

EXPANDING THE CUSTOMER BASE OF SENSURITY THROUGH DIGITAL STRATEGY

BACHELOR THESIS



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ATTRACTING POTENTIAL CUSTOMERS THROUGH THE WEBSITE OF *SENSURITY* THROUGH DIGITAL STRATEGY

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Yours Sincerely,
Dominic Janse

ABSTRACT

The Perimeter Security industry is experiencing rapid growth as the need for security measures is growing which is a result of the rising threat of terrorist attacks and shift in governmental regulations in regard to security. Sensurity is a new player in the perimeter security market where it tries to grow through distributing its newly developed Microwave Intrusion Detection Systems. Currently, the company does not have a digital marketing strategy to generate sales through its existing distribution network to remain solvent. Therefore, the research focusses on identifying what digital strategy Sensurity should adopt to stay financially solvent by the end of 2018 to foresee positive response from its investors.

In order to identify and set-up digital measures that work, quantitative research has been conducted in form of a survey about preferred product offering, a regression analysis of digital strategies, and quantitative analytics in regard to the existing customer base of Sensurity. For the survey the preferred product offering among prospects has been investigated to get a grasp of how Sensurity could optimize its current product offering. Moreover, the most fitting digital strategies were identified first, and additionally were implemented and monitored to consequently draft a regression of each strategy to compare cost-efficiency among strategies for generating high quality visitors to the company website. Lastly, the target market for Sensurity has been identified and compared with its current customer base to see which customer groups have proven to best serve criteria from this target market.

The research has shown that only 27% of the prospects are familiar with Microwave Intrusion Detection Systems. Where prospects prefer a low TCO as prime decision making factor for choosing a perimeter security solution. Then, the survey revealed that a prospect would prefer a local approach from an experienced partner in the perimeter security industry. Furthermore, regarding the digital strategies, the most fitting strategies for Sensurity have been identified as SEO, PPC, and Email marketing where each strategy has been tested. It appeared that SEO was the most cost-efficient solution among the 3 strategies, where all strategies depicted a strong positive correlation between the independent variable, investment costs and dependent variable, non-bounce visitors. Moreover, the target groups found most relevant have been identified in the industries, industrial, commercial, and transportation.

Sensurity is recommended to narrow down its approach in taking digital marketing measures given that the company is operating in a small market. Therefore, the company has to identify unique target groups where it can consequently frame its unique needs and value proposition to best serve the target group with a product offering and digital strategy. Hereafter, Sensurity is advised to adjust its existing product offering, where it directly promotes an integrated security solution on its website, providing the potential customer with a complete solution. Moreover, the company can deploy several digital strategies, where SEO should be used to create unique landing pages per target group, PPC can be used to target keywords used by target groups where a display campaign can increase awareness around advanced Microwave Intrusion Detection Systems, then email marketing can be used to purchase mailing lists for each target group, delivering personalized messages and emphasising the unique needs of the prospect.

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ABBREVIATIONS

B2B – Business-to-Business

CPC – Cost per click

CTR – Click through rate

EBITDA – Earning Before Interest, Taxes, Depreciation, and Amortization

EMEA – Europe, Middle East & Africa

e.g. – for example

GDPR – General Data Protection Regulation

i.e. – That is

IoT – Internet of Things

KPI – Key Performance Indicator

MIDS – Microwave Intrusion Detection Systems

NW – North-Western

PIDS – Perimeter Intrusion Detection Systems

SME – Small Midsized Enterprise

TCO – Total Cost of Ownership

UK – United Kingdom

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GLOSSARY

MAILCHIMP

Mailchimp is a leading marketing automation platform, providing (mostly) small businesses with innovative marketing services. The company is best known for its email marketing service, giving companies the ability to import email lists, compose mailing templates, send campaigns and gather data and reports from results.

GOOGLE ANALYTICS

Is a free service offered by Google to track website traffic and report based on the data. Moreover, the service allows companies to track conversions like filled in contact forms, advertising ROI, and in-depth analytics about website visitors like geographical region.

SEMRUSH

SEMRush is a tool that used to research online competitive behaviour. It can be used to get an understanding about SEO ranking of competitors, and enables companies to identify metrics to improve upon SEO, PPC and social media channels.

A/B TESTING

Testing of two sample hypothesis, where the performance of two variants is compared against each other.

TCO Perimeter Security

The Total Cost of Ownership (TCO) in perimeter security encompasses all costs involved in the hardware and software, installation, and maintenance of a product offering in the perimeter security industry.

1. INTRODUCTION

This dissertation document presents the graduation research that is executed to solve the problem Sensurity is facing in regard to marketing. Herein, digital marketing measures are investigated and contemplated and are to be presented to the internship coordinator at the end of the internship.

1.1 BACKGROUND

The market for physical security is expected to experience rapid growth rates in the upcoming years, in fact the market is estimated to grow by 10.1% annually from 2014 to 2021 (Markets and Markets, 2017). Where the total market value of physical security was estimated around USD 69.63 Billion in 2016 it is expected to grow to USD 112.43 Billion by 2021. The main cause for this growth is the rising threat of intruders and damage to the value of a businesses. The current trend reflects an increasing interest in access control systems and intruder alarms to protect employees, customers and the assets of business (Markets and Markets, 2017). This trend positively correlates with the growing trend for usage of internet of things (IoT) and smart technologies such as automobile tracking which enables smart access and a more detailed level of integration of security services (Zion Market Research, 2018). Within the physical security industry there is a distinction made between two segments namely, system and service (MMRP, 2017). Moreover, taking into account the forecasted growth of the physical security market the system integration service is expected to lead the service segment throughout the forecasted timeframe. In addition, the valuation of the system integration service segment in 2016 is determined at USD 79 Billion (Millar, 2015). Again, this can be attributed to the growing concern for security breaches, but also the more integrated product offering of security providers.

As of speaking, the physical security market for Europe, Middle East & Africa (EMEA) depicts an upward trend in market value were the market value for physical security equipment is estimated to be USD 9.37 Billion for the year ending of 2019 (Millar, 2015). Moreover, as Market Research Future (2018) states, it is estimated that Europe will hold the second position in market size for Perimeter Intrusion Detection Systems during the period 2017 - 2023, this provides ample opportunities for a company like Sensurity which operates in this market segment. Perimeter Intrusion Detection Systems (PIDS) is a sub-segment of intruder alarms which again falls under physical security equipment (Miller, 2015). According to Houlis (2015), managing director of 2020 Vision Systems, there are multiple detection technologies to secure a perimeter from unauthorized access to acquired assets and values. However, Houlis states that there is no optimum solution for all security applications as the suitability of the security technology is dependent on the site and organisation requiring protection (Houlis, 2015). Houlis therefore advises to use integrated technologies to trigger an alert were each technology either decreases nuisance and false alarms or increases the detection rate (security) of the perimeter.

1.2 COMPANY OVERVIEW

Established in 2012 Sensurity is a new player in the physical security Industry, having developed high tier commercialised Perimeter Intruder Detection Systems (PIDS) to secure areas and sights. While the company's products HALO and VIGIL have been on the workbench at the Queens University Belfast between 2012 and 2015, it has trust that their unique product offering will succeed and cause disruption in the physical security industry. Geoff Clarke, the CEO of Sensurity brought together a team of developers to start this ambitious company and raised about £3 million in funds to develop the PIDS that are now known as VIGIL and HALO. PIDS basically works as a reliable security solution for a wide spectrum of applications such as, protection needed for transport, private buildings, critical infrastructure and industrial market sectors.

With an experienced development team, they seek to target the North-Western (NW) European Market. While having had a global strategy before they became aware that in order to establish a

strong distributor network, a localised approach should be applied. In addition, they aim to partner up with security distributors and sales channels and seek to attract inbound leads through an effective B2B business model. For the moment their annual sales objective for the year 2018 is determined at £380,000, they seek to further pursue a growth strategy by expanding their customer base in the North-Western European Market. Their approach is to differentiate and penetrate the physical security market as their major target group is situated in a relatively small B2B market. Furthermore, their main shareholders are situated in the UK and The Netherlands and fulfil an advisory function. The shareholders include partners from the distributor network as well as the Queens University Belfast and the Northern Irish government. The current shares outstanding encompass a value of £1,500,000 and last year's (2017) EBITDA was negative £325,000. The main reason behind the loss over 2017 were the costs for product and market development. The company is still in its early phases of market development but are confident to expand their distributor network and customer base in the upcoming year.

Currently, Sensurity is situated in Belfast, Northern Ireland where it produces its products in Belfast. The company has 12 contracted employees and outsource most of their activities outdoors to minimize costs of operations. Activities that are outsourced outdoors include Finances, Human Resources and most of the Sales activities. Furthermore, with their product offering they seek to disrupt the security market and provide an innovative approach to securing important facilities and properties. In addition, their vision comprises being dedicated to raising the standards for Perimeter Intruder Detection Systems (PIDS) on a global basis. Their product offering includes two Microwave Intrusion Detection Systems, HALO and VIGIL who outperform conventional security systems as fences and surveillance cameras by being able to detect intruders with microwave technology and passive infrared scanning, in this way the products can accurately filter out unauthorized objects, primarily humans and bring along ultimate security on a small footprint. Below the sales projections between the periods 2018 – 2021 to give a rough indication where the company wants to go to in upcoming years.

SENSURITY LIMITED

Projected profit and loss account for the three years to June 2020

	Yr/e Jun-18 £	Yr/e Jun-19 £	Yr/e Jun-20 £	Yr/e Jun-21 £
Sales	270,091	692,800	1,301,550	2,100,000
Less direct costs	<u>132,577</u>	<u>321,456</u>	<u>603,972</u>	<u>966,000</u>
Gross profit	<u>137,514</u> 51%	<u>371,344</u> 54%	<u>697,578</u> 54%	<u>1,134,000</u> 54%
Overheads				
Finance and admin expenses	144,125	194,089	205,675	231,384
Sales and marketing expenses	49,592	222,467	356,789	410,308
R&D expenses	81,883	92,374	92,944	104,562
Depreciation	<u>9,833</u>	<u>5,976</u>	<u>6,385</u>	<u>7,500</u>
	<u>285,433</u>	<u>514,905</u>	<u>661,794</u>	<u>753,754</u>
Other income				
InvestNI - R&D grant	0	0	0	0
InvestNI - GAP grant/other	1,000	6,000	6,000	6,000
Bank interest received	0	0	0	0
R&D Tax Credit refunds	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>1,000</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>
NET PROFIT / (LOSS)	<u>(146,918)</u>	<u>(137,561)</u>	<u>41,784</u>	<u>386,246</u>

Figure 1: Projected P&L account Sensurity, 2018

1.3 LITERATURE REVIEW

In the upcoming paragraph concepts and theories are put into perspective to give a more detailed insight into the matters that were researched. These concepts will be introduced to get a better grasp on the research questions and the problem statement formulated.

1.3.1. CONCEPT OF SECURITY

For the research it was essential to have a critical look at relevant terminology in the physical security industry. This gives a good overview about the relation of security policy of individuals and states and the products offered by Sensurity. To begin with, as Wolfers (1952) puts it, security can be defined as 'the absence of threats to acquired values', which basically underpins the basic implication of security for organisations. While, it is clear that threats are in contradiction with security it does not explain the parameters of 'threats' according to Ullman (1983). Ullman, notes that there should also be an implication in the definition of security for natural disasters like earthquakes. The advantage of this reformulation Ullman poses is illustrated as follows: in response to military attacks governments composed deterrence policies, these were not specifically related to earthquakes but more to lowering the probability of damage to acquired values. Moreover, in the example of building plans, the initial objective is to lower the probability of damage to buildings and therefore preserve the value of the organisation's assets. So, in principal the wording chosen to define 'security' does not specifically involves the presence or absence of threats, but more the preservation of acquired assets. Consequently, security can be further elaborated by looking at two basic specifications: Security for which values? And Security for whom? Additionally, Sensurity's seeks to provide solutions to protect acquired values of organisations, these acquired values can be analysed in depth and can therefore provide multiple criteria relevant while assessing the quality of leads the company wants to attract.

1.3.2. SECURITY AND VALUES

In society, individuals and states outline different values. In this way one could have values related to physical safety, psychological, economic welfare, well-being or social coherence. To keep these values intact individuals and states impose different measurements upon them. According to Wolfers (1952) there is a subjective and objective view based on the security of these values. For instance, States can overestimate or underestimate the probability of damages to acquired values. In this way the objective of a security policy imposed by individuals could be to reduce fears concerning damage to acquired values by setting up policies, while the perception of the state might be not to impose policies to reduce fear. This premises translated into the objective dimension and subjective dimension that derives from accommodating 'peace of mind' and 'absence of fear' as two separate values. Therefore in order to draft a sound security policy, it is important to not prejudge the value of security based on interests at hand or core values of certain individuals only (Wolfers, 1952). Both, the objective dimension and subjective dimensions are important to specifying security policy, however it is more relevant two weight and take into account multiple specifications that explain the value of security (Baldwin, 1997). As Baldwin further discusses and along with the prospective business clients of Sensurity it was important to measure the following to drafting a suitable solution for every end-user:

- How much security?
- From what threats?
- By what means?
- At what cost?
- In what time period?

1.3.3. THE PHYSICAL SECURITY MARKET

The physical security market can be defined as the market for security solutions that prevents unauthorized access or damage from physical threats to an organisation's internal and external assets. In addition, what is meant by physical security is protection against theft, vandalism, burglary, fire, natural disasters and terrorist attacks. Nowadays, physical security tends to be overlooked and underestimated because of the upcoming rise for cyber security or data security. To give a better overview, conventional security solutions involve surveillance cameras, biometrics, armed personnel and fencing solutions. Today's trend seems to move away from this conventional approach and more key players in the industry tend to shift away from the traditional approach to a more IT-integrated approach emphasizing the need for layered security solutions. In need of these security solutions are government organizations, critical infrastructures, enterprises and public spaces and utilities that are prone to intrusions, attacks and sabotage (Markets and Markets, 2017). The current trend depicts an increasing threat of intruders and requires individuals and states to make use of technological advances to protect the acquired values of their practices. Additionally, most end-users of physical security solutions seek to find an integrated solution where physical security solution, equipment and service providers create an offering that emphasises multiple layers of security to protect employees and valuable assets of an entity (Markets and Markets, 2017). As of relevance to Sensurity's long term development, the market is expected to grow from \$69.63 billion in 2016 to \$112.42 billion in 2021, partly due to the increased concerns about safety of business assets, employees and customers as a result of rising occurrences of terrorist attacks and breaches into acquired values (Markets and Markets, 2017). Moreover, main competitors situated in this market include companies like Bosch Inc., ADT Corporation, Cisco Systems, Inc., Tyco International Plc and Stanley Security.

1.3.3.1. END-USER IN THE PHYSICAL SECURITY INDUSTRY

The end-user for the physical security market can vary from premises in the banking sector to education. It is important to know to which end-user the vital products described in the research can be delivered to. Therefore, Millar (2015) stated the following end users relevant to the industry:

- Banking & Finance – Security products can be integrated in- and around buildings where financial transactions take place.
- Education – Products used around universities, colleges and schools.
- Commercial – An outer category comprising hotels, office complexes and restaurants.
- Government – Includes all assets and facilities of governments operations. Regarding, museums, military buildings, libraries, city hall and prisons.
- Manufacturing & industrial – Products used to protect facilities. End-users including metals, papers, chemicals, automotive, wood, food and pharmaceuticals etc.
- Healthcare – Facilities for healthcare, including hospitals, pharmacies, labs and clinics.
- Residential – Products used in apartments, flats, personal properties.
- Transportation – Premises of car parks, surveillance cameras on public roads. Moreover, seaports, railways, airports, ferry terminals and bus stations.
- Sports & leisure – Facilities for sports and leisure, may include fitness centres, casinos, spas, sport arenas, swimming pools and tennis courts.
- Utilities & energy – Facilities involved with electricity, water and heat and related energies.

1.3.3.2. PERIMETER INTRUSION DETECTION IN THE PHYSICAL SECURITY INDUSTRY

As part of the physical security industry the equipment Sensurity provides can be related to Intruder alarms. This category consists of the following equipment types according to Millar (2015): intrusion sensors, control panels, keypads and accessories. Moreover, the total value of intruder alarms within EMEA is estimated to be \$1 billion USD in 2014 and is expected to grow 4.6% annually until 2019. In addition, the service market for security systems integration providing installation and maintenance

of intruder alarms is estimated at around \$16.5 billion USD in EMEA which is 26.5% of the total market value of this service category. The market for security systems integration is expected to grow by 9.7% annually between 2014 and 2019 (Miller, 2015). Both, the indication for the market size and trend of the security equipment category and security service category are relevant for Sensurity. This can be explained due to the focus of Sensurity on offering Perimeter Intruder Detection Systems to distributors within these categories. For a clear overview on the market size for both categories two graphs have been included in the appendix and titled as 'appendix 8.1.' and 'appendix 8.2.'.

1.3.3.3. NEXT GENERATION MICROWAVE INTRUSION DETECTION SYSTEMS (MIDS)

Taking into account the first sub-question of what product offering prospects prefer for Perimeter Security it is important to understand what advanced MIDS look like as Sensurity's product offering solely consists of these systems. Firstly, looking at the actual product functionality a Microwave Intrusion Detection System sends a long tall electromagnetic beam between transmitter and receiver, this link can be up to 200 meters in length per set, requires a less than 1 x 1 meter footprint and detects and alarms based on the received signal at the receiver's end (Sensurity-1, 2018). Further, Microwave Intrusion Detection Systems are mostly used to protect a long sterile field, e.g. an airport (CPNI, 2012). Nowadays, MIDS are able to detect intrusions more accurately, minimizing false alarms through the use of a lower operating frequency, different antenna and intelligent software analysing the signals being received (Redpath, 2016). This can also be reflected in the price as the newest MIDS are priced between £4,000 - £8,000, whereas traditional MIDS are priced between £400 - £3,000 (Allcostdatainfo, 2018).

Although the price of hardware and software is relatively high compared to traditional security systems advanced Microwave Intrusion Detection Systems provide significant advantages in relation to cost compared to MIDS and other PIDS. This can be explained by looking at the maintenance and installation requirements of comparative security systems (Heneghan, 2017). While advanced MIDS do not require regular cleaning of the systems due to its rugged materials, self-calibrating signal and digital processing, other PIDS like Infra-Red, Camera analytics, and Cable detection do require regular maintenance to clean sensors from foliage or other debris as Heneghan (2017) states. In addition, installation of advanced MIDS require minimum clearance or planning as the systems only require a line of sight. Compared to other PIDS like cable detection, long lines of cable have to be attached to a fence in order for it to work, then besides, camera analytics also requires 24/7 lighting and requires power through cable (Heneghan, 2017).

1.3.4. MARKETING MIX 4P'S

In order to provide Sensurity with an advice about their current product offering the 4P Marketing Mix of McCarthy (1960) was to be understood and elaborated. The 4P Market Mix model is meant to represent a set of actions or tactics for a company to promote its brand or product in the market (McCarthy, 1960). In order to compose digital marketing strategies for Sensurity it is important to understand the user perception and theoretical implication of each element within the 4P marketing mix. Moreover, to add to the definition given by McCarthy (1960), Londhe (2014) argues that the marketing mix is not simply a scientific theory, but rather a conceptual model that helps decision making managers to configure their offerings based on consumers' needs. Although the traditional marketing mix have received criticism for falling short on the creation of unique value through the customer perspective (Möller, 2006), it is still perceived as the corner stone of traditional marketing management (Londhe, 2014). Throughout the research the survey has provided valuable results that provided insight for delivering improvements for each category in the 4P marketing mix. Consequently a description of each of the 4Ps will follow in relation with the survey questions asked.

1.3.4.1. PRODUCT

One of the categories within the 4P marketing mix is product which according to Dodd (2015) encompasses the actual solution or offering the company is providing to the customer. Moreover, Luenendonk (2014) goes on to say that the product is either a tangible good or an intangible service that is to meet a specific customer need or demand. A company is best to serve the potential customer by solving all its potential problems and delivering a unique selling proposition that outperforms competitors in the same market segment (Luenendonk, 2014). In addition, buyer personas have to be identified and understood to best meet the customer's needs. Furthermore, in order to track whether Sensurity is on the right track in sense of its actual product offering the following factors have been taken into account in the survey.

- Weighting factors for decision-making for a Perimeter Security solution.
- Preferred security solution by the target group by application and perimeter length.

1.3.4.2. PRICE

The price is the actual amount the customer is willing to pay for the products (Luenendonk, 2014). Hereby, it is important to take into account the perceived value of the products as Luenendonk explains. This can be related to the proposition that if a product or service does not comply with its perceived value it will not sell. Therefore, the customer value should be measured in order to set-up appropriate pricing for the product or service of choice (Luenendonk, 2014). Besides, additional factors having an influence on price according to Luenendonk include distribution plans, markups, value chain costs, and how competitors price a related product or service. In order to provide a suitable advice about pricing arrangements for Sensurity, the following factors have been included in the survey.

- Target group perception about cost of a perimeter security project.
- Understand where value is created for the target group.

1.3.4.3. PROMOTION

According to Dodd (2015), the promotion tool in the marketing mix encompassed all ways of communication a company uses to engage with potential customers. Dodd goes on to say that promotion involves offline and online communication and nowadays also involves content marketing, social media marketing, and inbound marketing. Luenendonk (2014) supports the notion that promotion includes all ways of communication, but goes on saying that promotion is not to be confused with the entirety of marketing as promotion just involves the communication aspect of a company's marketing strategy. The communication channels can be improved on the basis of the survey when taking the following factors into account:

- Preferred communication channels by the target group.
- Target group's view on Search Engine Advertising

1.3.4.4. PLACE

As Luenendonk (2014) puts it, the place encompasses how the product is provided to the customer. In this, distribution is a key element to take into account. Moreover, a strong link can be seen between product and place as both are important initial points of interaction with the end user. It is therefore important to take into account the product characteristics before making a decision about distribution channels (Luenendonk, 2014).

- Value of experience of a company to the target group.
- Value of locality of the business to the target group.

1.3.5. B2B MARKETING

The Digital Marketing Glossary (2018) discusses that B2B marketing, or better known as “Business to Business marketing” includes all marketing practices used in context of commerce between companies. Mal (2012) on the other hand sees B2B marketing as the practice of companies facilitating the sale of their product or service offering to other companies or organisations that in turn resell them, use them to integrate in other offerings, or use them to support company operations (Mal, 2012). Both sources complement the involvement of multiple companies or organisations to facilitate services to resell one company’s products or services to the other. This consequently will be relevant to the research as Sensurity operates in a B2B environment.

1.3.6. B2B SEGMENTATION

According to Willian (2016) the most common approach to segmentation in B2B markets is feature based. He goes on to say that the target market is mostly divided into groups based on ‘firmographics’ which is meant by characteristics such as company location, size or activity. Moreover, in regards to the 4th Sub-question Sensurity target market and consecutively target groups are defined by looking at the customer’s unique needs and firmographics relating to company size by revenue and employees. Willian uses a more complex characterisation of B2B segmentation and uses the following model to divide target groups:

1. Who they are - company features
2. What they do - buying or usage behaviours
3. What they want - needs, preferences and desired relationship
4. What they think - attitudes

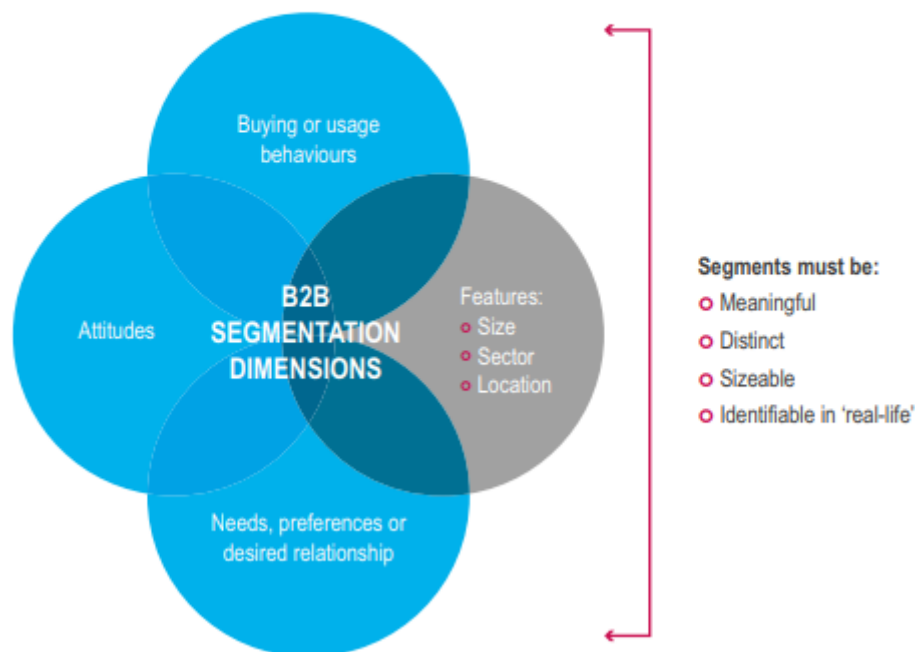


Figure 2: B2B Segmentation Model

In comparison, ReachForce (2015) reinforces segmentation based on ‘firmographics’, features and needs but also suggests a more forward-thinking approach to segmentation where companies are ranked based on how much they can potentially bring in terms of monetary value. In addition, this will be relevant to Sensurity as the firm does not have a lot of credibility yet and can therefore realize more efficiency by focussing on specific target groups only.

1.3.7. PROSPECTS

As The Business Dictionary-1. (2018) puts it, a prospect can be described as a “*Potential customer or client qualified on the basis of his or her buying authority, financial capacity, and willingness to buy*”. Which can also be translated into ‘sales lead’. Lilyquist (2017) goes on to argue that a prospect is a potential customer that has to meet the following criteria:

- Fits your target market.
- Has the means (money) to buy.
- Is authorized to make buying decisions.

For most of the research the term prospects, potential customer or (sales) lead will be used to indicate companies that could be a fit to Sensurity’s product offering.

1.3.8. REGRESSION ANALYSIS

A regression analysis can be seen as a statistical approach to forecasting change in one variable outcome based on the change in one or more independent variables (The Business Dictionary-2., 2018). Moreover, data points can be fitted on a curve or line so a patterns and relationships can be seen. Statistics Solutions (2013) goes on to discuss several types of regressions analysis and makes a distinction between dependent and independent variables based on interval, ratio, ordinal, nominal and dichotomous. In the interest of the research, linear regression analysis gave relevant insights into the performance of digital strategies. Furthermore, these insights were related to the 2nd and 3rd Sub-questions about which digital strategies were most effective for generating high quality traffic. Moreover an overview is given about which regression analysis were available, for this research a simple linear regression analysis has been used.

Type of regression	Description
Simple linear regression	(1 dependent variable (interval or ratio), 1 independent variable (interval or ratio or dichotomous))
Multiple linear regression	(1 dependent variable (interval or ratio) , 2+ independent variables (interval or ratio or dichotomous))
Logistic regression	(1 dependent variable (dichotomous), 2+ independent variable(s) (interval or ratio or dichotomous))
Ordinal Regression	(1 dependent variable (ordinal), 1+ independent variable(s) (nominal or dichotomous))
Multinomial regression	(1 dependent variable (nominal), 1+ independent variable(s) (interval or ratio or dichotomous))

1.3.9. HOURLY RATE OF A DIGITAL MARKETING ASSISTANT IN THE UK

In relation to the 3rd sub-question that delves into comparing different digital marketing channels and their effectiveness to generating good quality traffic, each strategy had to be compared evenly. In order for this to happen several cost drivers had to be kept in mind. The research has been conducted considering one cost driver that ran parallel to all strategies which was the hourly rate of a marketing assistant to perform certain tasks in digital marketing. Moreover, an hourly rate has been calculated to easily assign the amount invested in a later stadium of the research. This said, according to neuvoo (2018) the average salary for a Digital Marketing Assistant in the UK is £22,694, where the hourly rate is £12 per hour. Moreover, in comparison to Glassdoor the average salary is rather high as glassdoor keeps £20,300 as the norm (glassdoor, 2018). However, the hourly rate of £12,- was kept as measurement of analysis for digital strategies during the research.

1.4 PROBLEM ANALYSIS

While Sensurity has conducted ground breaking research into robust perimeter intruder detection systems (PIDS) and developed a new set of products in perimeter security they now seek to get their product out in the market. With a workforce having minor experience in the field of marketing and sales they lack the capabilities to establish a sustainable customer base to generate revenues on a returning basis. Although they found foreign investors to fund their development projects, to sustain long term growth and financial solvency, Sensurity should focus on attracting potential distributors and end-users through an effective B2B Digital Marketing strategy. This will help the company generate returning sales and establish a customer base that generates returning revenues.

In order to attract security distributors through the online platform, it was in the first place important to look at Sensurity's current product offering. While Sensurity only offers Microwave Intrusion Detection Systems, their product offering in terms of number of solutions available is limited. Therefore, a competitor serving multiple solution in this market can be a more relevant option to a customer as a full solution is directly available. Moreover, it was important to assess Sensurity price-to-quality ratio as to understand where value is created. If the product is overpriced Sensurity may experience lower sales numbers as a result.

Another point that was taken into account was the perceived reliability and market know-how of Sensurity as the company is a relatively new player in the market and does not have a lot of experience with bigger clients and distributors. Therefore, Sensurity may come across stumble blocks as not being capable of producing in large batches, at fixed time intervals or may not suffice to financial performance standards by physical security distributors or end-users.

Then another problem that arises from the lack of a solid customer base can be traced back to the lack of cash supplements for extensive marketing campaigns. This can be explained by the fact that the company does not have a sound revenue structure yet and therefore does not have consistent cash inflows. This could be harmful to the company at a certain point in time as it also has to pay rent for its premises and production facilities. Ultimately this could result in a default of the company's operations as a result of a high degree of liquidity risk. Moreover, this would not only harm the company but also its stakeholders such as existing distributor partners, shareholders and employees.

1.5 PROBLEM STATEMENT

The problem statement for Sensurity specifically deals with the field of B2B Marketing and Sales. Although the product offering include unique propositions to the customer's needs, it does require a sufficient Digital Marketing strategy. At the moment, Sensurity is largely dependent on its existing distribution network's customer base to sustain financial solvency and needs further expansion of this distribution network and customer base to foresee financial solvency and satisfy shareholders. Therefore the problem Sensurity currently faces involves a lack of B2B marketing strategies to generate sales through its existing distribution network to sustain financial solvency by the end of 2020.

1.6 RESEARCH QUESTION

In order to draft a compelling recommendation statement to the problem of Sensurity, the following research questions and sub-questions have been formulated.

- What digital marketing measures should Sensurity take in order to generate £500,000 in sales by the end of 2018?

SUB QUESTIONS

- What kind of product offering do prospects prefer for Perimeter Security?
- Which digital marketing strategies best fit Sensurity?
- Which digital marketing strategies prove to be most cost-efficient for generating good quality traffic to the website?
- How can Sensurity's ideal target groups be described?

1.7 RESEARCH AIM AND OBJECTIVES

The research aim included developing a professional product in form of an advice about which digital marketing measures Sensurity should take in order to sustain business operations for the years ahead.

Moreover, to funnel the research aim down in measurable objectives four consecutive research sub questions have been defined and are explained as follows: In the first place, Sensurity's current product offering is to be understood through surveying potential customers for Sensurity. Hereby, the preferred solution can be measured against the 4P Marketing mix of McCarthy (1960) for Perimeter Security. This will ultimately lead to an advice about improvements on Sensurity's current product offering on the basis of product, price, promotion and place.

Secondly, a selection has been made out of digital marketing strategies that seem to best fit the strategic proposition of Sensurity. During this process, the initial focus was on the selection and implementation of 3 B2B digital marketing strategies through desk research. Further to this is the actual testing of digital marketing strategies and comparison made through simple linear regression analyses of the influence of the independent variable (investment costs) on the dependent variable (non-bounce visitors). Hereafter, the most appealing digital strategies were selected that proved to generate high quality traffic against low cost.

Lastly, Sensurity's broad target market and consecutively most relevant target groups were identified through answering the fourth research question. In detail, the ideal target groups were described based on historical data from the existing customer database that corresponded with the criteria from Sensurity's current target market. Eventually, along with data analytics it became clear which target groups to focus on. In the future these target groups can consequently be matched with a suitable product offering and digital marketing strategy converting prospects into leads and sales.

1.8 ENVIRONMENTAL AND ETHICAL ASPECTS

Throughout the course of the internship the researcher was coherent to the code of conduct composed by the company. Moreover, information perceived by the company as confidential was not published openly, at least not without the permission of the person in charge within the company. In addition, participants of the research had a prominent say in how their reported activities were formulated. Furthermore, actions that caused change in business relations with key partners were discussed beforehand and the CEO was informed and updated about marketing related changes on a regular basis. Another thing that was taken into account was the handling of personal data, where the privacy of contacts was safeguarded and handled with care.

1.9 READING GUIDE

To begin with, the methodology of the research is elaborated. This chapter presents the reader with the motivation behind the methods chosen. In depth, the research design that is chosen, the research type per sub-question, and the motivation behind the units of analysis.

Furthermore, the results chapter will provide a detailed description of the results of the research. Diving into the statistical data and formulating results in a structured and comprehensive manner by using graphs and tables.

What is more is the discussion and conclusion paragraph that will give a critical reflection about the research conducted. While first discussing results in comparison to theory and secondly, drawing limitations and improvements to each sub-question and thirdly, formulating valid conclusion that are concrete and correspond with the research questions.

Then lastly, a recommendation paragraph has been constructed delving into the practical use of the discussed results. In this, the feasibility, acceptability, and suitability of formulated recommendations are discussed.

2. RESEARCH METHODS

2.1 PROCEDURE

The research was conducted using methods and models to formulate recommendations and answers to sub-questions derived from the main research question. The research was conducted in a limited timeframe of 18 weeks. Herein, field research was conducted in form of quantitative research in combination with desk research to analyse a problem and draw recommendations. For the main part descriptive research has been used to describe characteristics and functions. The beginning of the research focused on quantitative data collection in form of a survey. Moreover, the research was continued with quantitative data analytics in form of regression analysis to measure the performance of different digital strategies. Further, data analytics was used to look into Sensurity's existing customer database and compare this database with the company's target market criteria to see which customer best match the target market.

2.2 RESEARCH DESIGN

In the beginning of the research quantitative data collection was applied to measure the preferred product offering of potential customers for Sensurity through questioning about each element in the 4P marketing mix of McCarthy (1960). To give a bit more context, the prospects were indirectly asked about their preferred product, price, promotion, and place at the start of their Perimeter Security Project.


Furthermore, the second sub-question in regards to which digital strategies would fit Sensurity strategic proposition, initial desk research was required about available strategies in a B2B environment and moreover their suitability to the business profile of Sensurity. Once these strategies were selected and implemented for testing, the research focussed on quantitative analysis were strategies were monitored and analysed through Google Analytics, SEMRush, Mailchimp, and Google AdWords. Additionally, providing data to construct regression analysis to compare each strategy.

Then again desk research was used to construct Sensurity's target market against criteria where the criteria was derived from Miller (2015), Willian (2016), and the 4P marketing mix. In addition, the data needed to fill in these criteria in regards to the target market for Sensurity was retrieved from the existing business plan and investor presentation of the company. Further to this, quantitative data analytics were used to compare Sensurity's existing customer base against its target market criteria.

2.3 RESEARCH UNIT

In regards to the survey the population existed of a total mailing list of 1,700 email addresses and names of prospects that are familiar with Perimeter Intrusion Detection Systems (PIDS). Moreover, these prospects were situated in the Netherlands and The United Kingdom. Having taken into account the timeframe of the research encompassing 4 months the selected prospect for the survey have been narrowed down to just the Netherlands and the United Kingdom as language resources were limited. The list of Dutch and British prospects account for 1,700 email addresses, where the Dutch list encompasses 700 mailing contacts and the UK list 1,000 contacts. Moreover, a confidence level of 60% was determined because of the high expected non-response rate and bounce rates on emails sent. Moreover, the confidence level selected takes into account the limited knowledge of the prospects asked to fill out the survey as the prospects are just involved in business around Perimeter Protection and Building Security and not specifically Microwave Detection Systems. Further, the sample size was calculated with the online sample size calculator of Raosoft (2018). In addition, the confidence level chosen accounted non-responses and completed questionnaires with unreasonable answering. The

margin error can be ignored as the survey does not look at continuous data. The samples sizes are as follows:



Raosoft®

What margin of error can you accept? 5% is a common choice	<input type="text" value="5"/> %
What confidence level do you need? Typical choices are 90%, 95%, or 99%	<input type="text" value="60"/> %
What is the population size? If you don't know, use 20000	<input type="text" value="1700"/>
What is the response distribution? Leave this as 50%	<input type="text" value="50"/> %
<hr/>	
Your recommended sample size is	69

Figure 3: Sample Size Survey: <https://surveyhero.com/c/432801a7>

This goes on to say that the questionnaire was sent to a 1,000 UK mailing addresses and 700 Dutch mailing addresses. Furthermore, to reduce the non-response rate an incentive had been composed encompassing a reward in regards to an Oculus virtual reality system of £399.00 and a summary of the reporting done giving the prospect an overview about trends in the perimeter security market to see how other companies select their security measures.

In addition, the constructs that have been measured in relation the respondents (prospects) of the survey (Baarda, 2014) include the following list:

- Their Security Market Segment
- Their familiarity with Perimeter Security
- Their preference for product
- Their preference for price
- Their preference for promotion
- Their preference for place
- Their biggest stumble block in decision making

Moreover, data analytics has been applied for all website sessions derived from the digital marketing strategies deployed throughout the research. In addition the digital strategies deployed included Email, Google AdWords and Organic marketing, all clicks derived from these strategies were used as units of analysis. Moreover, the metrics that were used to specify the quality of each click were the average session duration, unique page views, and cost per click.

Lastly, information has been retrieved from Sensurity's existing customer base and customer base of distribution partners that involved a sale of a Sensurity product. A total of 48 existing customers have been identified who bought one of the company's products. These clients were either direct customers of Sensurity or indirect customers of Sensurity holding a contract with a distributor party. The customers measured have not been limited by geographic or demographic characteristics.

2.3 OPERATIONALISATION

In the Operationalisation paragraph we go further in depth about the units of analysis and measured constructs throughout the Survey. Herein, the marketing mix will be brought back to define the preferences of the units of analysis for each category. These constructs, dimensions and sub-dimensions led the basis for the questions asked in the survey (Baarda, 2014, p. 25-26).

CONSTRUCT	DIMENSIONS	SUB DIMENSIONS (OPTIONAL)	INDICATORS
Market Segment			List of End-users by Millar (2015).
Familiarity	Perimeter Security Market		1-10 Scaling
	Perimeter Intrusion Detection Systems (PIDS)		4 PIDS categories
Preferred product	Decisive factors for PIDS selection		Factors decision makers look at. E.g. cost, time, integration.
	Preferred solution	Application	List of solutions
		Length of the perimeter	List of solutions
		Detection accuracy	Accuracy scaling per solution
Preferred price	Biggest cost driver		Selection between cost drivers
	Biggest driver for value		Selection between value added drivers
Preferred promotion	Preferred initial point of interaction	Online communication channels	List of possibilities
		Offline or online	Multiple choice
	Importance of Google Advertising		1-10 Scaling
Preferred place	Experience of business partner		Preferred continuity of a business partner, multiple choice
	Locality of business partner		Importance of a local partner
Biggest stumble block	Stumble block for implementing perimeter security		Cost, Time, Integration

2.4 DATA COLLECTION & ANALYSIS

The data collection platform that was used for the survey was SurveyHero. Through this platform the survey design (appendix 8.3.) was created and moreover data results have been retrieved from the platform. The platform has been chosen because of its integrated reporting tools for survey results.

Furthermore, for the digital marketing strategies multiple platforms has been used to collect data. To begin with, Excel comprised the data dashboard where all results of the digital strategies were compressed in summarised results to construct the simple linear regression equations per strategy. Secondly, looking individually at each strategy, Mailchimp has been used to gather results from the e-mail campaigns, then Google AdWords has been used to analyse the data retrieved from online advertisements, further, Google Analytics and SEMRush was used to analyse the SEO strategy. In addition, for all strategies Excel was used to combine data into meaningful results.

Then lastly, data has been retrieved from the customer base of Sensurity located on sync.com, a total of 48 business contact have been analysed based on a criteria checklist in Excel.

2.5 RELIABILITY

In relation to the first sub-question the reliability was guaranteed by choosing a sample size out of the population of prospects, this removed the phenomena of respondent biasing and unfavourable testing conditions. Moreover, the respondents were informed about anonymity and confidential handling of their answering. To boost the respondent rate, an incentive in form of a summary of the results and a virtual reality set had been offered. Consecutively, this was thought to increase reliability as respondents could also benefit from the survey for their business as the questionnaire was filled out thoughtfully.

Furthermore with an eye towards the linear regression analysis all data from strategies have been used to indicate the investment costs needed to generate a certain amount of non-bounce visitors. This goes on to say that for each strategy a cost rate has been calculated based on the overall non-bounce visitors generated by the overall direct cost per strategy. Hereby, was the direct cost for PPC, the total spent on advertisements within Google AdWords, for SEO, the cost incurred for labour per creation or optimization of a web page, and for Email, the direct cost related to purchasing a mailing list. Moreover, an average digital marketer wage rate have been sourced that was included in calculating labour for each strategy. In addition, the platforms used to retrieve and collect data have been confirmed to serve large organisation worldwide, which provides an extra layer of reliability (Translatemedia, 2016), provided that reliability is defined as constructs that are measured independent of chance (Baarda, 2014, p. 89).

2.6 VALIDITY

During the process of conducting research the validity of the conducted activities were kept in mind. For this reason before starting the actual research a literature review chapter has been composed to educate the researcher about concepts and literature needed for answering the main research question.

To begin with, looking at the first sub-question, an operationalisation paragraph was composed to support constructs with dimensions and sub-dimensions. Then, after thoughtful mapping out what to be measured, the survey was sent to respondents via a GDPR mailing server to filter any non-existing mailing addresses.

Moreover, the digital strategies that fitted Sensurity, were carefully considered by first drawing a strategic overview of Sensurity and based on the company's strategic proposition B2B digital strategies were analysed and fitted to the needs of the company. Consecutively, digital strategies were constructed using validated platforms like Google AdWords, Google Analytics and Mailchimp.

In addition, the fourth sub-question has been handled by first analysing Sensurity's current target market, consequently drawing target groups based on the multiple sets of criteria from academic sources and the constructs used for the Survey.

2.7 LIMITATIONS

Limitations that were considered beforehand included the timeframe of the research that comprised 18 weeks. In addition, limitations were formed due to partnerships formed with Dutch, German and United Kingdom distribution partners that imposed exclusivity for certain regions. Along with this limitation, the research was also limited by approvals of distributors for executing a mailing campaign. Further limitations were composed due to the fact that the website is hosted by a web hosting company. Therefore, limited adjustments could be made to the website of Sensurity as the back-end of the website was controlled by FlintStudios, the web hosting company. Then in regard to cost, the constructed strategies, especially Google AdWords were limited by a £500,- budget.

3. RESULTS

In this chapter the results of the research will be elaborated. This involves the results derived from the survey that were needed to compose advice about improving Sensurity's product offering based on each P in the 4P marketing mix of McCarthy (1960). Moreover, the results derived from the conducted desk research about most common and effective digital marketing strategies for Sensurity. And further, the implementation of digital marketing strategies and results that were achieved. The results per digital marketing strategy are elaborated in a linear regression analysis to compare each strategy against each other. Lastly, target groups have been defined through desk research and historical data from the company's database.

3.1 RESULTS SURVEY

First of all, the results of the survey will be presented. These results depict the prospect's preference on each element of the 4P marketing mix from McCarthy (1960) to assess Sensurity's current product offering that relates to the first sub-question of what kind of product offering prospects prefer when looking for a perimeter security solution.

To begin with, the data encompasses 77 responses that suffice to the confidence level (60%) set as the minimum 69 responses were required. The overall participation rate of people who have seen the survey and filled it out was 57%. Moreover, for the 1 – 10 rating questions, the following categorisation has been used:

- 0 – 2 = Not at all familiar/important
- 3 – 4 = Not so familiar/important
- 5 – 6 = somewhat familiar/important
- 7 – 8 = Very familiar/important
- 9 – 10 = extremely familiar/important

For now only a comprehensive summary of the results have been described to increase the readability of the survey results. Moreover, to view questions and results in detail refer to appendix 8.4. for the survey questions and appendix 8.5 for the elaborated answers from each survey question.

SUMMARY OF THE RESULTS

In this section a compelling overview is composed to give a concise overview about the results derived from the survey. Moreover, the respondents included prospects from paid mailing lists from the United Kingdom and the Netherlands, these prospects included engineers, technicians and managers.

In regards to the question about the preferred product among prospects, the majority was familiar with camera analytics (90%), moreover the minority was formed by MIDS that was only familiar among 28% of the respondents (appendix 8.4.q3).

FAMILIARITY OF PROSPECT WITH PIDS

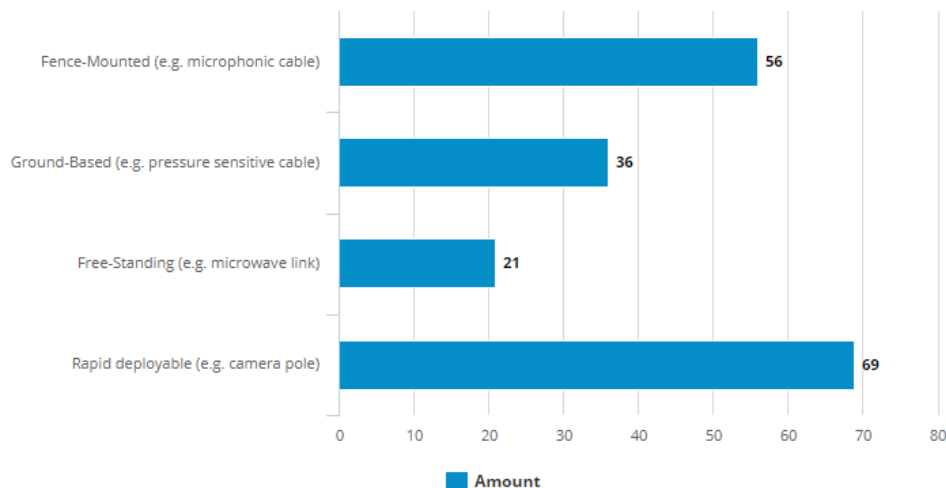


Figure 4: Familiarity of prospects with PIDS

Then regarding the most important factors to take into account when choosing a Perimeter Security Solution, most respondents choose a Low Total Cost of Ownership (83%). Moreover, two other constructs that were assessed to get a grasp of preferred product were application and length of the perimeter. According to the results, respondents preferred a solution encompassing a fence, camera analytics, and pressure sensitive cable to protect a perimeter of an airport (appendix 8.4.q5). In addition, in regards to the length of the Perimeter most prospects saw camera being a more relevant solution for shorter (<400 meter) perimeters (appendix 8.4.q6).

MOST IMPORTANT FACTORS FOR SELECTING A PERIMETER SECURITY SOLUTION

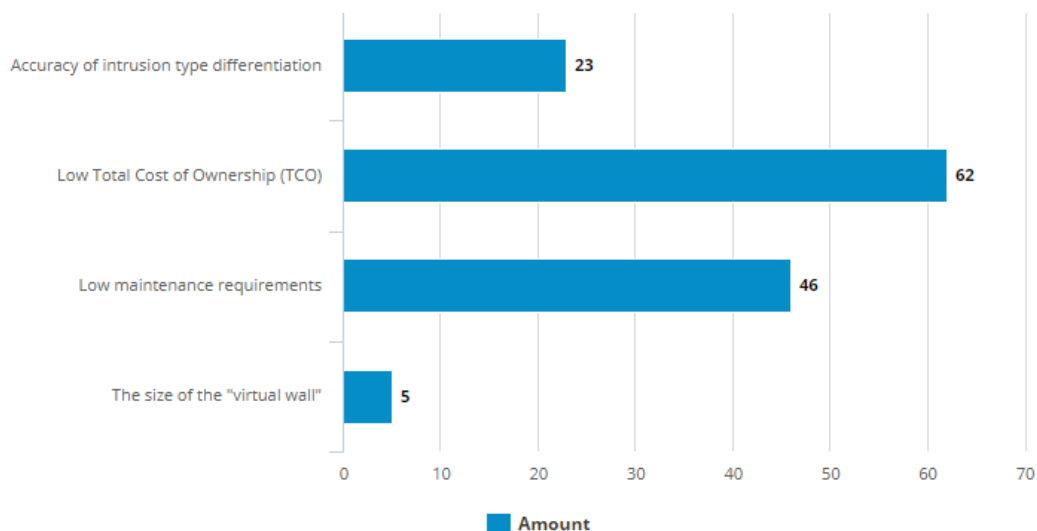


Figure 5: Most important factors by prospects for selecting perimeter security

Further, looking at the preferred price of a perimeter security solution, prospects are willing to pay more for hardware if it could reduce the cost of installation and maintenance. This holds even though the majority of respondents chose the cost of hardware and software as biggest cost driver in a Perimeter Security Projects (64%), (Appendix 8.4.q9). In addition, it became clear that people found the overall cost of a perimeter security solution relatively high as most respondents (65%) chose a lower TCO as something that could be a significant improvement to Perimeter Intrusion Detection Systems (appendix 8.4.q10).

LIKELIHOOD OF PROSPECTS TO PAY MORE FOR HARDWARE AND SOFTWARE IF IT COULD REDUCE THE COST OF MAINTENANCE AND INSTALLATION

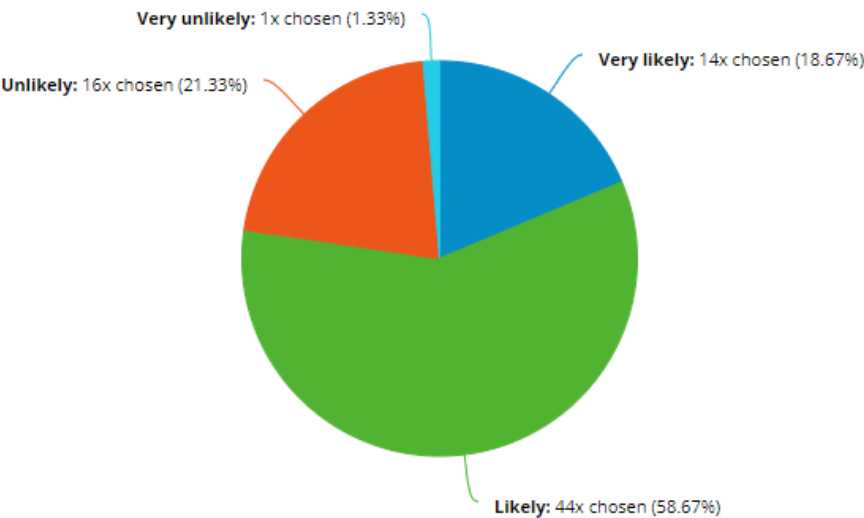


Figure 6: Likelihood of prospects to pay more for maintenance and installation

Then in regards to the promotion preferences of prospects the online and offline communication channels were assessed. To begin with, Google Search was chosen as the most likely starting point for looking for a Perimeter Security solution among prospects (76%). Then taking into account offline and online, most people prefer to start looking for a solution online (95%). Additionally, this reflected the result of perceived importance of Google Advertising for B2B Marketing as most respondents voted Google Advertising to be very important (65%) for B2B Marketing (appendix 8.4.q13).

PREFERRED COMMUNICATION CHANNEL FOR INITIATING CUSTOMER JOURNEY

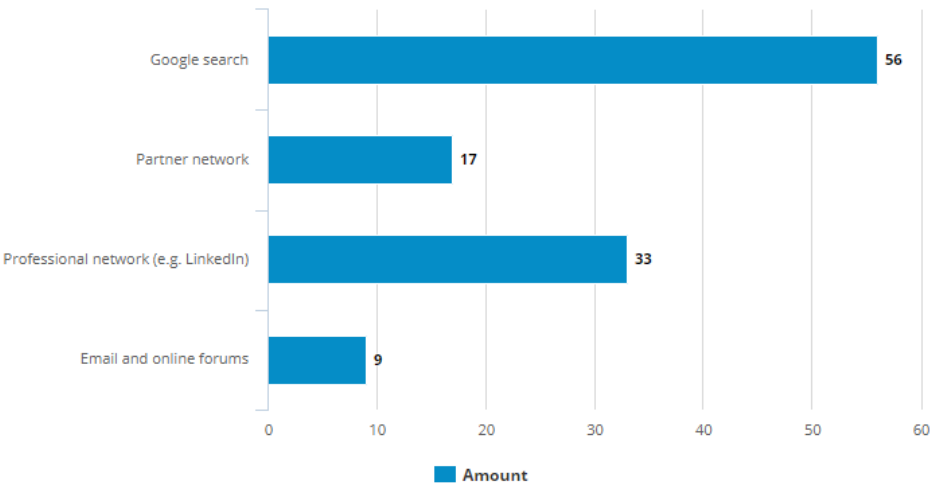


Figure 7: Preferred communication channel for initiating customer journey

Furthermore, when considering the preferred place for a Perimeter Security system most respondents had a light preference towards a local partner (70%). In addition, people generally seek more value in a partner with experience than a partner starting up with a new innovation (appendix 8.4.q15).

PREFERENCE FOR LOCAL PARTNER

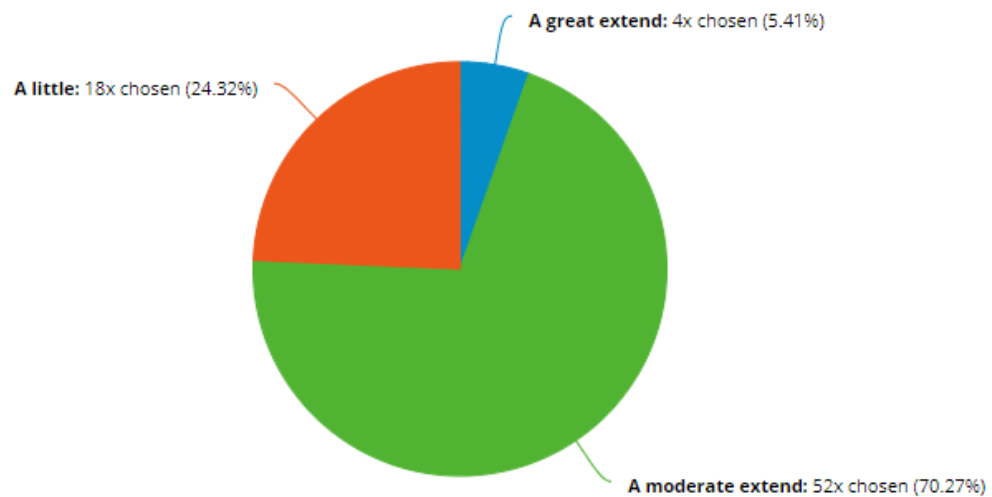


Figure 8: Preference for local partner by prospects

3.2 DIGITAL MARKETING STRATEGIES

In this paragraph the results will be presented about the 3 selected digital marketing strategies for Sensurity. First of all, desk research will show the reasoning behind the selected digital marketing strategies and relevancy to Sensurity. Moreover, the results of each digital marketing strategy will be presented in a linear regression analysis.

3.2.1. TRENDS IN B2B DIGITAL MARKETING

In order to execute a successful digital marketing strategy for Sensurity the options available had to be understood. In addition, the options had to be relevant for a small company like Sensurity and had to fulfil the company's profile and goals. Therefore desk research was conducted about the process of selecting digital strategies.

To begin with, it is important to get a grasp of the current trends in the market place related to digital marketing. First of all, digital marketing differs from traditional marketing in a sense that the channels and media used to convey messages are all positioned online (Miller, 2012). Moreover, digital marketing is said to be highly relevant for businesses as there are rapid changes in digital technology nowadays (Egol, Peterson, and Stroh, 2014). These changes fundamentally change consumer behaviour and challenges companies to keep pace of the ever changing customer journey. Therefore, it is important that companies align their strategic objectives with their marketing needs first and then structure their marketing model and capabilities they want to develop (Egol, Peterson, and Stroh, 2014). While Miller (2012) agrees with the premise that the marketing model should be composed after defining a company's strategic objectives and marketing needs, Miller feels that the need for digital marketing for businesses can be further elaborated. According to Miller (2012) the reasons why companies use digital marketing nowadays is simply because competitors are doing it and customers are expecting it. Furthermore, it appeared that 71% of B2B purchases started with a search on the web as data from 1,745 B2B marketers was collected through a survey of Marketing Sherpa (Marketing Sherpa, 2012). Moreover, according to a survey from Forrester Research (2013) to 382 business decision-makers, 55% of business decision makers participate in LinkedIn or Facebook or both. This explains that digital marketing is perceived as highly relevant for businesses as B2B customers are constantly looking to improve efficiencies and change behaviours in an ever changing digital landscape.

3.2.2. STRATEGIC SUMMARY SENSURITY

In order to define suitable digital marketing strategies for Sensurity, their strategic objectives had to be elaborated first. Then, one of the four digital marketing models of Egol, Peterson, and Stroh (2014) was selected and compatible digital marketing strategies were chosen from Magusara (2017) and Zohari (2013).

To kick things off, Sensurity's current strategic positioning according to Ansoff (1957) is one of product development where Sensurity has brought significant innovation to Microwave Intrusion Detection System in an existing market for Perimeter Security. The current situation shows a lack of B2B Marketing strategies to generate sales through its existing distribution network to sustain financial solvency by the end of 2020. Giving that the company has 2 products priced between £4000 - £8000 pounds, their target group is narrow, and they generally operate in a niche market the following strategic objectives can be laid out:

- Create specialized offering for specific target markets
- Achieve sustainable revenues and consistency
- Mature into a stable sales and marketing platform
- Understand core sales KPIs

Given these strategic objectives a recommendation could've been formulated about which Digital Marketing Model to choose from. The potential models selected were presented by Egol, Peterson, and Stroh (2014) and included the following 4 models:

- Digital Branders – Focusses on creating brand equity, creating unique and differentiated experiences through the eye of the customer. Primary goals encompass attracting new customer and increasing loyalty among customers.
- Customer Experience Designers – Focusses on creating lasting relationships where customer service is prime to their attention. Hereby, marketers seek to optimize interaction with customers across the entire customer journey.
- Demand Generators – Focusses on creating marketing efficiency through boosting online traffic and converting as many visitors as possible.
- Product Innovators – Focusses on gathering results from digital strategies to analyse and optimize digital revenues and products.

When analysing these digital marketing models it became vivid that 2 models aligned with the strategic objectives of Sensurity. These models include Customer Experience Designers and Demand Generators. While Customer Experience Designers focus more on personalized solutions which Sensurity need to target its narrow customer groups, the Demand Generators model focusses more on creating volume in terms of traffic to the website which is also relevant for Sensurity to find out which Sales KPIs are working. Based on these analysis relevant digital marketing strategies had been selected.

3.2.3. SELECTED DIGITAL MARKETING STRATEGIES

The final decision for the chosen digital marketing strategies was made considering 6 digital strategies formulated by Magusara (2017) and Zohari (2013). Each strategy has been considered against the company's strategic objectives and the marketing models presented in the above section. In addition, the budget and resources available at Sensurity have been taken into account as well. First of all, the list of available digital strategies are presented as follows:

SEARCH ENGINE OPTIMIZATION (SEO)

SEO is utilized to improve a website's organic ranking on the results page of a search engine. Moreover, SEO involves link building, content marketing, on-page optimization and keyword research. SEO is perceived as a lengthy process where the cost are generally low in comparison to other strategies such as PPC (Magusara, 2017). As Napier (2018) states, the less established you are online in comparison to your competitor and the more keywords you target the higher the investment cost will be in order to increase your ranking and eventually organic visitors to your website.

PAY-PER-CLICK (PPC)

PPC is like SEO used to improve ranking on a search engine ranking page. The difference is that for PPC you have to pay to achieve a higher ranking on the search engine ranking page whereas SEO is free. With PPC you get immediate results and traffic to your website (Magusara, 2017). In addition, PPC is a great win for timely events and personalisation as you can switch on the ads directly and appear on the top result of the search engine ranking page within the next day (Doyle, 2018).

ONLINE PR

Building relationships online with journalists and content writers to build backlinks or citations to drive traffic to a company's website. This is perceived as a free digital marketing channel as it

involves influencing people. Moreover, although it is perceived as an affordable option to reach a larger audience, it is perceived as difficult to measure and requires the right communication tools (Zohari, 2013).

EMAIL MARKETING

Encompasses email campaigns to collected or paid listings. Mostly used to acquire new leads and trigger a response (Magusara, 2017). Furthermore, with email marketing you can automate your campaigns to respond to specific actions from visitors and customers. Besides, you can personalize content to the needs of the customer according to Smith (2017).

SOCIAL MEDIA MARKETING

Leveraging social media channels to attract new visitors and create brand awareness for a company. In addition, there is most of the time also a paid option on social media channels to promote content. Then social media is perceived as a good tool to engage with customers and increase loyalty as stated by Nelson (2018).

BLOGGING OFF-SITE

Distribute content through media outlets and blogs related to your industry keywords. Generate traffic and potential leads through a company's website. Off-site blogging can be a great tool to attract new audiences but requires time to write good quality blog posts (Extradigital, 2016).

The 3 digital strategies that had been selected during the research phase were **Search Engine Optimization, Pay-per-click (PPC) and Email marketing**. These were selected having kept in mind the limited timeframe of the research and the need for the company to identify its core sales KPIs. Moreover, keeping in mind the digital marketing models by Egol, Peterson, and Stroh (2014), these strategies did also align with the fact that they could be personalised and distributed to generate a fair amount of traffic to make valid conclusions upon.

3.2.5. RESULTS FROM DIGITAL STRATEGIES

The following paragraph depicts the results from the conducted digital marketing strategies. Hereby, results are elaborated in a table per strategy first. Later on, the strategies are compared against each other in a linear regression analysis where the independent variable is defined as the total amount invested in each strategy and the dependent variable is the non-bounce visitors each strategy generated.

3.2.5.1. PAY-PER-CLICK (PPC)

The platform that was used for PPC was the Google AdWords and the advertisements chosen were from the platform's search and display network. This included lightbox visual advertisements see appendix 8.6. and text advertisements see appendix 8.7. Moreover, an initial budget of £500,- had been laid out to test the digital strategy. Originally the testing period would have lasted 2 months from March 1st till May 1st, however due to the low traffic for keywords in the perimeter security industry, only £400,- of that budget has been used. Nevertheless, the volume of the results was sufficient to assess the performance of the digital strategy. Furthermore, to give a better overview about the results derived from Google AdWords the Key Results have been summarised in figure 4, for in-depth results per AdWords campaign refer to appendix 8.8. Hereby, the cost, impressions, clicks, non-bounce clicks, and cost per non bounce visitor have been selected as measurement of analysis and discussion in the latter paragraphs of the thesis report. The non-bounce clicks and costs have been selected to reflect the purpose of Google AdWords to target audiences with a relevant search result to their query. This means that the actual click/visitor to the Sensurity website was further engaged with the website than

just the first page (homepage). In addition, an in-depth report about the results have been included in 'appendix 8.9.' to give an exact insight into the performance of Google AdWords.

KEY RESULTS GOOGLE ADWORDS CAMPAIGNS

Measured Period: March 1, 2018 – May 2, 2018

*Non bounce clicks, is calculated by multiplying the clicks with the bounce rate and dividing by 100.

*Cost per non bounce visitor, is calculated by dividing the cost by the non-bounce clicks.

Total All Campaigns

Cost	Impressions	Clicks	Non bounce Clicks	Cost per Non bounce visitor
£392.74	59,039	265	87	£3.96

Figure 9: Overall Results Google AdWords campaigns

INVESTMENT COSTS AGAINST NON-BOUNCE CLICKS FOR PPC

The linear regression analysis for the PPC strategy was conducted by looking at whether there was a correlation between the amount of non-bounce visitors and the amount invested. In order to calculate the invested amount correctly, all strategies had to align for costs incurred in executing each strategy. The cost drivers within the PPC strategy included the hourly rate of a digital marketing assistant (Neuvoo, 2018) and the average cost rate of a non-bounce visitor from the total spent from all AdWords campaigns over the full lifetime of each campaign. Moreover, this measurement was chosen to present reliable results. As explained in the method strategy, an interval of £50,- has been chosen as investment costs, in addition, the amount of non-bounce visitors have been measured that derived from each investment interval amount. The cost drivers behind each £50,- investment have been included in appendix 8.10. Additionally, the calculations have been rounded based on two decimals behind the full number. Consequently, these data points have been plotted in a linear regression graph as shown below.

REGRESSION ANALYSIS PPC

Out of the results from the PPC strategy an linear regression equation is formulated to understand the relationship between investment costs (independent variable) and Non-bounce visitors (dependent variable). In addition, the data that is used is derived from figure (number) and a detailed formulation of the regression results is elaborated in appendix 8.14.

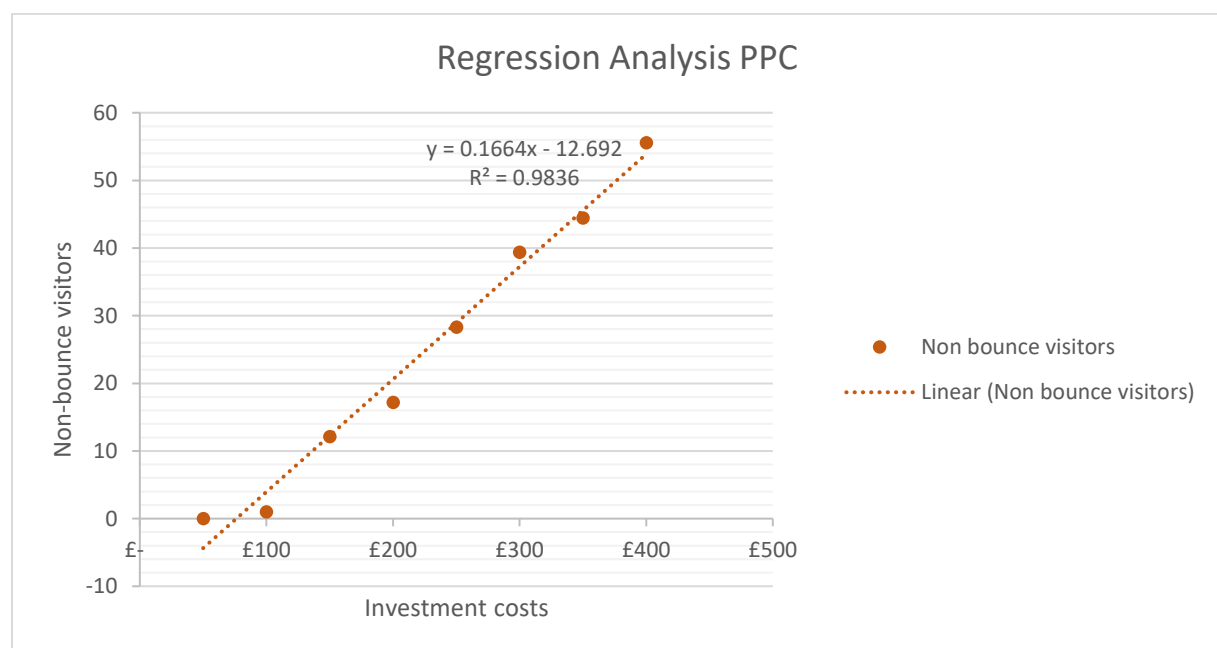


Figure 10: Regression Analysis graph PPC

To begin with, the R^2 describes the connection between investment costs and non-bounce visitors. In particular, how much each variable is dependent on each other, according to appendix 8.14, the R squared for the PPC regression analysis is equivalent to 0.98, indicating a strong positive correlation between both variables. Moreover, when looking at the significance of the presented data in 'appendix 8.14.', a significance of 1.38682E-06 is found indicating a very reliable result according to Excel-Easy (2018). Then when looking at the equation that explains the relationship between both variables, the formula: $Y = 0.1664x - 12.692$ is given. This explains that for every pound invested in PPC, 0.1664 non bounce visitors are generated, so £6.01,- per non bounce visitor.

3.2.5.2. EMAIL MARKETING

For the Email marketing campaigns, Mailchimp has been chosen as the platform to set-up and sent campaigns to mailing lists. Initially, multiple mailings were planned for the Dutch mailing list and UK mailing list. These lists were purchased from acuityinfodata (2018) and consisted of contacts in form of technicians or engineers that were responsible for perimeter protection or building security within their company. Due to the start-up phase of the company and close ties with Hexa Hekwerk, its distribution partner in the Netherlands, alternative mailings were paused and just one mailing campaign has been sent during the research period. This mailing campaign was for the Dutch and UK lists with the purpose to highlight Sensurity's USPs against competitors and trigger people to visit the website or call to enquire more information about the company.

Although results of the UK mailing campaign have been left out due to the unreliable high bounce rate and invalid email contacts, the Dutch mailing campaign had a fairly good open rate and click on rate as shown below. Moreover, in order to increase the reliability of the research historical data has been selected from mailing campaigns between 2015 and 2018 to increase reliability of the costs incurred to attract a non-bounce visitor to the website. Note that a non-bounce visitor is perceived as someone having viewed more than one-page, including e-mail landings pages. Therefore, clicks for mailing campaigns can also be translated as non-bounce visitors.

RESULTS DUTCH MAILING CAMPAIGN

An email campaign was set-up through mailchimp and sent to 698 key representatives of organisations throughout the Netherlands on the 25th of April. The intend of the first email campaign was to create traction, emphasize the HALO USPs and show why HALO would be a great fit for their security needs.

Results Mailing

*Cost = £0.36 (\$0.50) per contact (Acuityinfodata, 2018).

*Cost per Non bounce visitor = Total cost divided by the generated clicks.

Total Mailing

Cost	Recipients	Successful Deliveries	T. Opens	Open Rate	Clicks	Cost per Non bounce visitor
£251,-	698	350	55	16.45%	4	£62.75

Figure 11: Overall Results mailing campaign

RESULTS HISTORICAL MAILING CAMPAIGNS

The results from historical mailing campaigns include similar mailing campaigns between 2015 and January 2018 (right before the research period). However, only similar mailing campaigns could be found between the 3rd of June, 2015, and the 7th of July, 2015.

RESULTS HISTORICAL DATA

*Cost = £0.36 (\$0.50) per contact (Acuityinfodata, 2018).

*Cost per Non bounce visitor = Total cost divided by the generated clicks.

Cost	Recipients	Successful Deliveries	U. Opens	Open Rate	Clicks	Cost per Non bounce visitor
£295,-	820	747	229	27.93%	13	£22.71

Figure 12: Historical Results mailing campaigns

To conclude, in order to increase the repetitiveness of the research the data from historical mailing campaigns is combined with the Dutch mailing campaign on the 25th of April. Therefore, the cost per non bounce visitor or the 'mail cost rate' is determined at $((£251 + £295)/17) = £32.12$

REGRESSION ANALYSIS EMAIL MARKETING

In the graph underneath a linear regression analysis has been formulated about the relationship between investment costs (Independent variable) and non-bounce visitors (dependent variable) deriving from the email marketing strategy. In addition, data is used from appendix 8.11 and a comprehensive summary is elaborated in appendix 8.15. The regression analysis is shown as follows:

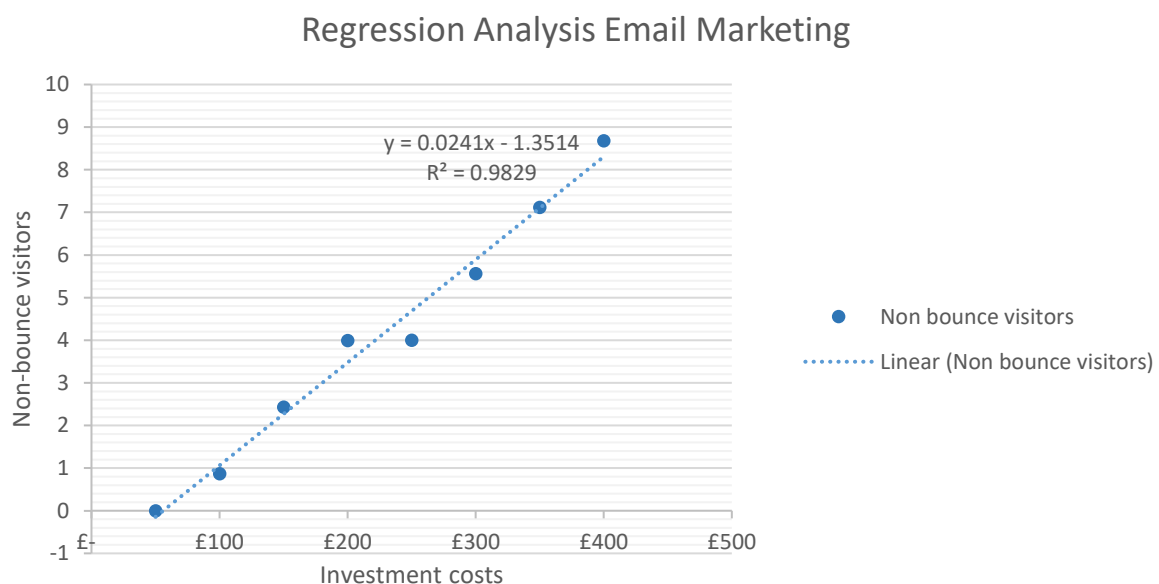


Figure 13: Regression Analysis graph Email Marketing

To give a brief overview about the regression analysis, the R^2 equals 0.98 indicating a very strong relationship between investment costs and non-bounce visitors. Then, the significant of the data found in appendix 8.15 shows the number 1.57399E-06 which lays under 0.05 and explains that the data is reliable (Excel-Easy, 2018). The formula that explains the relation between investment costs and non-bounce visitors is noted as $Y = 0.0241x - 1.3514$, meaning that for every pound invested in email marketing 0.0241 non bounce visitors are generated, so £41.49,- per non bounce visitor.

3.2.5.3. SEARCH ENGINE OPTIMIZATION (SEO)

SEO has been conducted on the website of Sensurity basically comprising optimization of existing pages, creation of new pages and creation of blog posts. The results derived from SEO have been measured in Google Analytics, filtering Organic sessions and analysing the amount of non-bounce visitors each newly or optimized page or blog post attracted. The amount of visitors derived from SEO between the 1st of March and the 1st of May has been stated in the table below. In addition, the amount of labour and time to create and improve web pages have been formulated in appendix 8.12.

SEO RESULTS ALL OPTIMIZED OR NEWLY CREATED CONTENT

*Non Bounce Users, is new users multiplied by bounce rate divided 100.

Content	New Users	Non Bounce users	Labour	Cost	Cost per non bounce visitor
Total content	294	202	21.5h	£258	£1.28

Figure 14: Overall Results SEO campaign

Finally, to create an overview about the cost incurred for SEO multiple cost drivers were taken into account. To begin with, the market assistant had to get educated about SEO practices and in particular the Perimeter Security market in order to write and optimize content. Moreover, research had to be conducted in order to indicate Sensurity's prime keywords and competitor ranking on these keywords. Further, content had to be created and optimized, in order to measure the cost per non-bounce visitors from SEO, an organic cost rate has been calculated (£1.28) to measure the cost incurred for creating or optimizing content. Lastly, in order to measure the effectiveness of SEO, a monthly check-up has been executed through SEMRush and Google Analytics to measure performance on selected keywords.

REGRESSION ANALYSIS SEO

Underneath the results from the regression analysis for SEO have been elaborated. Herein, a relationship is shown between the investment costs (independent variable) and non-bounce visitors (dependent variable). Moreover, the data is retrieved from appendix 8.13, and a detailed elaboration of the regression analysis is elaborated in appendix 8.16.

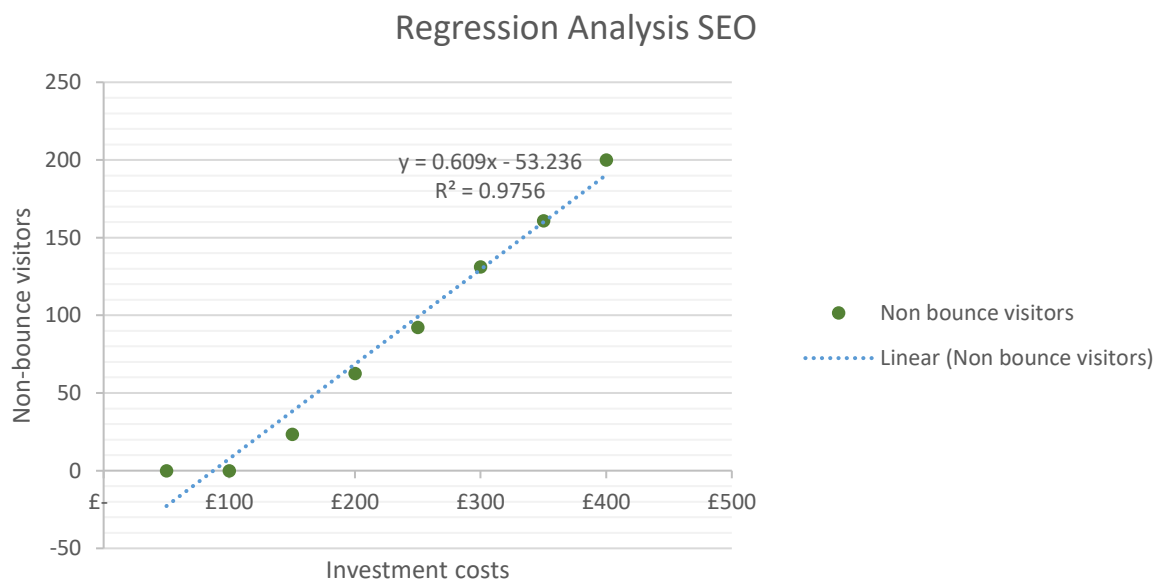


Figure 15: Regression Analysis graph for SEO

Furthermore, the R^2 indicated a good fit, where 97.6% of variation in non-bounce visitors is explained by investment costs. Then looking at the reliability of the regression equation, the significance is noted

as 4,58E-06 'appendix 8.16.' indicating a reliable results according to excel-easy (2018). The regression line is formulated as $y = 0.609x - 53.236$, meaning that for every pound invested an average of 0.609 non bounce visitors are generated, so £1.64,- per non bounce visitor.

3.2.5.4. SUMMARY REGRESSION ANALYSIS

To begin with, the regression analysis was primarily constructed to measure 2 things namely, whether there was a positive correlation between investment costs and non-bounce visitors for each individual strategy and to compare digital strategies against each other on the basis of cost-efficiency and suitability to the overall strategy of Sensurity.

First of all, taking into account the regression analysis for PPC we could see a strong positive correlation between investment costs and non-bounce visitors where the curve of the regression depicted a stable increasing trend line. Moreover, the investment cost to generate a non-bounce visitor has been calculated at £6.01,-.

Secondly, looking at the regression analysis for email marketing there is again a clear positive correlation between investment costs and non-bounce visitors where the curve of the regression depicts a slight dip in the middle but overall shows stable growth. In addition, the cost calculated per non bounce visitor is determined at £41.49,-.

Then thirdly, regarding the regression analysis for SEO it is clear that there is a strong positive relation between investment costs and non-bounce visitors where the regression line shows a slow start at the beginning but moves towards a stable upward trend for the remaining part of the regression analysis. The cost calculated to generate a non-bounce visitor is measured at £1.64,-.

3.3 TARGET GROUPS

In this paragraph the results are described based on the research that is done about target groups for Sensurity. First of all, an overview of Sensurity's current target market is formulated based on criteria laid out by Miller (2015), Willian (2016), and the 4P Marketing Mix. Subsequently, each criteria is filled in according to Sensurity's latest business plan and investor presentation. Secondly, Sensurity's existing customer base consisting of 48 customers has been analysed and categorised in industry and sub-industry. Further, each customer is compared against the company's target market criteria where a score is calculated based on how often a customer matched the 9 criteria described in Figure 16.

3.3.1 SENSURITY CURRENT TARGET MARKET

Underneath a table is shown were criteria from Willian (2016) regarding firmographics (company size, unique customer needs), the criteria from Miller (2015), industries, and the criteria from the 4P marketing mix is used to construct a framework describing the current target market of Sensurity. Herein the criteria has been described through retrieving information from the company's existing business plan and investor presentation constructed by the CEO, Geoff Clarke.

SENSURITY'S CURRENT TARGET MARKET CRITERIA

No.	Criteria	Description
1.	Region	Benelux, United Kingdom, Germany
2.	Industries (Miller, 2015)	Banking & finance, Education, Commercial, Government, Manufacturing & Industrial, Healthcare, Residential, Transportation, Sports & leisure, Utilities & energy.
3.	Size of the company (Revenues)	£250,000 - £50,000,000 (SMEs) (Bamford-Niles, 2012)
4.	Size of the company (Employees)	15 – 250 (SMEs) (Bamford-Niles, 2012)
5.	Unique customer needs (Willian, 2016)	<ul style="list-style-type: none"> - Intrusion type differentiation. - Full dead-zone detection. - Alarm not effected by weather, debris, light or vibration. - Height of the alert zone.
6.	Product	- Previous experience with physical (perimeter) security products.
7.	Price	- Operate in a B2B environment.
8.	Promotion	<ul style="list-style-type: none"> - Have a website online - Active on social media, at least LinkedIn (or similar)
9.	Place	- Open for business internationally

Figure 16: Criteria Checklist Sensurity Target Market

EXISTING CUSTOMER BASE BY INDUSTRY

Industry ¹	Sub-Industry ²	Customer count	Criteria Checklist ³
Commercial	Car & truck sites	2	7.5
	Solar parks	2	6
	Business Offices	6	6.9
	Food and beverage facilities	2	8.5
	Floral sites	1	9
	Total Commercial	13	7.3
Residential	Gated communities	1	5
	Home security	4	3
	Total Residential	5	3.4
Government	Police forces	3	6
	Municipalities	2	7
	Schools	2	5.5
	Total Government	7	6.1
Transportation	Airlines	5	7.2
	Marine	3	6.7
	Road & Rail	1	7
	Freight & logistics	4	7.5
	Total Transportation	13	7.2
Construction	Building construction & Engineering		
	Total Construction	0	0
Utilities	Energy equipment & services	3	6.7
	Oil, Gas & Consumable Fuels	3	5
	Total Utilities	6	5.8
Industrial	Manufacturing	3	6.7
	Pharmaceutical & chemical	1	7
	Total Industrial	4	6.75
Total All		48	= (310/48) = 6.46

Figure 17: Sensurity Customer Base Analysis

Moreover, quantitative data analytics has been applied to measure the most relevant sub-industries, or better known as target groups. Each customer in this sub-industry has been laid against the criteria from figure 16 where a score was calculated under the 'criteria checklist³'. This score was calculated by checking each customer against the criteria from figure 16 and measure on how much criteria each customer matched. Then, the sub-industries including the customers with the highest scores were deemed as the most ideal target groups according to Sensurity's existing customer base.

¹ Industry: Selected based on the markets page on the Sensurity website (Sensurity-2, 2018).

² Sub-industry: Selected based on Global Industry Classification Standard from MSCI (2014).

³ Criteria Checklist: The amount of criteria matched from Figure 16.

Furthermore, the results from the data analysis about Sensurity existing customer base depict a strong match from 3 distinct industries. These include, commercial, transportation, and industrial where all 3 score above the total industry average of 6.46. In addition, the most remarkable results contributing to these scores within the individual companies of these industries include in the first place, their company size, in the second place, their unique needs, and in the third place, their online presence as organisation. Besides when we take a more detailed look at each industry we see 6 sub-industries standing out in terms of criteria matched. Moreover, these sub-industries include car & truck sites, Food and beverage facilities, floral sites, Airlines, Freight & logistics, and a shared six place for Road & rail, and Pharmaceutical & chemical industries.

4. DISCUSSION

In this chapter we go further into the results, looking at the relationship between literature and results. Therefore, results are discussed and contemplated against both sources of information. This was ultimately done to increase the validity of the research. Moreover, also a critical reflection of the overall research will follow, factors that limited the research and suggestions to improve further research will be discussed.

4.1. DISCUSSION SURVEY

The survey was sent to get a better grasp of the preferred product offering among prospect interested in Perimeter Security. Moreover, the results from the survey in comparison with the literature review are discussed in the following chapter.

To begin with, looking at the survey results about the product the customer would prefer a solution that encompasses a low TCO. In comparison to the literature, the preferences are stated differently as Markets and Markets (2017) argues that there is a strong need for technical advances and layered security solutions among prospects interested in perimeter security. However, this difference can be explained due to the lack of awareness by end-users as physical security is often overlooked by cyber security according to Markets and Markets (2017).

Then regarding the preferred price for a Perimeter Security solution, prospects prefer to pay more for the physical product initially if it can reduce the cost of installation and maintenance in the long run according to survey results. Additionally, this complies with the value proposition created with advanced MIDS as Heneghan (2017) argues that advanced MIDS were developed to eradicate problems end-users face in regards to installation and maintenance requirements of their perimeter security solution. In addition, survey respondents also chose a lower TCO as biggest improvement for PIDS.

Further, with an eye to the preferred promotional tools, prospect prefer Google search as first option for starting their customer journey. In relation to the theory the preference for online communication channels is supported by MarketingSherpa (2012) that found that 71% of B2B purchases from 1,745 B2B respondents began with a search on the web. Finally, considering place of purchasing a PIDS solution it became clear that respondents prefer a localised approach from an experienced business partner in perimeter security.

Taking into account the limitations, the research was limited by the knowledge of 1,700 mailing contacts as none had prior contact with Sensurity. Difficulties were found in gathering responses through the direct mailing campaign, despite of the incentive that was offered regarding a virtual reality set. Eventually, it was possible to gather more results as most email contacts had a LinkedIn profile where around 80 contacts were contacted directly and showed interest in filling out the survey. In relation, a low confidence level had to be maintained that slightly decreased the reliability of the research but was still sufficient. In regards to future recommendations, it is in the first place relevant to filter email contacts more thoroughly, like by industry in order to shape a more personalised message that can create further engagement of the prospect. This can be continued by looking at the approach of asking someone to fill-out a survey where it is more effective to communicate with someone on a personal level by connecting with someone through a professional network. Then in regard to the survey results, it would be more relevant if the survey would not measure responses anonymously, but would rather measure answers per respondent and per industry group.

4.2. DISCUSSION DIGITAL STRATEGIES

To put things first, the research included both quantitative and desk research for measuring strategies for Sensurity. Therefore, the quantitative research from digital strategies have been compared with the literature from digital strategies both from 'paragraph 3.2.'. Furthermore, a regression equation has been constructed for each digital strategy to indicate cost-efficiency and strategic fit.

Let's start with looking at the Search Engine Optimisation (SEO) strategy that would increase organic visitors against relatively low cost, but would take a longer time to generate clear results (Magusara, 2017). Meanwhile, looking at the results from quantitative studies, it shows that SEO did indeed had a lower cost in comparison to the other digital strategies. It is however ambiguous to think that SEO converted more traffic than PPC and Email marketing given that the timeframe to measure results was only 2 months. Especially since Magusara (2017) argues that SEO is perceived as a lengthy process. Therefore, the research was limited by the amount of data retrieved where it would be more beneficial to have a larger budget and timeframe to measure and allocate results. Consequently, this would also have affected the regression analysis where more data could indicate a clearer trend line.

In relation to the second digital marketing strategy covering email marketing, Magusara (2017) stated that email marketing would most likely attract new leads and trigger a response through personalized mailings. From the quantitative results we can see support in this statement giving that email was effective in generating non-bounce visitors and leads. It is however remarkable to see that the cost to acquire a non-bounce visitor deriving from email was significantly higher than other strategies. In addition, the high cost per non bounce visitor can also be traced back to the fact that there was a limited timeframe to draft and send campaigns. This can be explained looking at the process of constructing a mailing campaign where each campaign had to go through the distributor network in the Netherlands for approval. In this way, a lot of time was lost where potentially more campaigns could have been sent to the same mailing lists lowering the cost for every time a contact would enter the website. Therefore, it is also recommended to reserve more time for email marketing as re-using an email list and optimizing email templates can result in a lower cost per non-bounce visitor.

Furthermore taking into account the Pay-per-click (PPC) strategy, Magusara (2017) revealed that PPC is like SEO but can result in immediate traffic to the website. Although this is dependent on the amount of budget you allocate to PPC, it is a great tool to personalize your approach (Doyle, 2018). From the quantitative results it appeared that PPC was indeed redirecting traffic directly and besides proved effective for generating non-bounce visitor to the website. Moreover, the United Kingdom campaign (appendix 8.8) was the most cost-efficient campaign in terms of generating non-bounce visitors within PPC. The reason for this can be found in the English landing page where Dutch visitors depicted a higher bounce rate due to the lack of personalisation (localisation) for Dutch speaking visitors. For that reason it is recommended to translate landing pages corresponding to the language in ads. In addition, through a longer time period, more cost-efficiency can be realized through optimizing campaigns and ad groups. It is therefore recommended to reserve a larger budget and timeframe in order to optimize advertisement that depict a low CTR or high bounce rate in order to keep the cost per non bounce visitor low.

4.3. DISCUSSION TARGET GROUPS

According to Sensurity's current strategic proposition from 'paragraph 1.2.' the ideal target group would consist of customers located in NW Europe and that are interested in a long term relationship with returning orders. Moreover, Sensurity's target market has been defined by looking at each of the criteria from figure 16, where each criteria has been filled-in looking at Sensurity's latest business plan and investor presentation to draft the current target market. To begin with, the investor presentation clearly indicated that Sensurity is indeed focusing on targeting NW Europe, where companies involved would encompass the size of a SME and preferably would correspond to one of the unique customer needs.

Subsequently, the formulated target market based on literature has been compared against the existing customer base to see which customer groups best fulfilled the proposition of the company's strategy. At the outset, the target market criteria from 'figure 16' have been compared against the profile of each customer. The customer that matched the most criteria in its sub-industry and industry received the highest score, where all individual scores per customer in industry groups have been aligned and compared to give a reliable indication of which target groups/sub-industries were most ideal for Sensurity.

To begin with, it appeared that 3 industries stood out based on score taking into account the total average of the score among all industries. These industries included, commercial, transportation and industrial and had an average rating above 6.46. Moreover, the sub-industries that received the highest scores were car & truck sites, business offices, food and beverage facilities, airlines, road & rail, and freight and logistics sites. Although the reliability of the data was limited by the quantity of customers presented in the existing database there was a clear sign of industry relevancy based on the presented criteria.

Further delving into the limitations of the research, the criteria described to measure the suitability of industries and sub-industries could be further defined through qualitative research. Hereby, the CEO and representatives of distributor partners could be asked to give a further elaboration on the criteria presented. This will be relevant given that Sensurity operates in a small market with a relatively high-value product and can seek advantage in narrowing down their approach to meet the needs of each target group. In addition, limitations were constructed based on the amount of data from the database that only included 48 partners. Further to this is that even within the sub-industry a customer could have differed greatly from each other, meaning that an industry might not be as great of a fit as initially thought. It is therefore relevant to further narrow down the sub-industries/target groups in the future or at least gather more data to increase the reliability of the results.

5. CONCLUSION

In the conclusion section a conclusion will be given corresponding to every sub-question from the main research question. In addition, the main research question encompassed the query of what digital marketing measures Sensurity should take in order to generate £500,000 in sales by the end of 2018. Herein, it is recommended that Sensurity continues pursuing digital strategies by the likes of SEO, PPC, and Email Marketing where the target groups and product offering within the strategies are further defined.

First of all in regard to the target market, Sensurity should specify its approach for each target group and should identify the unique security needs within these sub-industries. Herein, unique needs can be identified from existing customers first, where organisations within commercial, transportation, and industrial industries have proven to fulfil the strategic proposition of Sensurity. Once these unique needs are identified and the business profile of each customer is analysed, promotional activities can be put in place in order to attract and convert prospects to the account of Sensurity.

What is next is the product offering of Sensurity, herein the actual offering will take into account 4 elements of the McCarthy (1960) Marketing mix. To begin with, the ideal solution should be offered online as most respondents use Google search as starting point for looking for Perimeter Security. In addition, Sensurity should have a clean website, offering local service in the area of the designated target groups. Besides, the website should show credibility and experience in a streamlined installation process by creating specific case studies on their website. Further to this, is the actual product offering where the customer has to be made more aware about what Microwave Intrusion Detection Systems (MIDS) encompass. This can be explained by the prospects' unfamiliarity with MIDS. In addition, an integrated offering can be presented on the website, including MIDS, Camera Analytics, and a fencing solution to secure the needs of the potential customer. Herein, it is important to emphasise the unique benefits of the product offering against cheaper systems of perimeter intrusion detection as the initial price tag for hardware and software may seem higher than comparative systems.

Then the remaining measures to be taken have been found in digital marketing strategies. To begin with, it is important to note that Sensurity's objectives are to understand and identify its core sales KPIs and advance into a mature sales and marketing platform. For this to be realized, enough data has to be collected and Sensurity's customer approach should be streamlined and personalized as they are operating in a small market. Taking these criteria into account, the demand generator model and customer experience generator model are recommended where SEO, PPC, and Email have deemed to best fit these models for Sensurity. Moreover, in regards to the main research question in regards to the digital marketing measures to be taken to generate £500,000 in sales by the end of 2018, a rather direct and short term approach should be applied where PPC and SEO have proven to deliver on this criteria. However, the limited timeframe and reliability of the data should not be overlooked. Therefore, the main focus should be laid on PPC and SEO where the latter is to be taken further as a long term solution to realize cost-efficiency in generating good quality traffic to the website.

To put things in a nutshell, it can be said that Sensurity is still a small company operating in a small market with an unfamiliar product offering to prospects. While the current product offering shows signs of unique customer benefits it lacks the promotional activities and practicality to sell. Even though, the website and visual aids contain all the unique selling points Sensurity wants to emphasize, it does not seem to attract sales to a sufficient degree. Therefore, it is recommended that the company applies a more personalized approach, narrowing down its target groups and reshaping its product offering to an integrated solution. Besides, digital strategies are recommended to include display and search advertising to create awareness for MIDS, optimization of the website to local, SEO to tactically rank higher on keywords in search engines, and personalized mailing campaigns.

6. RECOMMENDATION

For now, the results of the research are connected with the practical field where recommendations have been composed based on the research conducted. Moreover, these recommendations have been translated into feasible activities that have been laid out against a realistic planning in terms of time, money, and the current state of Sensurity.

6.1. IDENTIFY TARGET GROUPS

First of all target groups are to be identified more specifically, this will require a more thorough analysis of the existing customer base but also will require a more thorough analysis of the selected sub-industries. In this, the unique needs, criteria and concerns per sub-industry and companies within these sub-industries have to be identified and targeted. Further, given that the research stated that the ideal customer groups would consist of SMEs from NW Europe, new target groups can be identified through the following model derived from the research conducted about target groups. In addition, a practical example has been given about a potential target group for Sensurity. Initially, it is recommended that a digital marketing assistant identifies twelve target groups through the model below, this will be accounted in the marketers weekly working schedule, and incurs a labour rate of £12. In addition, for each identified target group a product offering and strategy can be formulated.

TARGET GROUP IDENTIFICATION MODEL

No.	Characteristics	Description (example target group)
1.	Region	Netherlands
2.	Industry; sub-industry	Commercial; Car & truck sites
3.	Company type	Car Dealership
4.	Company size (revenues; employees)	£2,000,000- £50,000,000; 15 – 50.
5.	Existing security measures	Fencing, CCTV, and access control
6.	Unique needs	Relay theft (keyless entry systems). 24/7 detection security (also in the dark). Direct alarm notification. Integration with a CCTV system. Deposit certificate for insurance.
7.	Concerns	Dead-zone of the systems. False alarms of the systems. Effect of weather, debris on the systems. Alarm integration of the systems.
8.	Competitive landscape	Local security providers available but only few specialized in car dealerships. Presence of substitutes, mainly cable detection but not as advanced. High bargaining power of consumers.
9.	Familiarity with pids	Little familiarity with Perimeter Intrusion Detection Systems
10.	Budget (client can afford solution but has little to no buffer for error)	Little to no buffer for error
11.	Time (there is time to deploy solution but little to no buffer)	Little to no buffer error

Figure 18: Target group identification model + example

6.2. COMPOSE PRODUCT OFFERING

Then in regards to the product offering of Sensurity, an integrated offering can be constructed to best serve the needs of the target groups. Whereby the cost incurred for generating a sale could be reduced through optimizing the product offering and strategies used to get the product offering to market. In order to compose an integrated product offering the company is recommended to source products from distributor channels and create an integrated product offering themselves. This will involve sourcing of substitutes like fencing and camera analytics, and will require Sensurity to set-up a plan regarding the value chain activities to realize an integrated product offering. A hypothetical integrated product offering is composed in appendix 8.20. Realistically speaking, meetings have to be held with distribution partners in order to set-up the value chain activities for the product offering. This will require both the involvement of management of Sensurity and procurement of distribution partners. Therefore, a minimum timeframe of 4 months has to be laid out in order for a streamlined integrated product offering to come out of the distribution centres.

6.3. IMPLEMENT DIGITAL STRATEGIES

Then covering the actual activities that underlay the promotion of the product offering the three digital strategies discussed are further elaborated in this chapter. Herein, we begin with looking at SEO and website optimization, then, the options within PPC, and further, Email marketing for specific target groups.

6.3.1. SEARCH ENGINE OPTIMIZATION (SEO)

In the first place, the research has proven that SEO is an excellent tool for generating high quality visitors against relatively low cost compared to other digital strategies. In this, SEO is generally perceived as a long term strategy to attract new users from search engines to the website. Although initial cost may seem high due to the labour involved in training, keyword research, and creation of articles and pages, it flattens out the cost in the long run due to the higher ranking on a search engine's ranking page as a result of a better structured and more informative website. Therefore, Sensurity can expect a higher amount of quality visits on its website if it manages to rank higher for keywords that are used by its prospects to look for Perimeter Security. Moreover, in relation to the specification of different target groups and corresponding product offering, the advice for the SEO strategy should focus on creating content per target group and optimising the website. Ultimately this will require the support of the web-hosting company and in-company marketing assistant.

6.3.2. PAY-PER-CLICK (PPC)

As discussed in the results paragraph, PPC can be a great tool to generate quality traffic almost instantaneously. Underneath, a recommended display and search campaign are elaborated.

Regarding the results from the PPC campaigns, we can see that the display campaign gathered most impressions. These included 51,206 impressions on third-party websites, where people targeted had prior to their visit shown interest in perimeter security. Moreover, this method of advertising can function as a good tool to attract a large number of visitors to the website as the main purpose of this method is to create awareness through visual ads. Although the results depict a higher cost per non bounce visitor for this campaign, visitors may seek to enter the website directly after seeing the advertisement. Moreover, looking at the search campaign for the UK, we can see valid results, in sense of a fair amount of non-bounce visitors that have been generated against a relatively low cost. In addition, the search campaign comprises of individual keywords that matched a search query of a visitor on Google. Therefore, specific keywords can be used to target specific search queries, where the matching keywords can show a personalised advertisement on Google. In short, both display and

search advertising could significantly contribute to the success of digital strategy for Sensurity. Therefore, a budget of £1,000 could be used to implement both text and display advertisements.

6.3.3. EMAIL MARKETING

Taking into account email marketing, it can be said that this will be a great tool for creating personalized email campaigns to be sent to target groups. Herein, mailing lists have to be purchased in order to send emails to specific target groups. Consequently, multiple campaigns can be sent to one mailing list to see which template best converts. Eventually, when the email lists are purchased and mailings have been sent, the cost per non bounce visitor deriving from email marketing is also expected to decrease in relation to the results of the research. In order to deploy this strategy a digital marketing assistant has to source mailing lists preferably for each identified target group, then compose mailing templates per target group and monitor and optimize the performance per mailing campaign.

6.4. REALISATION OF RECOMMENDATIONS

For now the different recommendations have been discussed, what is left to reassure is the actual realisation of the recommendations. This includes whether the recommendations are suitable, acceptable, and feasible to implement for Sensurity. Besides, the forecasted data is a derivative from the results attained in 'paragraph 3.'

Let's begin with aligning all recommendations in a list to understand the logical order of the actions to be undertaken.

- Identify and research unique target groups
- Compose, source, and present unique product offering
- Creation and optimization of web pages (SEO)
- Implementation of display and search advertisements
- Purchasing mailing lists; compose and test templates

In short, the strategies are suitable as the organisation is experiencing low sales numbers and an increasing threat to face insolvency. Moreover, the recommendations can boost the company's digital presence and increase its customer base through adapting a personalized approach with an unsurpassed product offering.

Then about the matter of acceptability of the proposed recommendations, we have to look further into the financial realisation of the activities to be conducted. Herein, the main cost drivers will consist of a digital marketing assistant that is for now filled in by a digital marketing intern and cost for advertising campaigns and email lists. Moreover, the level of risk is acceptable if the recommendations prove to deliver. Meaning that a strategy should provide measurable results in terms of leads and sales within a certain timeframe determined by the board of directors of Sensurity.

Furthermore, the strategies can be realized with current investment capital received from angel investors, where 'Invest Northern Ireland' is the biggest investor. If a clear digital strategy plan is formulated Sensurity would be able to gain further trust and raise enough funds to also hire a digital marketing assistant with prior experience in digital marketing that can proactively continue optimizing the strategies currently being put in place.

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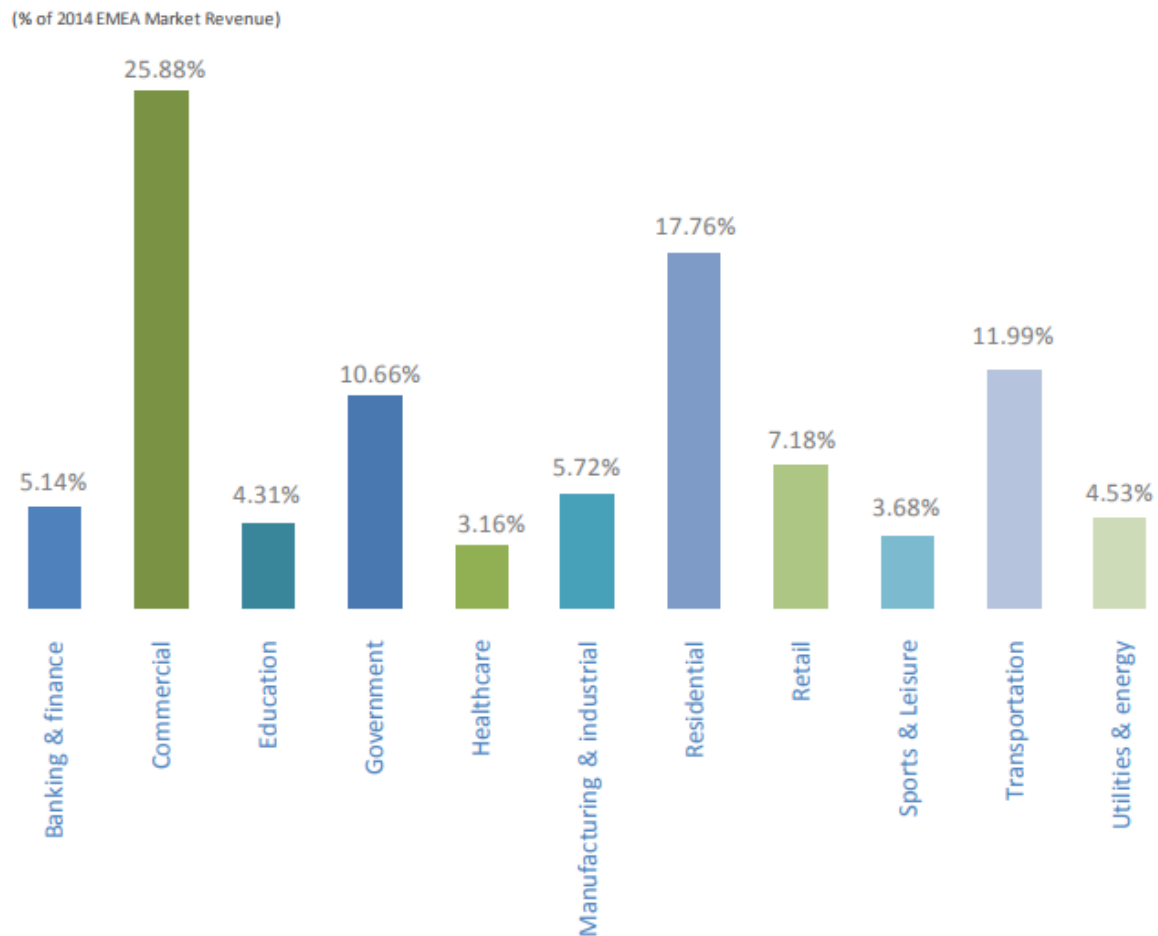
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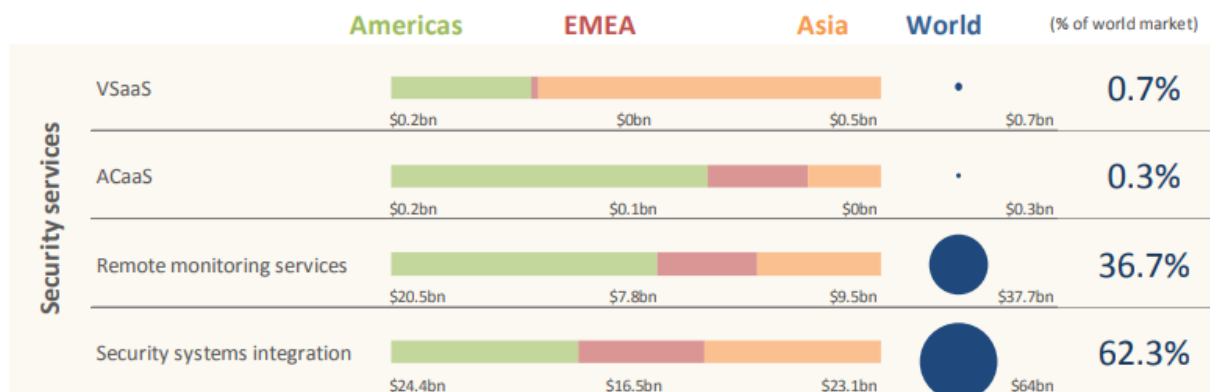
8. APPENDIX

8.1. PHYSICAL SECURITY EQUIPMENT BY END-USER



Source: Physical Security Equipment & Services Report 2015, emc.com

8.2. MARKET VALUE PHYSICAL SECURITY SERVICES PER REGION



Source: Physical Security Equipment & Services Report 2015, emc.com

8.3. SURVEY QUESTIONS

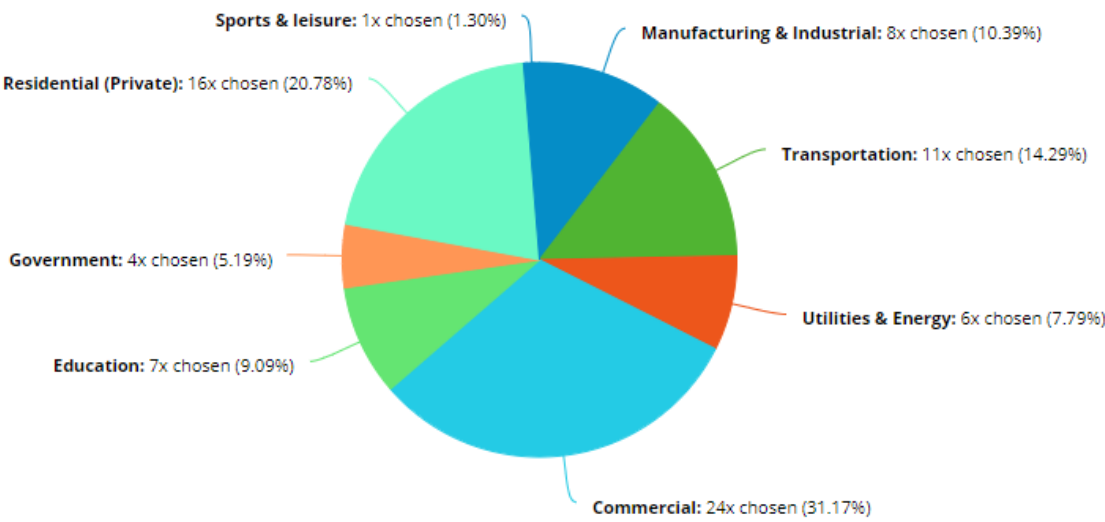
1. In which security market segment is your company currently active?
 - a. Sports & leisure
 - b. Manufacturing & industrial
 - c. Transportation
 - d. Utilities & energy
 - e. Commercial
 - f. Education
 - g. Government
 - h. Residential
2. How familiar are you with Perimeter Security?
1 – 10 scale rating.
3. With which categories of Perimeter Intrusion Detection Systems (PIDS) are you familiar?
 - a. Fence-Mounted (e.g. microphonic cable)
 - b. Ground-Based (e.g. pressure sensitive cable)
 - c. Free-Standing (e.g. microwave link)
 - d. Rapid deployable (e.g. camera pole)
4. Which factors would you deem most important for selecting a Perimeter Security solution?
 - a. Accuracy of intrusion type differentiation
 - b. Low Total Cost of Ownership (TCO)
 - c. Low maintenance requirements
 - d. The size of the 'virtual wall'
5. If you were to secure a perimeter of an airport which security solution would you choose?
 - a. Fence, Camera analytics, Wide area radar
 - b. Fence, Pressure sensitive cable, Wide area radar
 - c. Fence, Camera analytics, Pressure sensitive cable
 - d. Any combination of the above
6. To what extent would camera analytics be important for protecting a perimeter of 400 meters in length?
1 – 10 scale rating.
7. To what extent would camera analytics be important for protecting a perimeter of 1,500 meters in length?
1 – 10 scale rating.
8. How likely are you going to pay more for a Perimeter Security solution if it could reduce the cost of maintenance and installation?
 - a. Very likely
 - b. Likely
 - c. Unlikely
 - d. Very unlikely
9. When analysing a Perimeter Security project where do you currently perceive the highest costs to be?
 - a. Cost of maintenance

- b. Cost of installation (labour)
 - c. Cost of hardware and software
10. What would bring a significant improvement to Perimeter Intrusion Detection Systems?
- a. Ease of installation
 - b. Size of the virtual detection zone
 - c. False alarm rate
 - d. Lower TCO
11. Where would you most likely start looking for a Perimeter Security solution if it were online?
- a. Google search
 - b. Partner network
 - c. Professional network (e.g. LinkedIn)
 - d. Email and online forums
12. Where would you rather look for a Perimeter Security solution?
- a. Offline (e.g. trade fairs)
 - b. Online (e.g. Google, LinkedIn, Email)
13. On a scale from 1-10 how important is Google Advertising for B2B Marketing?
1 – 10 scale rating.
14. How important is Google Advertising to your business?
- a. Not at all important
 - b. Not so important
 - c. Somewhat important
 - d. Very important
 - e. Extremely important
15. Which factor would you perceive as more important when selecting a security partner?
- a. Innovation
 - b. Experience
16. During the process of selecting a security partner to what extend would you prefer a local partner?
- a. A little
 - b. A moderate extend
 - c. A great extend
17. What would you perceive as the biggest problem in considering perimeter security for your business?
- a. Cost
 - b. Time
 - c. Integration with existing security infrastructure
 - d. Other
18. Did this survey make you more aware about the wide range of possibilities to protect a perimeter?
- a. Yes
 - b. No

8.4. SURVEY DATA RESULTS

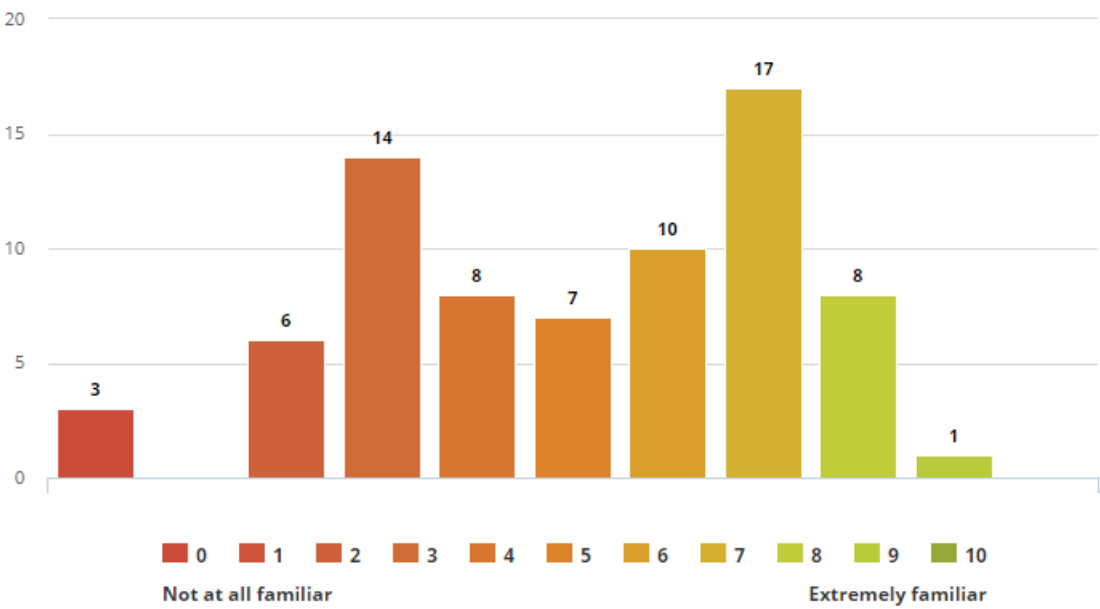
1. In which security market segment is your company currently active?

Number of responses: 77



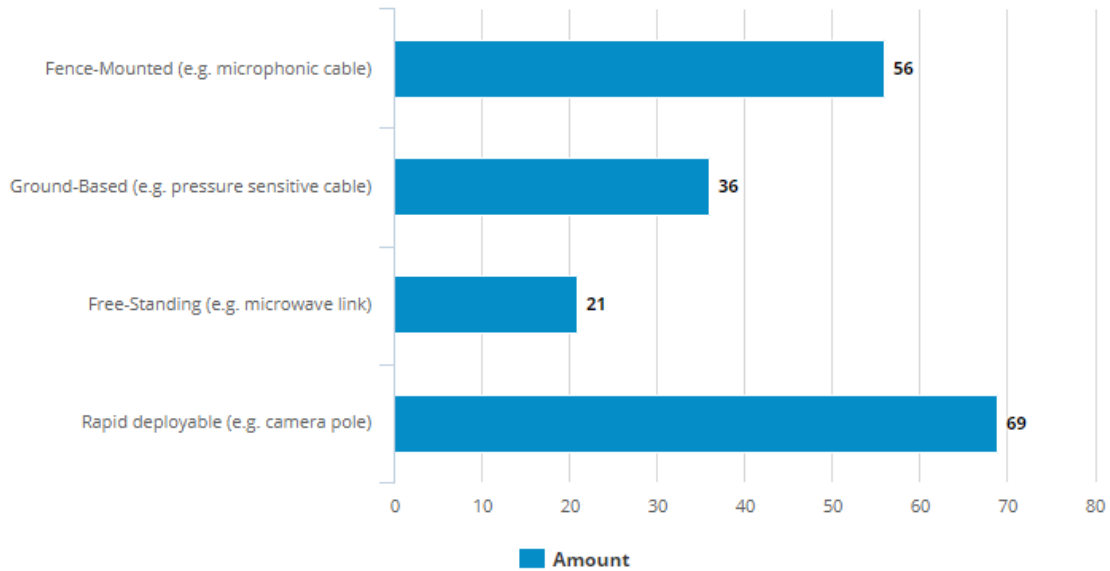
2. How familiar are you with Perimeter Security?

Number of responses: 74



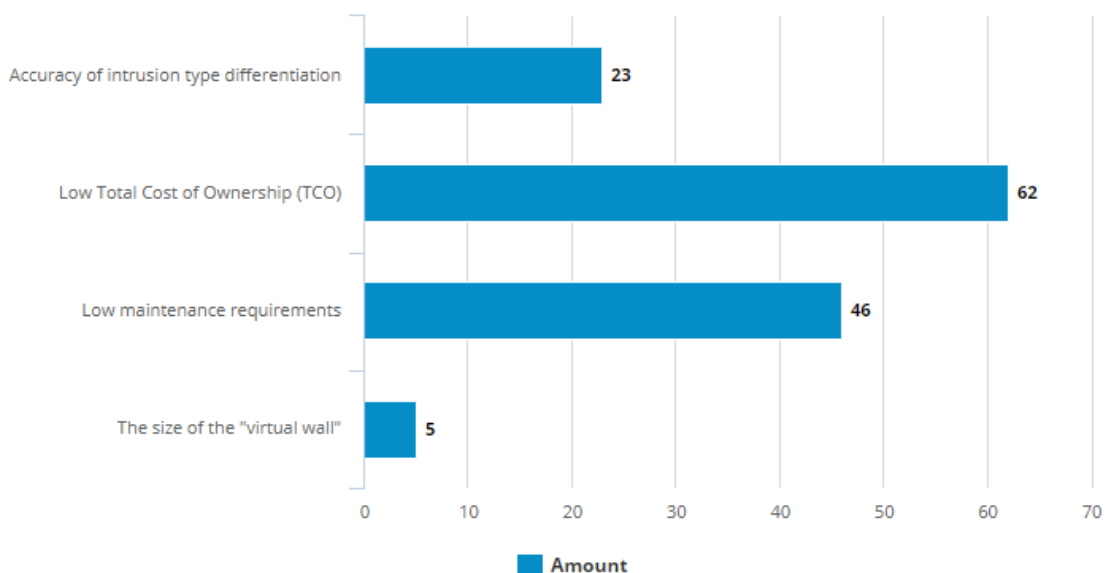
3. With which categories of Perimeter Intrusion Detection Systems (PIDS) are you familiar?

Number of responses: 73



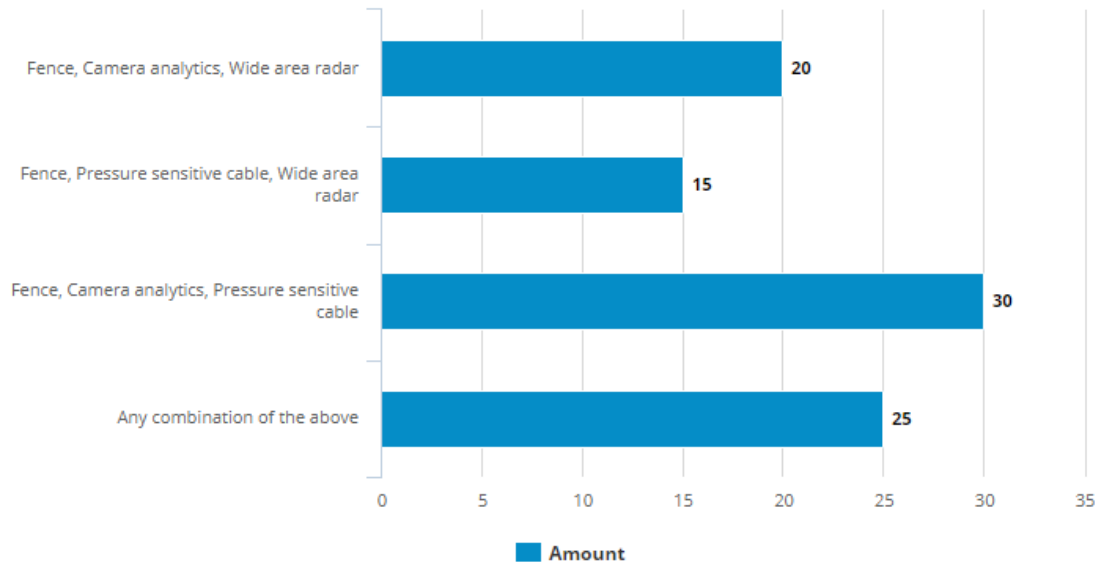
4. Which factors would you deem most important for selecting a Perimeter Security solution?

Number of responses: 75



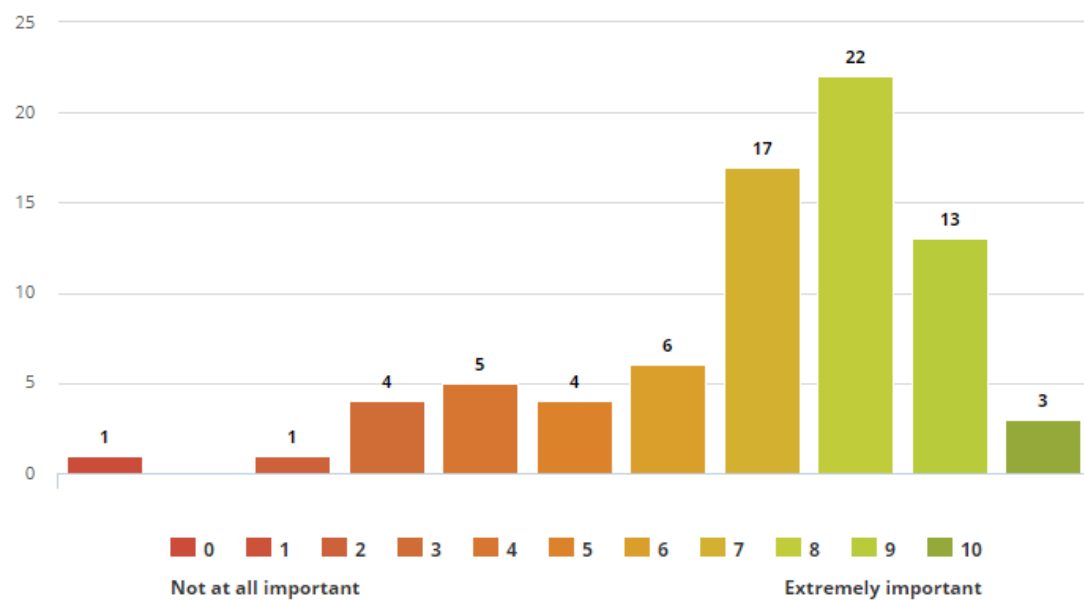
5. If you were to secure a perimeter of an airport which security solution would you choose?

Number of responses: 75



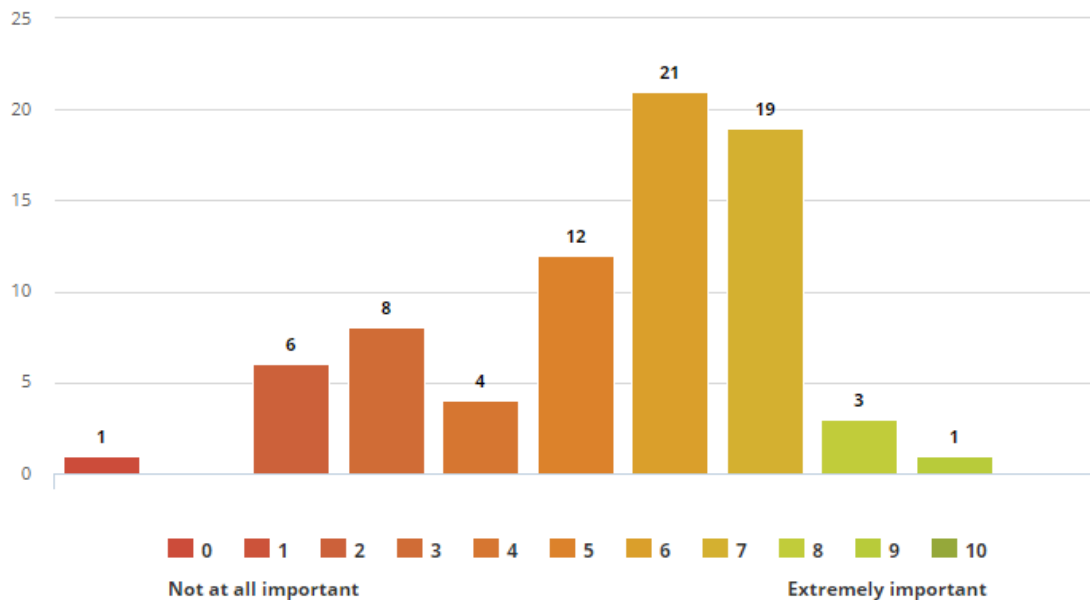
6. To what extent would camera analytics be important for protecting a perimeter of 400 meters in length?

Number of responses: 76



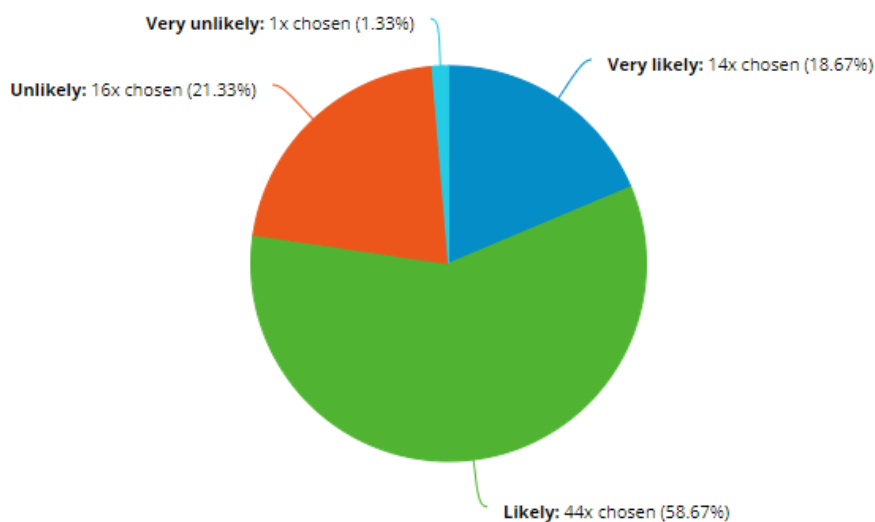
7. To what extent would camera analytics be important for protecting a perimeter of 1,500 meters in length?

Number of responses: 75



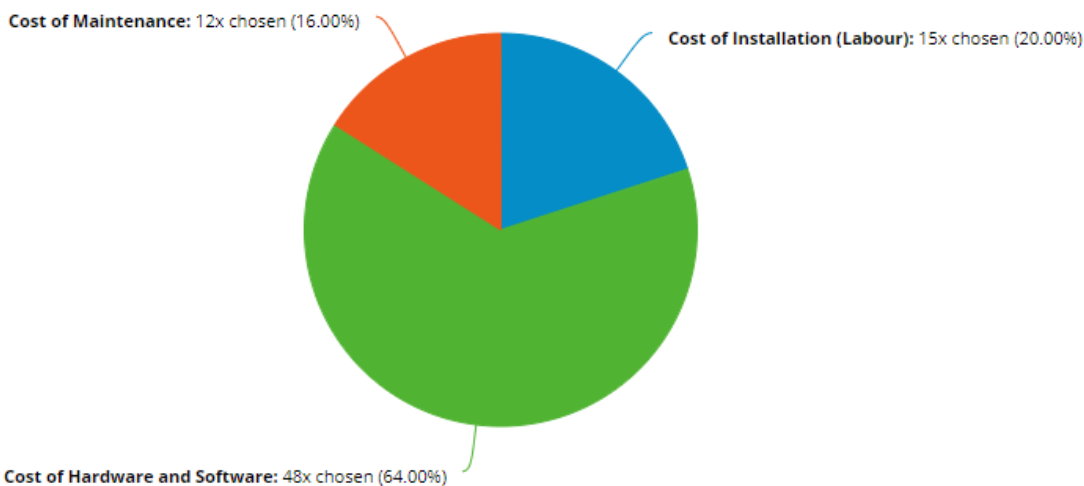
8. How likely are you going to pay more for a Perimeter Security Solution if it could reduce the cost of maintenance and installation?

Number of responses: 75



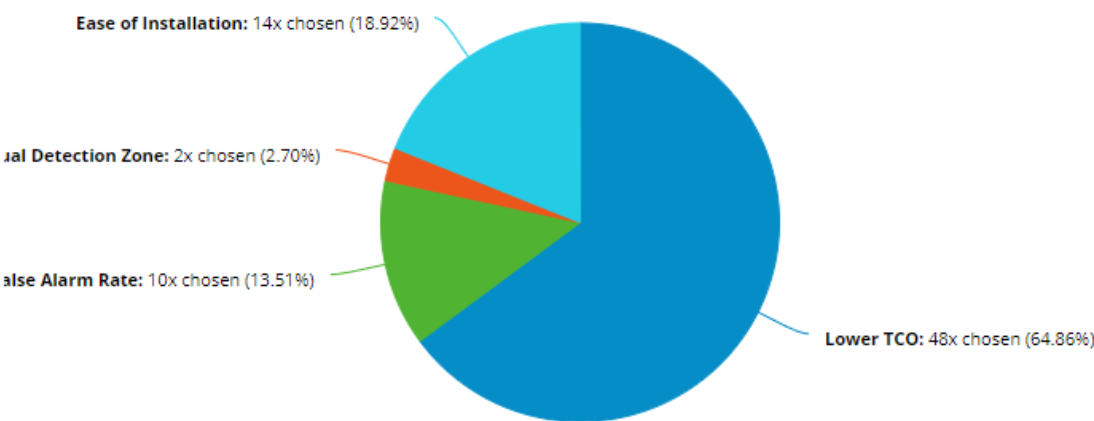
9. When analysing a perimeter security project where do you currently perceive the highest costs to be?

Number of responses: 75



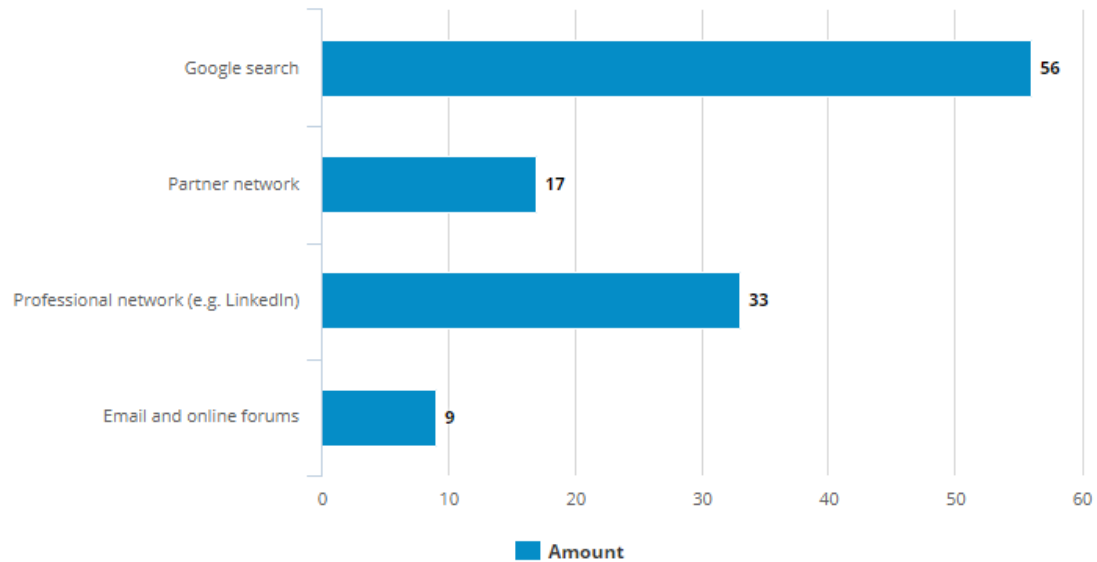
10. What would bring a significant improvement to Perimeter Intrusion Detection Systems?

Number of responses: 74



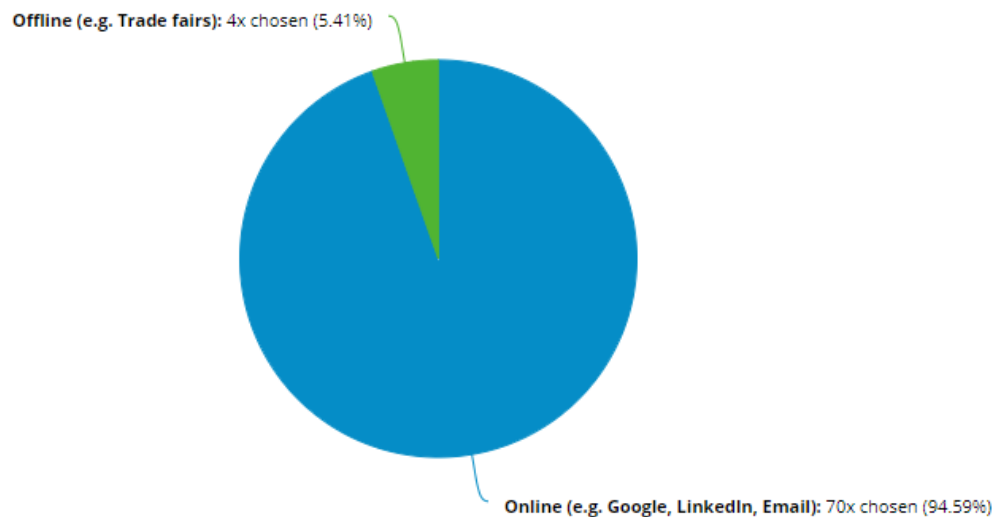
11. Where would you most likely start looking for a Perimeter Security solution if it were online?

Number of responses: 74



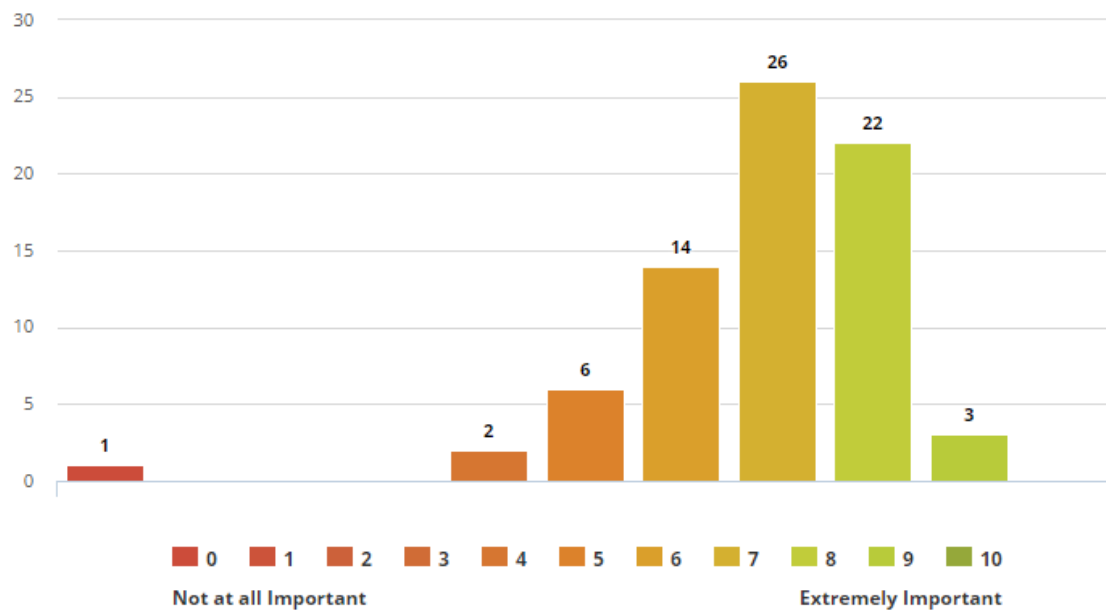
12. Where would you rather look for a Perimeter Security solution?

Number of responses: 74



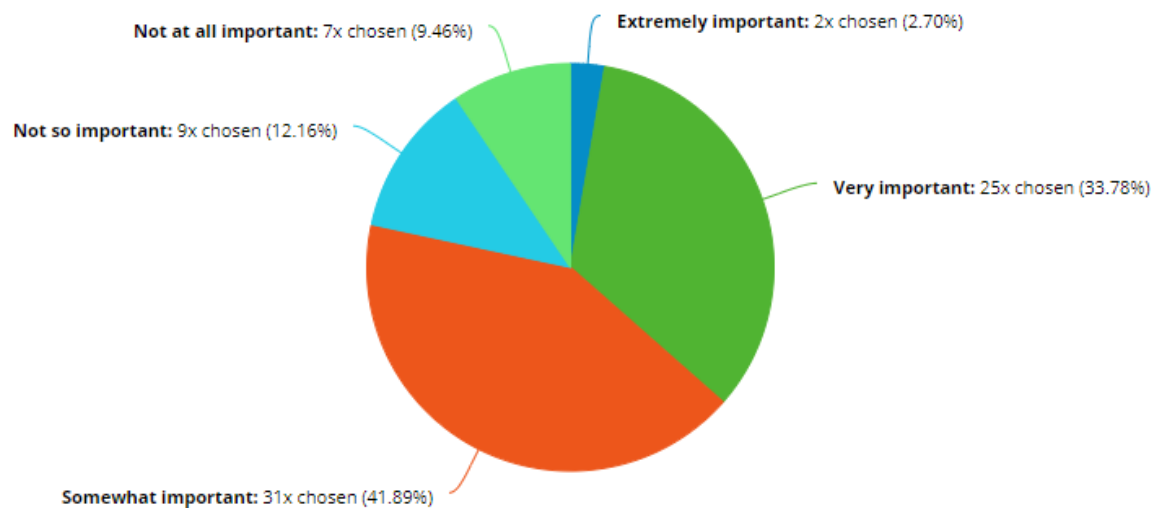
13. On a scale from 1-10 how important is Google Advertising for B2B Marketing?

Number of responses: 74



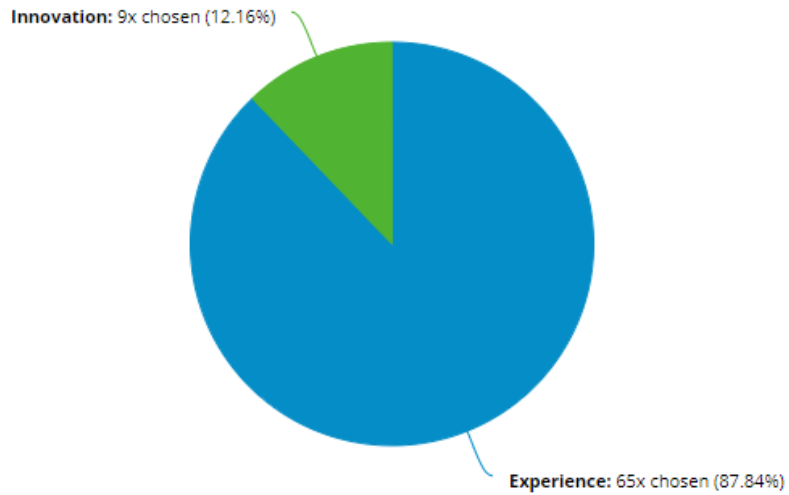
14. How important is Google Advertising to your business?

Number of responses: 74



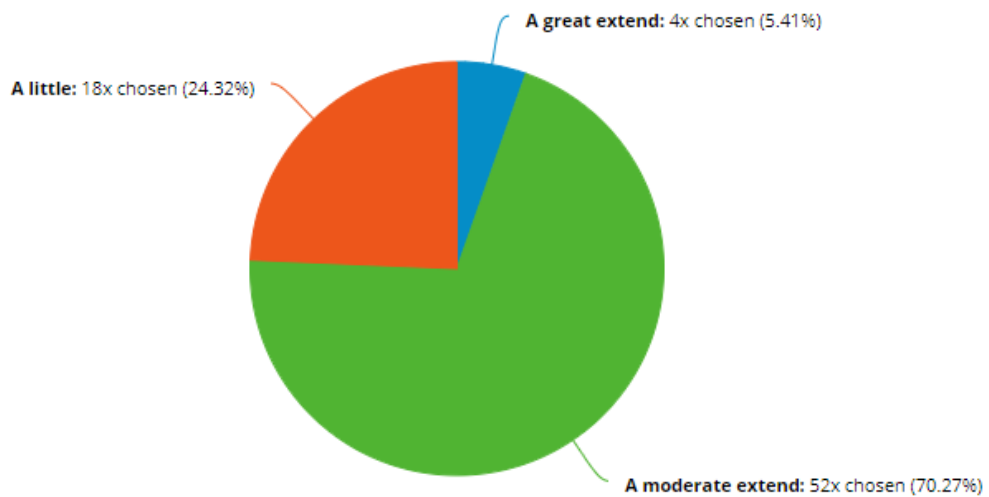
15. Which factor would you perceive as more important when selecting a security partner?

Number of responses: 74



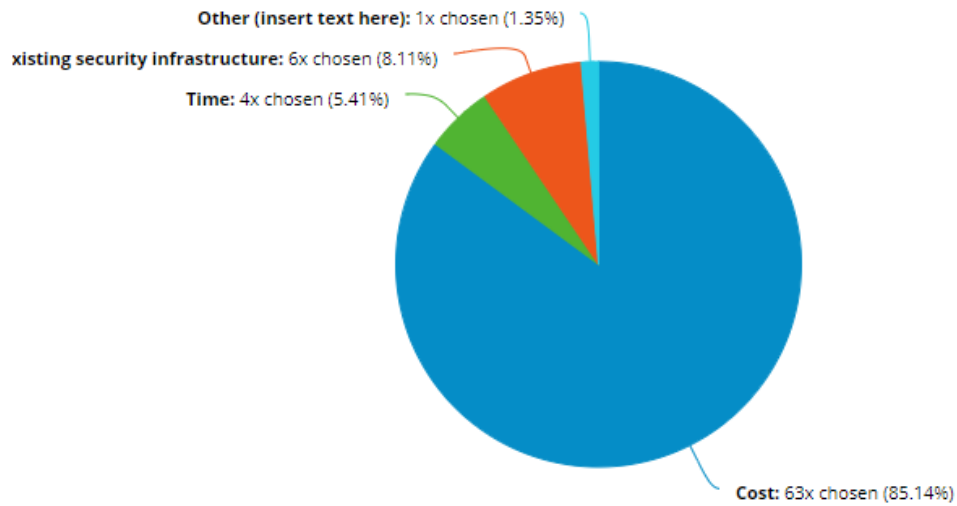
16. During the process of selecting a security partner to what extend would you prefer a local partner?

Number of responses: 74



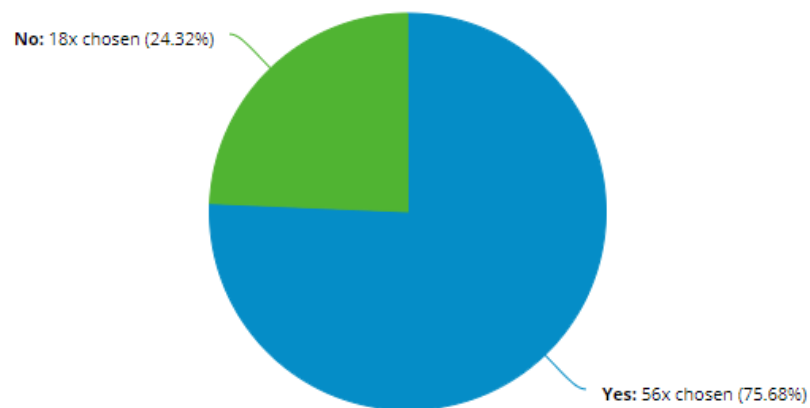
17. What would you perceive as the biggest problem in considering perimeter security for your business?

Number of responses: 74



18. Did this survey make you more aware about the wide range of possibilities to protect a perimeter?

Number of responses: 74



8.5. ELABORATED ANALYSIS OF SURVEY RESULTS

Question 1: In which security market segment is your company currently active?

The first question was asked to get a grasp where respondents were currently working. As explained earlier, it was not the purpose to measure individual responses per market segment, the results from the first question gave a good indication that the data was well balanced between industries.

Moreover, the majority of respondents came from commercial markets (31%), then second residential markets (21%), and third transportation markets (14%). Reference to 'appendix 8.4.q1'.

Question 2: How familiar are you with Perimeter Security?

With this rating question the respondents' familiarity of the Perimeter Security market was measured. Moreover, there was no clear sign of whether respondents were either extremely familiar or not at all familiar with the Perimeter Security market. The responses were rather equally distributed were most people were not so familiar (29%) and 33% very familiar (appendix 8.4.q2). Therefore, no significant difference can be drawn from these results.

PREFERRED PRODUCT

In this section the preferred product(s) among perimeter security solutions is chosen by the respondents. Furthermore, aspects in regards to decision making and a perimeter project's perimeter and application are taken into account.

Question 3: With which categories of Perimeter Intrusion Detection Systems (PIDS) are you familiar?

This question was asked to understand the popularity for each product category in the Perimeter Security market. Out of the multiple choice question the bar chart in 'appendix 8.4.q3' shows that rapid deployable (e.g. camera pole) is the most known solution among respondents (90%), whereas a Free-Standing solution such as a microwave link is the least known solution (27%). This shows that a microwave intrusion detection system is perceived as a less known solution.

Question 4: Which factors would you deem most important for selecting a Perimeter Security solution?

With this multiple choice question the decision making factors of the respondents were measured were they could choose between multiple option that they deem important for selecting a Perimeter Security solution. The results show that most people perceived a Low Total Cost of Ownership (TCO) as an important criteria for selecting a Perimeter Security solution, chosen 62 times out of 75 responses for this question. Besides, the criteria that was chosen second was the one of low maintenance requirements, which was chosen 46 times out of 65 responses. See 'appendix 8.4.q4' to compare.

Question 5: If you were to secure a perimeter of an airport which security solution would you choose?

With this multiple choice question the preferred perimeter security solution was to be measured when considering its actual use as an application. The results show just a slight preference towards a solution that includes a Fence, Camera analytics, and Pressure sensitive cable (40%). However, the second option that was chosen most often was indecisive and stated 'any combination of the above' (33%). Furthermore, this explains that no clear conclusion can be drawn from the results.

Question 6: To what extend would camera analytics be important for protecting a perimeter of 400 meters in length?

This rating question was chosen to assess the importance of the perimeter length for choosing a perimeter security solution. In addition, to measure whether camera analytics could be a relevant integration with a microwave intrusion detection system for a longer perimeter (question 7) or

shorter perimeter (question 6). The results clearly lean against the perception that for a 400 meter perimeter camera analytics are perceived either as very important (51%) or as extremely important (21%). Consequently, this explains the camera as a preferred solution for a short perimeter.

Question 7: To what extent would camera analytics be important for protecting a perimeter of 1,500 meters in length?

In relation to question 6, this question was to measure the importance of camera analytics for a 1,500 meter long perimeter. This was relevant to the sub-question about the perception of end-users about microwave intrusion detection systems (MIDS) to whether a camera analytics could either deployed for a longer perimeter integration with MIDS or short perimeter integration. Looking at the results we can see that most respondents found camera analytics somewhat important (44%) for protecting a 1,500 meter perimeter. In addition 15% voted 'not so important' and 29% voted 'very important'. This means that camera analytics can still be perceived as a relevant option for a perimeter of 1,500 meter, however not as relevant as for a 400 meter perimeter.

PREFERRED PRICE

In this part the preferred price for a perimeter security solution is measured. Herein, the questions look at cost drivers and perceived value.

Question 8: How likely are you going to pay more for a Perimeter Security solution if it could reduce the cost of maintenance and installation?

With this question that had multiple options the perceived costs for maintenance and installation were measured, and if the respondent was willing to pay more for the physical product if it could reduce the cost for maintenance and installation. It appeared that 59% of the respondents were willing to pay more for the physical product if it could reduce the cost of maintenance and installation during the actual planning and implementation phase of the perimeter security solution. This says that end-users are generally more prepared to pay a bigger amount up-front as installation and maintenance cost are perceived as high.

Question 9: When analysing a Perimeter security project where do you currently perceive the highest cost to be?

The highest cost driver was measured by asking where the respondents perceive the highest costs to be in a perimeter security project. Herein, respondents choose Hardware and Software as the highest cost driver (64%). Furthermore, 'cost of maintenance' and 'cost of installation' were almost equally chosen, as according to consecutive order they contributed to 16% and 20% of the results, respectively. Compare results in 'appendix 8.4.q9'.

Question 10: What would bring a significant improvement to Perimeter Intrusion Detection Systems?

This multiple choice question was asked to understand where respondents saw the biggest opportunity in improvement for PIDS. Among the results, a Lower TCO was chosen most often, 65% respectively. Additionally, the ease of installation was chosen second (19%) that could bring a significant improvement to PIDS 'appendix 8.4.q10'.

PREFERRED PROMOTION

This category was chosen to understand the preferred communication channels for MIDS to be found upon. In addition, the questions look at online channels, preference between online and offline and importance of Google Advertising to B2B marketing.

Question 11: Where would you most likely start looking for a Perimeter Security solution if it were online?

To describe the preferred communication channels among end-users for the Perimeter Security market they were asked about their preferred communication channels. This reveals that 76% would choose Google Search as their first way of looking for a Perimeter Security solution. Next to that, the professional network (e.g. LinkedIn) of the respondents were chosen as the second option for starting a customer journey for a solution.

Question 12: Where would you rather look for a Perimeter Security solution?

The results from this question were rather clear where 95% of the respondents choose an online channel over an offline channel for starting to look for a Perimeter Security solution.

Question 13: On a scale from 1 – 10 how important is Google Advertising for B2B marketing?

This question was asked to gather the general perception of end-users to Google Advertising in B2B Marketing. Out of the 74 respondents for this question, 48 (65%) found that Google Advertising is very important for B2B marketing nowadays. Moreover, 27% would say that Google Advertising is somewhat important. As a consequence, it can be said that Google Advertising is relevant to B2B marketing.

Question 14: How important is Google Advertising to your business?

With this rating question the importance of Google Advertising to the respondent's business was to be measured. 'Appendix 8.4.q14' shows that 34% of the respondents found Google Advertising very important to their business whether 42% found Google advertising somewhat important. Overall, the show that Google Advertising is perceived as a relevant part of business.

PREFERRED PLACE

This question reflected the preferred business partner based on place. This delves more into the location and operations of the business. Moreover, questions asked looked at preferred continuity and locality of a business partner.

Question 15: Which factor would you perceive as more important when selecting a security partner?

The purpose of this question that was multiple choice was to measure the preferred security partner based on innovation or experience. In addition, both options were about the continuity of the business. Out of the results it appeared that the majority of respondents preferred experience over innovation, 88% compared to 12% 'Appendix 8.4.q15'. Therefore, it can be said that most people prefer an experienced partner.

Question 16: During the process of selecting a security partner to what extend would you prefer a local partner?

Here the preference for locality of a business partner is measured. It appeared that 70% of the respondents preferred a local partner to 'a moderate extend', then 24% preferred a local partner to 'a little' extend and 5% to 'a great extend'. This explains that there is a slight preference for the locality of a partner however it is not perceived as striking.

Question 17: What would you perceive as the biggest problem in considering perimeter security for your business?

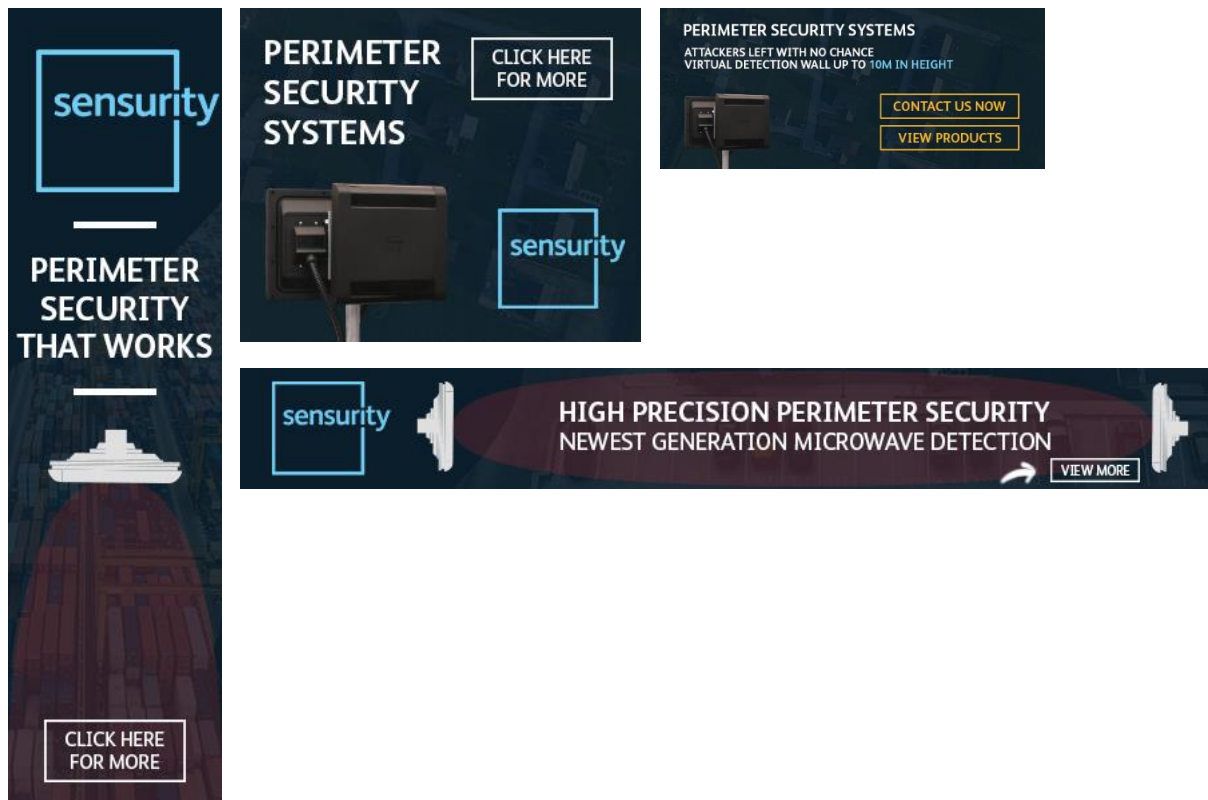
The purpose of this question was to measure the biggest bottleneck for respondents to consider perimeter security for their business. Furthermore, the question was multiple choice and had cost, time and integration with existing infrastructure as option. The majority of the respondents choose Cost as biggest problem for considering perimeter security with 85% of the choices. Other than that,

‘integration with existing infrastructure’ has been chosen as second biggest problem with 8% of the votes ‘appendix 8.4.q17’.

Question 18: Did this survey make you more aware about the wide range of possibilities to protect a perimeter?

Finally, the respondents have been asked about the overall relevance of the survey, in specific whether it made them more aware about the wide range of possibilities to protect a perimeter. Here, 76% said they found it relevant whereas 24% found it to be less relevant.

8.6. DISPLAY ADVERTISEMENTS



8.7. TEXT ADVERTISEMENTS

●	Perimeter Detection System Advanced Perimeter Security sensurity.com/perimeter/detection Ultra-reliable perimeter intrusion detection systems. Discuss your project today
●	Perimeter Detection System Advanced Microwave Technology sensurity.com/perimeter/detection Experience ultimate performance in Microwave Perimeter Detection. Contact here.
●	Perimeter Detection System Advanced Microwave Technology sensurity.com/perimeter/detection Protect your site with 99.9% probability. Advanced Perimeter Detection systems.
●	Perimeter security systems Advanced Microwave Technology sensurity.com/perimeter/security Alert zone up to 200m in length; 12m in height. For challenging environments.

8.8. IN DEPTH-RESULTS PER ADWORDS CAMPAIGN

Campaign	Cost	Impressions	Clicks	Non bounce Clicks	Cost per Non bounce visitor
UK (EN) Bèta Search	£142.88	6,845	109	51	£2.79
NL (NL) Bèta Search	£46.60	988	41	11	£4.21
UK Display	£153.25	51,206	115	36	£4.16

8.9. APPENDIX (NUMBER): IN-DEPTH RESULTS GOOGLE ADWORDS

IN-DEPTH DESCRIPTION OF THE RESULTS

To give a better insight into the results from the Google AdWords campaigns further analysis has been done into what brought traffic to the Sensurity website. First of all, a distinction has to be made between the UK Display campaign, NL Search campaign, and UK Search campaign. Moreover, when looking at both search campaigns the top 5 and top 3 keywords redirecting traffic to the website have been formulated to get a better grasp of where target audiences were searching for. Note that for the NL Search campaign a top 3 keywords have been selected due to a data benchmark of at least 3 clicks. In addition,

UK (EN) BÈTA SEARCH - TOP 5 KEYWORDS

*Non bounce clicks, is calculated by multiplying the clicks with the bounce rate and dividing by 100.

*Cost per non bounce visitor, is calculated by dividing the cost by the non-bounce clicks.

Keyword	Clicks	Bounce rate	Non bounce clicks	Cost per non bounce visitor
+perimeter +security +systems	22	38.46%	14	£2.42
+perimeter +protection	15	50.00%	8	£3.16
+perimeter +detection +system	12	63.64%	4	£4.69
[fence alarm systems]	10	70.00%	3	£5.03
[intruder alarm systems]	7	66.67%	2	£3.80

While analysing these results the keywords ‘+perimeter +security +systems’ and ‘+perimeter +protection’ gather the most non bounce visitors against the lowest cost. Moreover, the most occurring search queries from this campaign can be related to residential and transportation industries.

NL (NL) BÈTA SEARCH – TOP 3 KEYWORDS

*Non bounce clicks, is calculated by multiplying the clicks with the bounce rate and dividing by 100.

*Cost per non bounce visitor, is calculated by dividing the cost by the non-bounce clicks rounded.

Keyword	Clicks	Bounce rate	Non bounce clicks	Cost per non bounce visitor
+perimeter +security +systems	22	84.21%	3	£11.37
+perimeter +protection	9	61.54%	3	£2.41
+perimeter +detection +system	4	66.67%	1	£4.51

UK DISPLAY

The display advertisements have been targeted through keywords, interests & remarketing of target audiences. This resulted in a total of 629 engagements were of 115 led to clicks to the website. The top keywords redirecting traffic were ‘+outdoor +security’ (12% of total engagements), ‘+fence +security’ (6% of total engagements), and ‘+physical +security’ (2% of total engagements). The other engagements were largely derived from placements by interests & remarketing. In addition, the top 3 placements included 2 Security apps and 1 Communication app that combined contributed to 18% of the total engagements (see appendix ... for overview). Moreover, further analysis and optimization within the display network is irrelevant as the purpose is to present the overall performance of each AdWords campaign. This said, the overall bounce rate for the UK Display campaign was 68%, were the cost per non bounce visitor was £4.16 and total non-bounce visitors were 36.

8.10. REGRESSION DATA PPC

INVESTMENT COSTS AGAINST NON-BOUNCE CLICKS FOR PPC

*AW = AdWords

*AW cost rate = Average cost per non-bounce visitor from all AdWords advertising spent. Calculated from figure 5 above, is £3.96 per non-bounce visitor.

*h = hours

*Labour = hourly rate of digital marketing assistant, is £12,- per hour.

*x = unknown, to be calculated; $x^n + x^{n-1}$ = calculated x + previously calculated x

*Iⁿ = Investment number

I ⁿ	Non-bounce visitors ($x^n + x^{n-1}$)	Investment costs	Description of investment
1	0	(£12 * 4.17h) = £50,-	4h Labour (keyword research) 4h Labour (setting up ads)
2	1.02	I1 + (£12 * 3.83h) + ((£3.96 * x) = £100,-	Labour from investment 1 AW cost rate
3	12.13	I1 + I2 + (£12 * 0.5) + ((£3.96 * x) = £150,-	AW cost rate 0.5h Labour Monitoring
4	17.18	I1 + I2 + I3 + (£12 * 2.5) + ((£3.96 * x) = £200,-	AW cost rate 2.5h Labour Monitoring
5	28.29	I1 + I2 + I3 + (£12 * 0.5) + ((£3.96 * x) = £250,-	AW cost rate 0.5h Labour Monitoring
6	39.40	I1 + I2 + I3 + I4 + (£12 * 0.5) + ((£3.96 * x) = £300,-	AW cost rate 0.5h Labour Monitoring
7	44.45	I1 + I2 + I3 + I4 + I5 + (£12 * 2.5) + ((£3.96 * x) = £350,-	AW cost rate 2.5h Labour Monitoring
8	55.56	I1 + I2 + I3 + I4 + I5 + I6 + (£12 * 0.5) + ((£3.96 * x) = £400,-	AW cost rate 0.5h Labour Monitoring

8.11. REGRESSION DATA EMAIL MARKETING

INVESTMENT COSTS AGAINST NON-BOUNCE CLICKS FOR EMAIL MARKETING

*Mail cost rate = Average cost per non-bounce visitor from all promotional mailing campaigns between the period of the 3th of June, 2015 and the 24th of April, 2018. This rate is determined at £32.12 per non bounce visitor

*h = hours

*Labour = hourly rate of digital marketing assistant, is £12,- per hour.

*x = unknown, to be calculated; $x^n + x^{n-1}$ = calculated x + previously calculated x

*Iⁿ = Investment number

I ⁿ	Non-bounce visitors = (x ⁿ + x ⁿ⁻¹)	Investment costs	Description of investment
1	0	(£12 * 4.17) = £50,-	4,5h Labour (setting up mailing template) 1,5h Labour (importing mailing contacts)
2	0.87	I1 + (£12 * 1.83) + (£32.12 * x) = £100,-	Mail cost rate
3	2.43	I1 + I2 + (£32.12 * x) = £150,-	Mail cost rate
4	3.99	I1 + I2 + I3 + (£32.12 * x) = £200,-	Mail cost rate
5	4.00	I1 + I2 + I3 + (£12 * 4) + (£32.12 * x) = £250,-	Mail cost rate 4h analysing conversions and engagement
6	5.56	I1 + I2 + I3 + I4 + (£32.12 * x) = £300,-	Mail cost rate
7	7.12	I1 + I2 + I3 + I4 + I5 + (£32.12 * x) = £350,-	Mail cost rate
8	8.68	I1 + I2 + I3 + I4 + I5 + I6 + (£32.12 * x) = £400,-	Mail cost rate

8.12. COST DRIVERS SEO

LABOUR AND TIME TO CREATE AND IMPROVE WEB PAGES

No.	Content	New Users	Non Bounce Users	Labour	*Cost	Cost per non bounce visitor
1	/about-sensurity/	86	52	5h	£60	£1.15
2	/markets/	63	42	0.5h	£6	£0.14
3	/news/hal-demonstration-footage/	21	8	0.5h	£6	£0.75
4	/case-study/rak-ports	18	10	1.5h	£18	£1.8
5	/markets/residential/	17	15	1h	£12	£0.8
6	/nl/homepage_nl/	11	6	1h	£12	£2
7	/news/partnership-sta/	10	6	0.5h	£6	£1
8	/news/partnership-vsc/	5	5	0.5h	£6	£1.2
9	/glossary/microwave-intrusion-detection/	5	3	1h	£12	£4
10	/nl/over-sensurity/	8	8	5h	£60	£7.5
11	/markets/transportation/	11	11	1h	£12	£1.09
12	/markets/government/	11	10	1h	£12	£1.2
13	/markets/industrial/	9	7	1h	£12	£1.71
14	/markets/construction	9	9	1h	£12	£1.33
15	/markets/commercial	10	10	1h	£12	£1.2
16	Total	294	202	21.5h	£258	£1.28

8.13. REGRESSION DATA SEO

INVESTMENT COSTS AGAINST NON-BOUNCE CLICKS FOR SEO

*Organic cost rate = Average cost per non-bounce visitor from all organic visitors between the 1st of March, 2018 and the 1st of May, 2018. This rate is determined at £1.28 per non bounce visitor

*h = hours

*Labour = hourly rate of digital marketing assistant, is £12,- per hour.

*x = unknown, to be calculated; $x^n + x^{n-1}$ = calculated x + previously calculated x

*Iⁿ = Investment number

I ⁿ	Non-bounce visitors = (x + x ⁻¹)	Investment costs	Description of investment
1	0	(£12 * 4.17h) = £50,-	8h Labour (Education Perimeter Security Market) 2h Labour (Keyword research)
2	0	I1 + (£12 * 4.17h) = £100,-	Labour from investment 1
3	23.44	I1 + I2 + (£12 * 1.67h) + (£1.28 * x) = £150,-	Labour from Investment 1 Organic cost rate
4	62.50	I1 + I2 + I3 + (£1.28 * x) = £200,-	Organic cost rate
5	92.19	I1 + I2 + I3 + I4 + (£1.28 * x) = £250,-	Mail cost rate 1h Labour (monthly monitoring)
6	131.25	I1 + I2 + I3 + I4 + I5 + (£1.28 * x) = £300,-	Mail cost rate
7	160.94	I1 + I2 + I3 + I4 + I5 + I6 + (£1.28 * x) = £350,-	Mail cost rate 1h Labour (monthly monitoring)
8	200	I1 + I2 + I3 + I4 + I5 + I6 + I7 + (£1.28 * x) = £400,-	Mail cost rate

8.14. IN-DEPTH RESULTS REGRESSION ANALYSIS PPC

SUMMARY OUTPUT					
<i>Regression Statistics</i>					
Multiple R	0.991766425				
R Square	0.983600642				
Adjusted R Square	0.980867416				
Standard Error	16.94074261				
Observations	8				
ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	103278.0674	103278.0674	359.867987	1.38682E-06
Residual	6	1721.932561	286.9887602		
Total	7	105000			
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	
Intercept	78.70208662	9.76465069	8.0598978	0.00019521	
Non bounce visitors	5.910131329	0.311548399	18.97018679	1.38682E-06	
RESIDUAL OUTPUT					
<i>Observation</i>	<i>icted Investment c</i>	<i>Residuals</i>			
1	78.70208662	-28.70208662			
2	84.73042057	15.26957943			
3	150.3919796	-0.391979638			
4	180.2381428	19.76185715			
5	245.8997019	4.100298088			
6	311.561261	-11.56126098			
7	341.4074242	8.592575814			
8	407.0689832	-7.068983249			










































8.15. IN-DEPTH RESULTS REGRESSION ANALYSIS EMAIL MARKETING

SUMMARY OUTPUT					
<i>Regression Statistics</i>					
Multiple R	0.991410757				
R Square	0.982895289				
Adjusted R Square	0.980044504				
Standard Error	17.30122649				
Observations	8				
ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	103204.0054	103204.0054	344.7805592	1.57399E-06
Residual	6	1795.994628	299.332438		
Total	7	105000			
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	
Intercept	58.86200693	10.83848641	5.430832748	0.00161623	
Non bounce visitors	40.70762464	2.192322174	18.56826753	1.57399E-06	
RESIDUAL OUTPUT					
<i>Observation</i>	<i>Predicted Investment c</i>	<i>Residuals</i>			
1	58.86200693	-8.862006933			
2	94.27764037	5.722359629			
3	157.7815348	-7.781534811			
4	221.2854293	-21.28542925			
5	221.6925055	28.3074945			
6	285.1963999	14.80360006			
7	348.7002944	1.299705621			
8	412.2041888	-12.20418882			

8.16. IN-DEPTH RESULTS REGRESSION ANALYSIS SEO

SUMMARY OUTPUT REGRESSION ANALYSIS SEO					
<i>Regression Statistics</i>					
Multiple R	0,987728098				
R Square	0,975606795				
Adjusted R Square	0,971541261				
Standard Error	12,73904103				
Observations	8				
ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	38943,114	38943,11	239,9701	4,57794E-06
Residual	6	973,6989976	162,2832		
Total	7	39916,813			
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	
Intercept	-53,23607143	9,926180798	-5,3632	0,001723	
Investment costs	0,609004762	0,039313534	15,49097	4,58E-06	
RESIDUAL OUTPUT					
<i>Observation</i>	<i>ed Non bounce v</i>	<i>Residuals</i>			
1	-22,78583333	22,78583333			
2	7,664404762	-7,664404762			
3	38,11464286	-14,67464286			
4	68,56488095	-6,064880952			
5	99,01511905	-6,825119048			
6	129,4653571	1,784642857			
7	159,9155952	1,024404762			
8	190,3658333	9,634166667			

8.17. CUSTOMER BASE AND DISTRIBUTOR NETWORK SENSURITY

 Qualified Quotations (Non Partner)	 Aatapaha (India)	 STA Elektronika (Ukraine)	 VSC-Commtech (Germany)	 SKUJatech (Portugal)	 Berlemann (Germany)
 DAA (Republic of Ireland)	 Eastek (New Zealand)	 i-Data Project Daura (Iraq)	 Singer Electronics Security Systems (South Africa)	 Mercury (N.Ireland)	 Berlemann PerilNet (Germany)
 DHL (Germany)	 Sand Defence (South Africa)	 Geoquip	 DVS (GB)	 Portcullis Security (GB)	 Smartguard (Denmark)
 Rapid Protection Australia	 Panoptech (UAE)	 LPL Project (RES - N.Ireland)	 ALMAC	 Partner Specific	 PSNI
 Tyco (ME)	 Alarmdirect-online (Germany)	 Anixter (EMEA)	 Denmark	 Deutschebahn (Germany)	 FSM Group (Finland)
 German Prospects	 GPP (Finland)	 Kelcom (Czech Republic and Slovakia)	 NTC (Mongolia)	 OFC Engineering (Germany)	 OSG (Sweden)
 Risk and Resilience Ltd (N.Ireland)	 Security Smart	 SecSafe (Denmark)	 VIS (N.Ireland)	 ES North (GB)	

8.18. HYPOTHETICAL INTEGRATED PRODUCT OFFERING

To begin with, let's look at the ideal product offering to be constructed. Ultimately, the research has proven that the product offering will consist of an integrated security solution that focusses on a low TCO and brings along high detection intelligence. It is therefore recommended that the company starts sourcing for substitutes that complement their current product offering. Moreover, this integrated solution could consist of a CCTV camera and fencing solution with the following prices as indicated through distribution partners and resellers from Sensurity. In this, the partners involved were Hikvision and Hexa Hekwerk & Terreinbeveiliging. A rough price indication has been given as follows:

- Microwave Intrusion Detection System (HALO): £8,000 per set of units.
- Barred Fence: £60 per m² + £70 installation cost per hour.
- Digital 360° CCTV camera: £450 per camera + £65 maintenance cost per 6 months + £1350 installation cost for 5-15 cameras.

*Further sources for installation and maintenance costs included wisetradesmen.com, <https://bit.ly/2lWiFeu>.

Herein the product offering along with the exact prices can be integrated on the website. Additionally, the installation process should be presented clearly, ideally through video so potential customers immediately know what to expect. Another thing that prospects valued was a low Total Cost of Ownership. Although the TCO should not be presented directly on the website, a quotation requested by a potential customer could represent the TCO incurred per intervals of 2 years, 5 years, and 10 years. This can be presented taking into account the target group identified in the previous paragraph. Herein, we assume that a car dealership would need perimeter security for a perimeter of 150 meters for the next 10 years.

TCO Perimeter Security solution for 10Y for a car dealership regarding the criteria of figure 19.

Solution	Cost Hardware & Software	Installation cost (keeping in mind integration)	Maintenance cost
4x HALO systems (set)	£32,000,-	£1,000,-	(£50 * 10 years) = £500,-
150m Barred Fence	£9,000,-	(15 hours x £70) = £1050,-	£0,-
12x CCTV cameras	£5,400,-	£1,350,-	£1,300,-
Total Integration	£46,400,-	£3,400,-	£1,800,-

Therefore the total security cost for Perimeter Security would be: £51,600,-