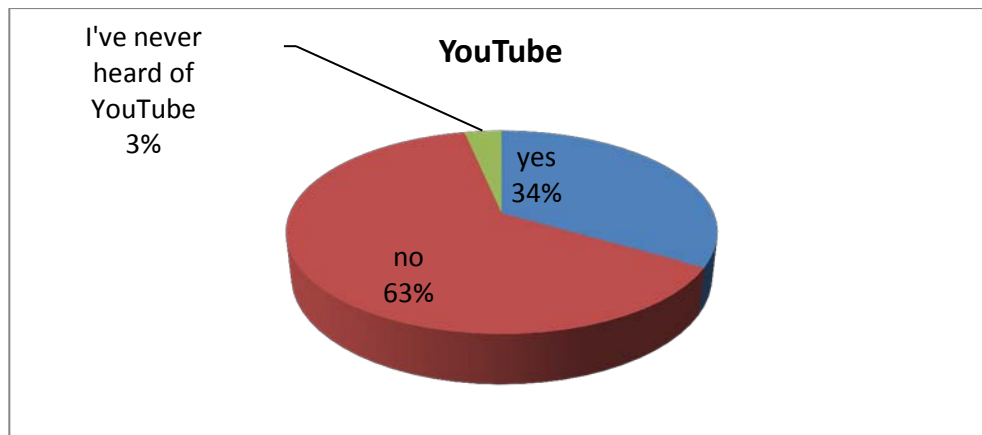
a)	Gadu-Gadu	17
b)	Skype	10
c)	Tlen.pl	3
d)	Other	3
	• MSN Messenger	3
e)	My company does not use any instant messenger.	12

This means that 60% of companies use instant messenger



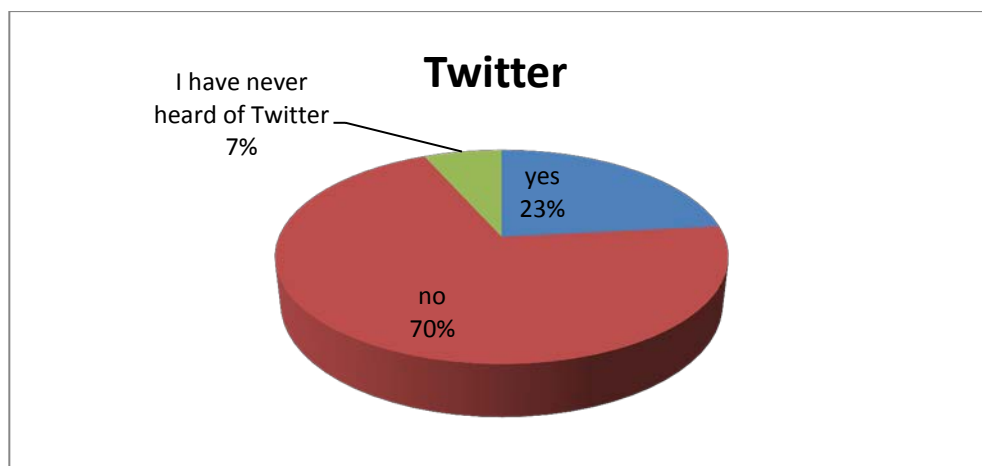
22. Do you ever check YouTube for purposes other than entertainment (e.g. video manuals)?

Yes 10; No 19; I have never heard of YouTube 1



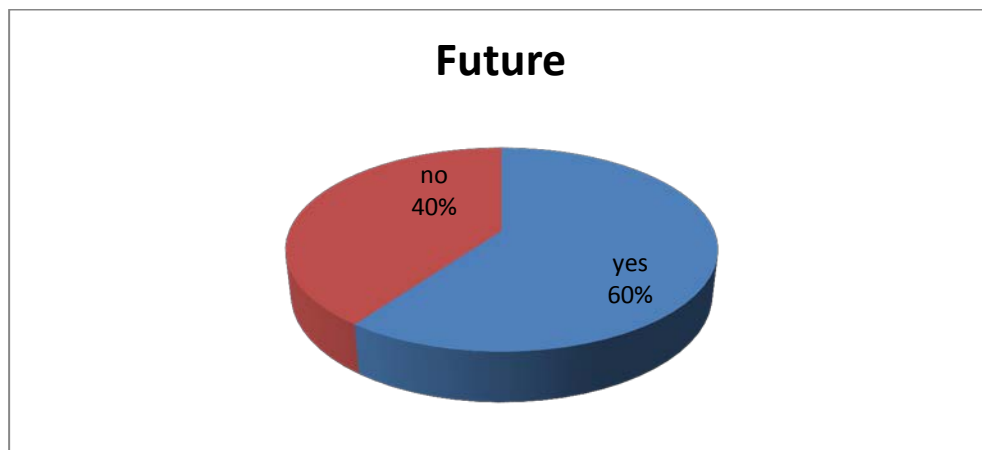
23. Use of Twitter

Yes 7; No 21; I have never heard of Twitter 2



24. Are the social network sites and video sharing sites the future of marketing?

Yes 18; No 12



10.3 Appendix 3: *Rynek poligraficzny w Polsce (Graphic arts industry in Poland)*

Rynek poligraficzny w Polsce (Graphic arts industry in Poland)

Retrieved from: <http://www.bractwogutenberg.pl/>

This report is available on the website mentioned above; it is a 59 pages document on the state of the graphic arts industry in Poland. Because of the size and the language used this report is not imbedded in the appendices.

10.4 Appendix 4: Products

✓ FlightCheck

FlightCheck is Preflight software used to manage quality control for print jobs to avoid the differences between the digital and the printed version of a document. It has been created to scan the files and to pick up all the imperfections saving time and money. The program checks various file formats such as Adobe InDesign, Adobe Acrobat PDF, Adobe Illustrator, Adobe Photoshop, Adobe PageMaker, Adobe FreeHand, QuarkXPress, Microsoft Office, CorelDraw, EPS, TIFF and many more.

✓ ID2Q

ID2Q (Adobe InDesign to QuarkXPress) is an XTension for Quark. This tool converts Adobe InDesign files into QuarkXPress. The conversion takes seconds and is highly accurate.

✓ Q2ID

Q2ID (QuarkXPress to Adobe InDesign). With literally one click this Adobe Plug-In converts QuarkXPress document content into Adobe InDesign file. As more people in the industry use InDesign this tool is the most popular Markzware product.

✓ Pub2ID

PUB2ID (Microsoft Publisher to Adobe InDesign) is a plug-in to InDesign that converts MS Publisher files into Adobe InDesign layout.

✓ PageZephyr

PageZephyr is Markzware's latest development; it allows customers to convert and search Adobe, Quark and MS Publisher. With the help of this software one can also import Adobe InDesign, Quark and MS Publisher content into a Wordpress blog.

✓ MarkzTools

MarkzTools is a QuarkXPress XTension that helps to prevent corruption of files. It also enables users to open higher versions of Quark without the need of buying an upgrade and also to create a temporary file before saving the original document.

✓ PasteBoard XT

PasteBoard XT allows its user to alter size (width and height) of QuarkXPress pasteboard.

✓ Pict Attributes XT

The Pict Attributes XT memorizes the characteristics (attributes) of a picture an image when 'Get Picture' is being performed. It can be used to replace a high-resolution picture with a low-resolution equivalent without losing the vital parameters.

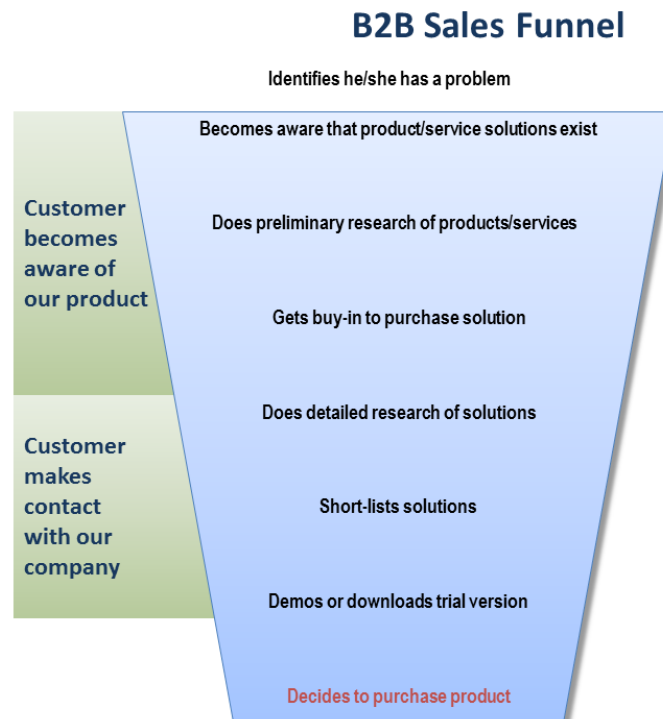
10.5 Appendix 5: *A process to connect social media, content marketing and sales*

A process to connect social media, content marketing and sales

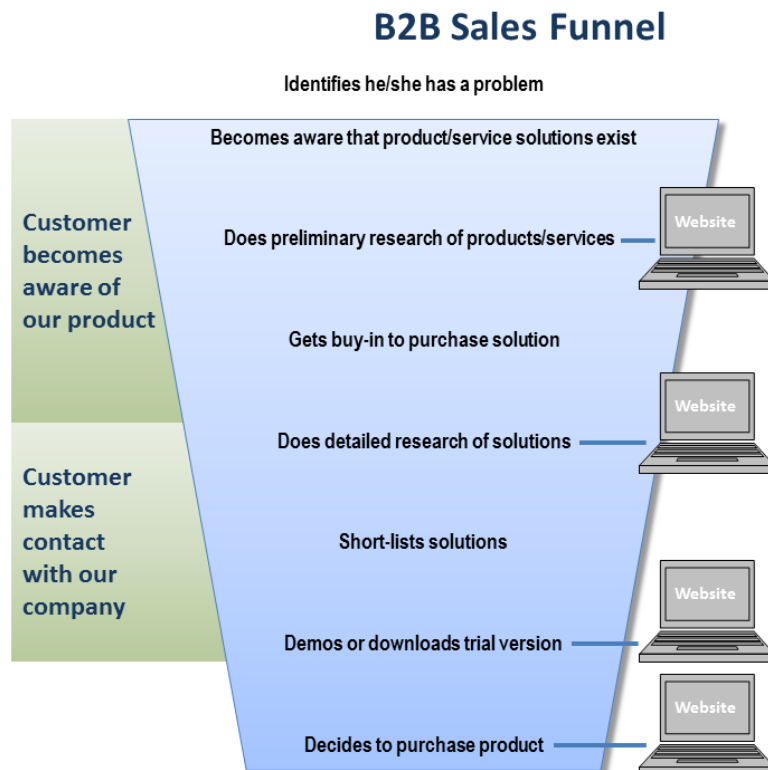
An article by Nicole Crepeau retrieved from: <http://www.businessesgrow.com/2011/04/20/a-process-to-connect-social-media-content-marketing-and-sales/>

You've probably heard the term "content marketing." You've certainly heard of social media. How do these two trends fit together in your sales and marketing plan?

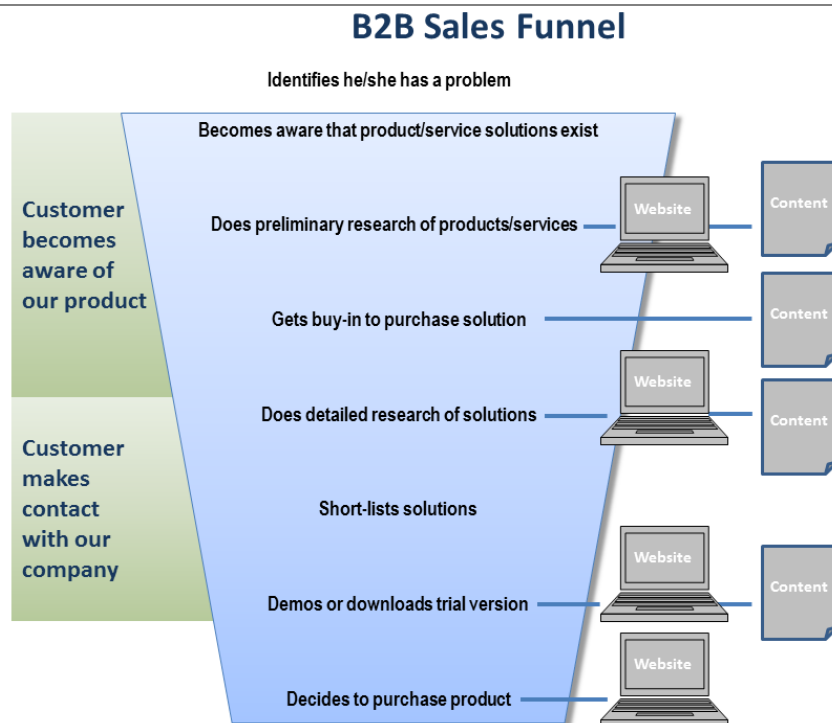
Here's a method you can use to determine where content and social media fit into your online sales strategy. Let's start with your good ol' sales funnel. These vary somewhat by company, but here's a typical B2B sales funnel showing the steps a customer typically experiences:



Once you've documented your sales funnel, look at the customer touchpoints where your website is important. Your website is usually the hub of your online strategy. Determine where the user is likely to interact with your website.



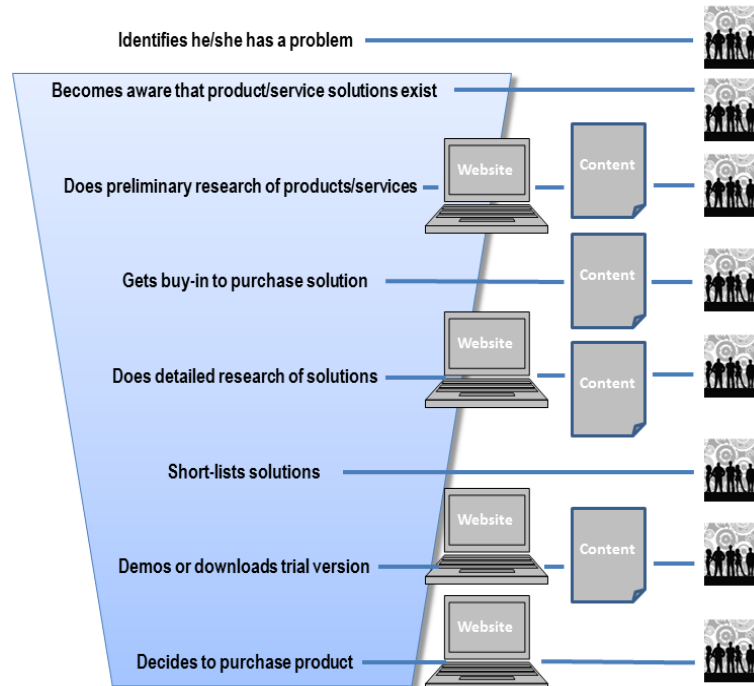
Next, look at where content can provide a good touchpoints. Remember that content can be distributed allowing the customer to discover it in their own online contexts. Assuming you can reach customers at the various points in the sales funnel, where can content add value?



In this case, content could be valuable in the early stages of the sales funnel, to make customers aware that there are solutions to their business problem. It can also be useful when customers are trying to get buy-in for a purchase, doing detailed research, and during the demo or trial process.

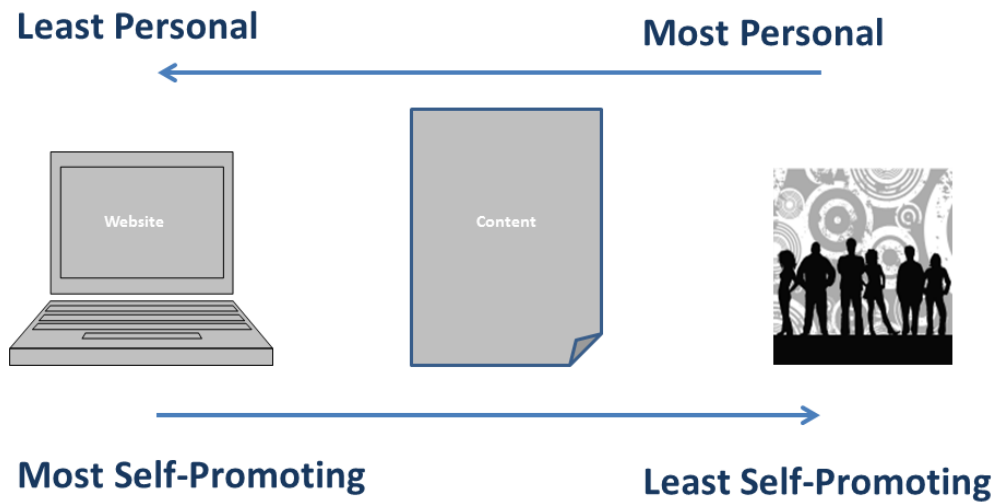
Now, let's see where social media/social interaction can play a role in the sales process.

B2B Sales Funnel



Online social contact, not surprisingly, can be helpful at all stages of the sales funnel.

Now you know where the different elements can contribute to the sales process. Let's look at how they can contribute—keeping in mind the basics:

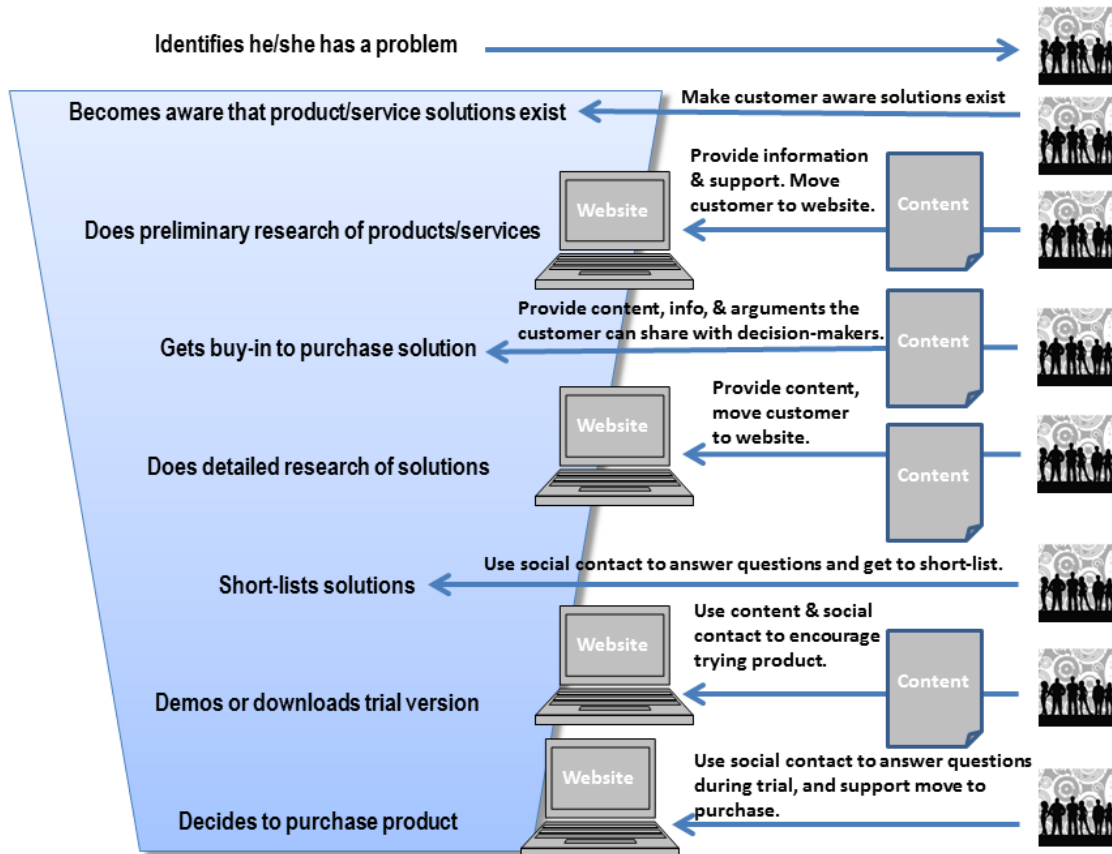


Compared with content and websites, social engagement is obviously the most personal type of online contact with a customer. It often takes the form of a conversation. Your website, on the other hand, is the least personal form of contact.

At the same time, social media tends to be the least self-promotional. It's generally frowned upon when companies promote themselves strongly on social media. It's perfectly acceptable to promote your business and your products on your website, however. It's both expected and accepted.

Given these caveats, here's how you might try to leverage content and social engagement in your sales process:

B2B Sales Funnel



Awareness. At the top of the funnel, you can be present in communities where customers are talking about their business problems, and use social media and content to make them aware that products and services exist. Of course, that means walking the line of self-promotion. You need to be a little more hands-off and neutral when informing customers through social media and content.

Early research. At these early stages, you can try to move the customer to your website through both social communications and content. You use both social contact and content to give basic information about your products and services, the kind of information a customer at this stage of awareness can best benefit from.

Buy-in and short-listing. When the customer is getting buy-in to make a purchase, you can provide support and information. You can develop content that provides data, arguments, case studies, or executive summaries the customer can share with decision-makers. The idea is to specifically target the decision-maker and provide content developed for that person, who may not be the same as the person who discovered the content. On the social side, you can be present and responsive, answering questions that arise.

Likewise, at the short-list stage, you can be available to answer questions, direct the user to appropriate information, and otherwise assist in that decision.




Research and demo. Obviously, the research stage is one that can benefit from a rich set of content and strong social connections. One goal may be to encourage the customer to try the product. If the user demos or downloads a trial version, you can be available to answer questions, provide support, and address any problems. You might want to develop supporting demo content or data sets for specific verticals or roles.

Purchase. Of course, you want to be available before and during the purchase process to make sure it goes smoothly.

That's how you can use the sales funnel as a way to evaluate the role of content and social media in your sales process.

Of course, there are other tools to use as well, and lots of work to do after this. You'll need to [research your audience](#) and segment them, in order to develop targeted content and [social offers](#). You'll need to update the website to support these touchpoints, at a minimum creating landing pages to support your content and social strategy. Ads and email may be added to the mix. Etc. However, identifying these customer touchpoints and the methods you'll use to integrate content and social media can provide a solid start to your planning and form the basis for your work.



10.6 Appendix 6: Competitors strategy vs. Markzware's approach

Company			
Location	Santa Ana, United States Europe: Pijnacker, The Netherlands	San Jose, United States Europe: Uxbridge, United Kingdom	Portland, United States Europe: Northampton, United Kingdom
Year of establishment	1992	1982	1993
Revenue in 2010	US\$ 5.00 million	US\$ 3.800 billion	US\$ 11.52 million
Employees	EMEA ¹ : 1; Worldwide: 16	EMEA: over 1100; Worldwide: 9117	EMEA: unknown; Worldwide: 126
Products	<ul style="list-style-type: none"> ✓ conversion tools ✓ Preflight software 	<ul style="list-style-type: none"> ✓ formats, ✓ desktop software, ✓ server software, ✓ Web-hosted services, ✓ Web design programs, ✓ video editing and visual effects, ✓ eLearning software 	<ul style="list-style-type: none"> ✓ digital asset management ✓ tools and font management solutions
Image and identity	<ul style="list-style-type: none"> ✓ reliable ✓ products are value for money ✓ unique and easy-to-use products 	<ul style="list-style-type: none"> ✓ market leader ✓ software giant ✓ excellence ✓ great employer (2010 marked Adobe's eleventh year on <i>FORTUNE's</i> "100 Best Companies to Work For" list) ✓ criticised for the prices 	<ul style="list-style-type: none"> ✓ easy-to-use products ✓ font management leading developer ✓ products are value for money
Mission	<i>Our objective is developing tools that work and that provide superb value for</i>	<i>Adobe's mission is to be the premier provider of products and services in the</i>	<i>We deliver exceptional value to our customers by offering easy-to-deploy and</i>

¹ EMEA – European *Europe, the Middle East and Africa*

Company			
	<p><i>our customers. Ease of use and day-to-day labor reduction are key design factors.</i></p> <p>Source: http://markzware.com/company/ </p>	<p><i>information age for professional publishing solutions, business publishing solutions, document solutions, and digital imaging solutions in the company's addressed market segments while: achieving and maintaining an above-average return on investment for shareholders measured in terms of return on equity, earnings per share, revenue growth, and operating profit; maintaining or achieving the number one or two position in addressed market segments in terms of market share, customer satisfaction, revenue generation, product margin, product functionality, and technological leadership; treating all employees with respect and rewarding both group and individual performance that exceeds commitments and expectations; being a good corporate citizen in the local and national locations where the company produces, sells, and services its products.</i></p> <p>Source: http://www.fundinguniverse.com/company-histories/Adobe-Systems-Inc.-Company-History.html </p>	<p><i>easy-to-use solutions for protecting and fully leveraging your business' investment in fonts and digital assets.</i></p> <p>Source: http://www.extensis.com/en/about/ </p>

Company			
Website	www.markzware.com	www.adobe.com	http://www.extensis.com
Social networks	<p>Facebook: http://www.facebook.com/pag... 710 people like this;</p> <p>LinkedIn: http://www.linkedin.com/company/392002?rk=tvah 28 followers, 16 employees http://www.linkedin.com/groups/Markzware-User-Group-Graphic-Design-70725?gid=70725&mostPopular=&trk=tvah 220 members; Twitter: http://twitter.com/Markzware 1.674 followers;</p>	<p>Facebook: http://www.facebook.com/home.php#!/profile.php?id=553735704 1.870 friends;</p> <p>LinkedIn: http://www.linkedin.com/company/1480?trk=tvah 38.569 followers, 9.640 employees multiple other pages of Adobe-related groups (e.g. products' groups); Twitter: http://twitter.com/Adobe 48.054 followers;</p>	<p>Facebook: http://www.facebook.com/home.php#!/pages/Extensis/112617401673 103 people like this;</p> <p>LinkedIn: http://www.linkedin.com/company/11177?trk=tvah 164 followers, 86 employees; other pages related to products; Twitter: http://twitter.com/extensis 1.755 followers;</p>
YouTube	<p>http://www.youtube.com/user/markzwareTV 99 subscribers, 144 movies; http://www.youtube.com/user/conversionnews 16 subscribers; 18 movies</p>	<p>http://www.youtube.com/user/AdobeSystems?ob=5 11 subscribers, 3 movies products have their separate channels;</p>	<p>http://www.youtube.com/user/extensisblog?ob=5 72 subscribers, 121 movies</p>
Wikipedia	No Markzware page, FlightCheck is listed;	http://en.wikipedia.org/wiki/Adobe_Systems	http://en.wikipedia.org/wiki/Extensis
Podcasts,	http://itunes.apple.com/podcast/markz	http://tv.adobe.com/show/creative-suite-	http://www.extensis.com/en/community/in

Company			
blogs and feeds	ware-tv/id354187656 http://www.podcast.tv/video-podcasts/markzware-tv-215037.html http://markzware.com/category/blogs/	podcast-photographers/ http://blogs.adobe.com/	dex.isp;jsessionid=0EJNEQHEBCHIRLAQAAUARSQ?ref=nav http://blog.extensis.com
Poland	<p>Website: can be translated into Polish;</p> <p>Facebook:</p> <p>http://www.facebook.com/#!/pages/Markzware-Polska/33854401017</p> <p>5 people like this;</p> <p>Twitter:</p> <p>https://twitter.com/#!/Markzware_PL</p> <p>171 followers;</p> <p>nasza-klasa:</p> <p>http://nk.pl/#profile/17662248</p> <p>5 friends;</p> <p>YouTube: 2 movies in Polish</p> <p>Wikipedia: no Polish entry;</p>	<p>Website: Polish version available;</p> <p>YouTube: no movies in Polish on;</p> <p>Facebook:</p> <p>http://www.facebook.com/#!/adobe.polska</p> <p>181 people like this;</p> <p>Nasza-klasa: no official account (22 accounts established by fans);</p> <p>Wikipedia:</p> <p>http://pl.wikipedia.org/wiki/Adobe_Systems#cite_note-0;</p>	<p>Website: no polish version;</p> <p>YouTube: no movies in Polish on;</p> <p>Facebook: no account; Nasza-klasa: no account;</p> <p>Wikipedia: no Polish entry;</p>

10.7 Appendix 7: *Website Grader report for www.markzware.com for June 10, 2011*

Website Grader report for www.markzware.com for June 10, 2011

You've taken the first step in determining how your website **www.markzware.com** stacks up against millions of others, but do you want to maintain or improve your score of **98**?

HubSpot's free 60-day trial for small business owners and marketers is a valuable way to figure out how HubSpot can help you generate more visitors, leads, and customers with no financial obligation. [Start a free trial now](#).

Included in your free trial of HubSpot's inbound marketing software are tools to help you:

- Get found online by more qualified visitors

- Convert more visitors into leads

- Close these leads efficiently with lead intelligence

- Make smarter marketing decision through closed-loop analytics

Would you like to learn more? [Sign up for a free 60-day trial](#) of our software and take us for a test drive. We'd love to help you like we've helped our 4,000 software customers.

Sincerely,

The HubSpot Team

Review your report at <http://websitegrader.com/site/www.markzware.com> or put the [Website Grader Badge](#) on your website.

10.8 Appendix 8: *The Essential Step-by-Step Guide to Internet Marketing*

The Essential Step-by-Step Guide to Internet Marketing

Retrieved from:

http://blog.hubspot.com/Portals/249/docs/ebooks/the_essential_guide_to_internet_marketing.pdf

Only the introduction is available here as the document is 34 pages long.

Introduction

If you're reading this eBook, chances are you're either a marketing professional or a business owner who understands the importance of internet marketing today. You „get” that traditional marketing methods are becoming both ineffective and expensive, and you know that by neglecting to market your business on the web, you're missing out on the powerful business results that an effective internet marketing strategy can afford.

Whether your business is just getting started with internet marketing or you just want to brush up on the basics; this eBook can serve as your essential guide to setting up and implementing a successful internet marketing strategy, step by step.

From establishing your initial keyword strategy to leveraging social media to promote content online all the way through to analyzing and refining your strategies, this comprehensive internet marketing eBook will guide you through every essential step you should be taking to effectively market your business on the web, whether you're a software company, a chimney sweep, a tailor, or a marketing agency, to name a few.