Investigation of factors influencing O2O commerce within technical training

How to increase sales

Bachelor thesis in Design and Product Development

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Preface

This bachelor thesis of 15 credits is the final element of the bachelor program of Design and Product Development at Chalmers University of Technology. It has been conducted at the department of Design and Human Factors at the institution of Product- and Production Development. I was assigned the project by The Training Department at Konsultbolaget AB.

I would like to thank everyone that helped me complete this project. It means a lot to me! Many thanks to Olof Wranne, my mentor at Chalmers University of Technology, for guidance and support throughout the entire project. I want to thank Oskar Rexfelt, researcher at the institution of Product and Production Development at Chalmers University of Technology, for support and advices about customer interviews and surveys. In addition, I want to thank Elin Häggberg, digital designer and journalist, for helping me finding reliable sources of information.

Also, I would like to thank Konsultbolaget AB for providing with workplace and valuable input during the project. Big thanks to my two mentors at The Training Department. Thank you for believing in me and pushing me to be the best version of myself. I also want to thank the web manager at Konsultbolaget AB for all valuable input and the marketing coordinator for assisting me with the evaluation test in the end of the project.

Frida Nilsson

Abstract

Technology is developing rapidly, which puts pressure on companies within the technology and IT business. To develop new technology, employees need training in different technical subjects such as CAD-modeling and Agile Testing. As one of Europe's largest consultancy companies within technology and IT, Konsultbolaget AB provides their customers with the expertise of their consultants in different projects. In addition, Konsultbolaget AB also do provide technical training to other companies.

Even if there are many companies that would benefit from technical training, not all companies do know about the course providers that are out there. Therefore, Konsultbolaget AB assigned me this project with the purpose of investigating the factors influencing today's online-to-offline commerce of technical educations and developing a concept to increase the number of customers applying for technical training. The objective of the project is to develop a concept that potentially will result in a measurable growth in sales.

The project was performed as the final part of the bachelor program of Design and Product Development at Chalmers University of Technology. The most important project delimitation was the exclusion of implementation. Instead, the company itself will perform the implementation of the concept.

The final concept consists of eight parts, planned to be implemented one at the time. Together these parts will attract and persuade more customers to apply for technical training.

Table of Contents

Glossary

O2O commerce	Online-to-Offline commerce / Offline-to-Online commerce
E-commerce	Electronic commerce
Konsultbolaget AB	Fictitious name for an existing Swedish consultant company, which is the client of the project
The Training Department	Department of Konsultbolaget AB providing technical training to external companies

1. Introduction

This section covers the background of the assignment and the scope of the project, including the purpose of the project, the objective and clarifications of the issue.

1.1 Background

Konsultbolaget AB is one of Europe's largest consultancy companies within technology and IT (Konsultbolaget AB, 2016a). Besides providing their customers with the expertise of their consultants in different projects, Konsultbolaget AB also do provide technical training. The professors are experienced consultants at the company.

Today, the customer can apply for a technical training course by being contacted by one of the sales persons at Konsultbolaget AB or by filling out an application form online. Konsultbolaget AB is very proud of their products, being their training courses, and customers appreciate the courses. However, the company believes it has great potential of increasing the number of customers and in the long term makes the application process more efficient to save time and resources. Also, having more customers applying for technical training would imply an increase in sales.

1.2 Purpose

The purpose of the project is to investigate the factors influencing today's online-to-offline commerce of technical educations and to increase the number of customers applying online in order to increase the number of sales in the long term.

1.3 Objective

The objective of the project is to develop a concept that potentially will result in a measurable growth in sales. The project will end in December 2016.

1.4 Delimitations

The scope of the project is 15 credits, with duration of sixteen weeks. The project will be focused on sales of technical training courses through O2O commerce. Hence, it will not include direct sales[1]. In addition, the project will not include any type of programming.

The client of the project, a Swedish consulting company, wants to be anonymous and therefore, the real name of the company is replaced by the fictitious name Konsultbolaget AB. Due to the same reason, employees are not presented by name in the report. Also, the department of Konsultbolaget AB providing technical training to external companies is in this report presented as The Training Department. Images created by Konsultbolaget AB has been edited by the author to meet the client's request of being anonymous. To some images, generated by the author or the client, black boxes have been added to cover the name of the company.

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[1] Sales based on personal contact with the customer, e.g. selling calls, email or face-to-face

The number of loops of the concept development progress with settlement with Konsultbolaget AB will be delimited to a maximum of three. Implementation of the concept will be performed by Konsultbolaget AB.

1.5 Clarification of the issue

To clarify the issue following questions will be addressed during the project:

- What core factors influence O2O commerce in general?
- What core factors influence O2O commerce within technical training?
- How do companies handle their O2O commerce today?
- Who is the target group?
- What is customers' perception of today's way of applying online to a technical training course?
- How do you attract more customers through O2O commerce?
- How does a company make technical training courses more attractive?
- Is today's product clear for O2O commerce?
- If not, how could the product be clearer and better defined?

2. Theoretical frame of reference

This section covers information and theories related to the project. The content presented aims to generate a greater understanding of the project and the continuing thesis.

2.1 E-commerce

As a business model or part of a larger business model electronic commerce, more commonly referred as e-commerce, allows a company to conduct business over the Internet (Investopedia, 2016). E-commerce can be used within a broad spectrum of businesses since it is possible to offer almost anything through this kind of commerce. In addition, e-commerce can be use with all major types of exchange of products and services: business-to-business, business to consumer, consumer to business, and consumer-to-consumer.

In an article published by Viva Media, a company with a vision of helping their customers with digital marketing to reach digital success, Alette Sörensen (2016) writes that there are three main trends that digital marketers need to have in mind in order to create a successful e-commerce. The first one is that the marketer needs to have a digital marketing strategy. The second trend is that your company needs to be visible at Google. The article states that the most common research source when it comes to e-commerce is Google. In addition, marketers should also focus on social media which according to research has proven to be the marketing channel with the most increasing development when it comes to guide the potential customer to the e-commerce site. The last trend that is important for marketers to consider is that the customer experience needs to be in focus. Clarity and service are two very important factors that influence the customer experience.

2.2 O2O commerce

O2O is short for Online to Offline or Offline to Online and is a form of commerce where offline and online channels work like one seamless mechanism (Yang, Gong, Yu, Zhang, and He, 2016). To succeed with O2O commerce, companies should enhance the customer experience and make sure the information is well integrated between the offline and online channel.

There are two major differences between O2O commerce and e-commerce. First, e-commerce does not necessary include any offline experience other than the delivery, while O2O commerce does include both an online and an offline environment. Last, e-commerce involves purchase over the Internet, which is not always the case with O2O commerce.

2.3 Digital marketing

According to BusinessDitionary.com (2016), this is the definition of digital marketing: "The promotion of products or brands via one or more forms of electronic media. For example, advertising mediums that might be used as part of the digital marketing strategy of a business could include promotional efforts made via the Internet, social media, mobile phones and electronic billboards, as well as via digital and television and radio channels."

2.3.1 How to succeed with the digitalization

There are several things marketers need to have in mind to succeed with digital marketing. Sörensen (2016) writes in the article "7 K som du behöver för att lyckas med digitaliseringen" [7 K you need to succeed with the digitalization] about the seven things she thinks is crucial to have to be a successful marketer within digital marketing. Listed below are the seven "K" in Swedish with an English translation.

1. Kunskap [Knowledge]
2. Kompetens [Competence]
3. Kundskap [Customer Knowledge]
4. Känsla [Emotion]
5. Kommunikation [Communication]
6. Kultur [Culture]
7. Konvergens [Convergence]

The Swedish made-up word "kundskap" [customer knowledge] refers to the ability to look from the perspective of a customer. The road to success is to make the customer a continuous and loyal customer. The word knowledge, however, refers to the fact that knowledge nowadays is something that is available for everyone rather than something with limited access. Since it is so easy to copy digital content, the value of the content decreases. This is something that marketers need to acknowledge.

The other words have the following meanings:

Competence	The ability to not only know *what* to do, but to also know *how* to do it
Emotion	People make a lot of their purchase decisions based on emotions. It could either be emotions from our own experience or the emotions of others.
Communication	Communication is the key to understanding! The most effective way to communicate is the physical face to face meeting.
Culture	Culture can't be recruited or bought by a consulting firm, culture needs to be chosen, developed and lived by.
Convergence	Everyone needs to know the objective and work towards the same vision

2.3.2 Trends within digital marketing

Viva Media published an article, written by Arash Gilan, in December 2015 about the trends within digital marketing 2016.

The first trend Gilan (2016) mentions is that motion media will explode. Almost a year later it can be stated that the usage of videos has increased rapidly. Being the most used social media channel, Facebook sets the conditions of the social media platform (Jönsson, 2016). In the beginning of 2016, Facebook made it possible for all their users to broadcast live using the streaming feature "Facebook live". There are more proofs of the increasing use of videos.

A study made by Audience Project shows that the number of the people living in the Nordic countries that uses Snapchat[2] has increased from 21% in 2015 to 25% in 2016 (Werliin, 2016). In addition, Instagram has added the feature "Instagram Stories" like Snapchat's "Snapchat Stories" where the user can share pictures and short videos that will be shown for 24 hours only. The study by Audience Project also shows that the percentage of people using Twitter has stagnated between 2015 and 2016. Since Twitter is primarily made for text, not videos, this could explain why the number of Twitter users has not increased like the number of Snapchat users has.

Another trend within digital marketing in 2016, according to Gilan, is that marketing will be more expensive and the simple explanation is market economics. If the demand of digital marketing does increase, the prices of digital marketing will rise. Today, an example of expensive digital marketing that companies do use is influencer marketing (Thambert, 2016). This means that companies use influential people to market their products or services, and spread their message on social media.

Gilan also mentions that there will be a higher demand of content in 2016. One way to meet this high demand is to use content marketing (Dagensanalys.se, 2016). To know more about content marketing see section 2.8 Content Marketing.

2.4 Call-To-Action

Gilan (2016) wrote in his article "7 ledstjärnor för en modern digital marknadsförare" [7 guiding principles for a modern digital marketer] that everything starts and ends with the website.

"Hemsidan är A och O. Den är kärnan i din digitala marknadsföring – plattformen för din affär. En modern marknadsförare förstår vikten av att bygga hemsidan likt en digital butik som ska leda besökarna till konvertering." − Arash Gilan

[The website is alpha and omega. It is the core of your digital marketing - the platform of your business. A modern marketer understands the importance of building the website like a digital store that will guide the visitors to conversion]

For companies to guide visitors to conversion they use a call-to-action, CTA. This is the company's call to the visitors of the corporate website. The action the company wants the visitor to take could be many different things, for example subscribe to a newsletter, share content, visit a website, buy a product, or send in an application form. The article "6 Enkla tips till att skriva attraktiv CTA" [6 Simple tips for writing an attractive CTA], another article written by Sörensen (2016), states that a well-written CTA can be the determining factor of converting a website visitor to a customer. Here is a list of the six advices Sörensen mentions in her article:

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[2] Social Media channel where the user can send and receive instant pictures and short videos

1. Starting from the objective
   You should define the objective and let that determine the design of your CTA. If the objective is sales contact, you might want your customer to fill out a form of interest with their contact information.

2. Convey a value
   It is crucial to inform the benefits of your CTA because a "click here" button usually does not convince the visitor to become a customer. In order to create a successful CTA you have to focus on the value the potential customers receive by taking action, not forcing them to a certain action.

3. Make it simple
   A well designed CTA is short, simple and straightforward. Make sure every word is relevant and that the verb is one of the first words since this is the most important word of your CTA.

4. Make it visible
   Use contrast to make your CTA visible. Working with colors or placement of your CTA message are two examples of how you can make it stand out.

5. Spice it up with creativity
   To stand out from your competitors you could make your CTA unique by making it more personal. You can even try communicating a feeling to your defined target group.

6. Test, evaluate and improve
   The key to digital success is to test and evaluate. Try different texts and designs of your CTA and measure the success by analyzing digital data. Then you can redesign and improve your CTA to make it suite your specific target group.

2.5 Good user interface

There are several things companies should think about when it comes to the layout of their websites to create a good user interface. Jakub Linowski and Vlad Malik at Linowski Interaction Design are doing a project called GoodUI.org where they collect data from tests performed by different companies (Carpenter, 2013). The tests aim to investigate what interface will create the highest conversion rate. Linowski and Malik mention 77 ideas of how to possibly achieve that. According to test results, some of these ideas seem to have a positive correlation between the idea and increasing the conversion rate. These ideas are listed in *table 2.1*.

Table 2.1 Ideas to create a good user interface
(Linowski Interaction Design, Nilsson, 2016)

Number	Number at GoodUI.org	Idea
1	4	Try **Social Proof** instead of talking about yourself
2	5	Try **Repeating Your Primary Action** instead of showing it just once
3	13	Try **Fewer Form Fields** instead of asking for too many
4	14	Try **Exposing Options** instead of hiding them
5	16	Try **Keeping Focus** instead of drowning with links
6	22	Try **Gradual Engagement** instead of a hasty sign up
7	26	Try **Opt-Out** instead of opt-in
8	28	Try **Smart Defaults** instead of asking to do extra work
9	37	Try **Recognition** instead of recall
10	41	Try **Anchoring** instead of starting with the price
11	44	Try **Smaller Commitments** instead of one big one
12	47	Try **Icon Labels** instead of opening for interpretation
13	48	Try **Natural Language** instead of dry text
14	49	Try **Curiosity** instead of being reserved
15	56	Try **Attention Grabs** instead of neglect
16	65	Try **Authenticity** instead of faking it
17	69	Try **Concise Copy** instead of using unnecessary words

The idea that has the greatest effect on the conversion rate is "Try **Repeating Your Primary Action** instead of showing it just once". Results show that the number of visitors taking action increased by 84% when a company repeated its CTA at the website (Carpenter, 2013).

The first idea listed in the table above implies that the company should publish social proof of its success instead of just having the company itself claiming that it is a successful company. A great example of social proof is reviews and recommendations from customers or important people within the industry.

According to the same study, when presenting different options companies should expose all options instead of hiding them. This means that it is better to display all options at once rather than using a dropdown list.

The sixth idea "Try **Gradual Engagement** instead of a hasty sign up" suggests that companies should not overwhelm the potential customer with a larger commitment. Instead, the key to converting the person to a customer is to use smaller commitments. An example of this could be that a course provider asks the potential customers to fill out an interest form of attending a course instead of asking them to pay for the course directly.

To summarize the list of ideas, a company should make it easy for the visitors to become customers by showing all options at once, use icons and labels that are recognizable, publish recommendations, and show the CTA in a clear way. It is important to not overwhelm the customer with big commitments, nor demand the customer to fill out long forms. Focusing on using a layout that is gradually engaging and making the products accessible to the customers seems to be the road to success.

2.6 Corporate blog

Digital Data Strategist Johanna Lindskog Lindell (2016) claims that a blog is a great way to gather all content at a digital "storehouse". Below is her list of benefits of having a corporate blog:

1. Visibility
   Having a corporate blog will increase the visibility of your company and your products. A blog post will be easy to find days, months or even years after it was published.

2. Control
   Compared to other social media channels you own and control your corporate blog. The blog is a great way of compiling all content on social media into one space. All content and links published by the company will now have a permanent digital space.

3. Crisis Management
   Even though other social media channels could be used for this purpose, the blog is more advantageously because you do not have any regulations when it comes to content or number of characters.

4. Expertise
   Be the expert within your business! Provide your audience and potential customers with useful information and thereby build strong relationships with them.

5. Connection
   The blog enables you to show that the company has personality and make it more human. This is the way to connect with your audience, and that is what social media is all about.

2.7 Corporate use of social media

Social media includes many channels and is a great way for companies to reach out to their customers and engage with them. This section describes how a company can create a presence on Facebook that lasts and optimize its company page on LinkedIn.

According to Maria Gester (2016), there are ten things that will help a company create a presence on Facebook that lasts. These then things are listed below.

1. Create goals using S.M.A.R.T

   S – Specific
   M – Measurable
   A – Accurate or Approved
   R – Realistic
   T – Timebound

2. Identify your audience
   Your identified audience determines what you should post and how often.

3. Be human
   The fans of your company want to know your company personality. Do not fear showing its people behind the Facebook page. Conversely, it is a positive thing to make the company brand human. Answer questions from your customers as soon as possible, at least within 24 hours. However, the channel that suits best for customer service is Twitter, not Facebook.

4. Build relationships
   Just creating a Facebook page won't create a lasting presence. Instead, you must engage with your customers. Two tips are to like and comment the customers' posts on your Facebook page. The number of followers is not important; it is the number of engaged customers that matters. To make your presence last on Facebook you can follow, like and comment on your competitors' pages and posts.

5. Create a content calendar
   Plan your content! At what *time* are you going to post your content? On what *day* are you going to post your content? Do not just post things about your own brand. It is important to provide your customer with information outside your company as well. Share content that is relevant to your customers.

6. Educating instead of selling
   To build a lasting presence on Facebook quit the salesman approach and go with the educating and engaging approach. Educate your customers by teaching them how your product function and provide them with other useful information. Another advice is to publish a Q & A post with the most common questions asked by customers.

7. Optimize your Facebook page
   To optimize your Facebook page make sure you publish a profile picture, a header, contact information, and information about your company and what you do. Depending on what action you want your customer to take (send an email, submit a form, go to your website, buy a product) you can create a CTA and add that to your Facebook page.

8. Use pictures
   The most effective way of making your customers engage on Facebook is to use pictures and videos. The best pictures are the authentic ones.

9. Advertise and sponsor
   Just posting content on Facebook and hope it will reach many potential fans is not how you get a lasting presence. Instead, try advertising and sponsoring your posts on Facebook. This will imply a small payment, but the return on investment (ROI) is usually good and therefore it will pay off to invest in advertising on Facebook.

10. Create and share relevant content
    Create content that is relevant to your audience and do not forget to share relevant content of others. Sharing information your competitors have posted boost the image of your company since the customer now know you want to provide them with relevant information no matter who posted it in the first place.

Like the list above, Gester (2016) mentions in another article that companies can optimize their LinkedIn pages by following these six steps:

1. Optimize the overview
   Use the "Specialties" section to communicate how your company differ from the competitors

2. Dynamic design
   To attract more people try using a dynamic profile picture and header. It should show the personality of the company and what you are currently focusing on.

3. Showcase pages
   Perfect for companies with multiple target groups. Create showcase pages targeting different target groups and post content that is valuable for the specific target audience.

4. Company updates
   Publish relevant content! This will boost your thought leadership and work as a great link to your website and thereby have a possible positive effect on the conversion rate. Share all your company update through different marketing channels to reach a bigger audience.

5. Analytics
   Use the analysis function to know more about the behavior of your audience

6. Further strengthen the presence
   All the employees should be able to be find at the company's LinkedIn page. Make sure all employees update their personal LinkedIn profiles so that they are linked to the company profile at LinkedIn.

2.8 Content Marketing

As mentioned in section 2.3.2 Trends within digital marketing, the demand of content is increasing and therefore the use of content marketing is crucial. The definition of content marketing, according to Joakim Arhammar and Pontus Staunstrup, is a *way of work*, not an activity nor a tactic (Arhammar and Staunstrup, 2016). Arhammar works at the communication agency Springtime as a content specialist and Staunstrup is a digital strategist who focus on content marketing and content strategy. Together, Arhammar and Staunstrup wrote the book "Content marketing för alla" [Content marketing for everyone]. It is a guide for both those who already use content marketing and those who want to start using it. The following information about content marketing is gathered from a lecture that was held at the book release in February 2016 at Berghs School of Communication (AP Förlaget, 2016).

2.8.1 Content marketing in short

Within content marketing, the target group should be well defined and the company should always have the target group in mind when publish content. In other words, the target group determines the content. It is important that all content is interesting, relevant, and engaging. As the definition implies, content marketing is not a time-bound campaign. Instead, content marketing is a long-term work. The content should be published using owned media. Companies could also use earned and paid media to market their products/services or themselves. However, that is not considered content marketing. It is important that the content is the focus, not the marketing channel. In addition, marketers must acknowledge that it should be the target group that determines the marketing channel. Analyzing the target group and what channels they are using are therefore very important. After publication, the results should be measured by collecting big data. This could later be used for further development.

In short, content marketing could be described as a way of work that fulfills the following four criteria:

Owned media channels	Continuous work
Valuable to the receiver	Change the behavior of the target group

2.8.2 Roles

In order to succeed with content marketing a team needs to be set up and it should include the following roles.

- Editor in chief/Content manager (it could be the marketing manager of the company)
- Project manager
- Writer/Creator
- Publisher/Web Editor
- Analyst (responsible for gathered data, measuring, and feedback)

It is important to notice that a person can have more than one role. However, the team should consist of more than just one person.

2.8.3 Format and distribution

People do absorb information in different ways, even people within the same target group. Therefore, companies should publish their content using multiple formats. Posts with only text do not work at social media. Today, people want something more interesting, such as graphics, images, videos, or audio recordings. To make marketing more efficient, companies should think about multiple formats for the same content. Why not take a photo or record a short video while gathering data for a longer text? Also, the same content could be reused in another format in the future.

Even if the content itself is important, the distribution might be even more so. Without distribution, no one will have access to the information and content will then be useless. Companies should create a plan of how to share the content with their potential customers.

2.8.4 Content marketing within technical training

Content marketing can be used within a variety of businesses. When it comes to technical training, Arhammar claims in an email that content marketing is the perfect way to success. The reason being that the course provider wants to show that they are the experts, and that is was content marketing is all about. The email conversation is displayed in Appendix 1.

3. Method

This chapter presents the methods used in the project.

3.1 Methods for project planning

"*A Project Plan sets out the phases, activities and tasks needed to deliver a project*" (Paletto Document Systems, 2016). The following two sections present parts of the planning phase.

3.1.1 Gantt chart

A Gantt chart gives an overview of the time line of the project. This chart displays the initial planned activities of the project and at what time they will take place. Also, the Gantt chart is a method that informs what activities that are going to be done simultaneously. However, it does not state the interdependence of the activities (Johannesson, Persson, & Pettersson, 2004a). The Gantt chart of this project is displayed in Appendix 2.

3.1.2 Communication plan with stakeholders

It is important to set up a communication plan with the main stakeholders of the project to control expectations and satisfy the need of information and updates (Brown & Hyer, 2009). The communication plan includes the name of the stakeholder, their role in the project, what type of information they need, frequency, and communication channel.

3.2 Methods for pre-study

A pre-study aims to analyze the problem and gather data concerning the market and the design of the product or service (Johannesson, Persson, & Pettersson, 2004b).

3.2.1 Current situation analysis

After the objective is defined it is crucial to explore where the company is today to be able to determine how to reach the desired state. The current situation analysis aims to analyze the current state of the company and this is particularly important when the project is assigned from an external company.

3.2.2 Interview

Interviews are part of the primary research, which means gathering of undocumented data. Like a questionnaire, an interview consists of multiple questions. However, an interview involves social interaction, which a questionnaire does not (McLeod, 2014b). Interview can be either structured or unstructured.

According to Frank J. Landy and Jeffrey M. Conte (2012), a structured interview is form of interview where all the interviewees get the same questions in the same order. The interviewer is not allowed to be flexible, which means that he or she may not skip or add a question. An unstructured interview, however, is an interview where the questions are not asked in any specific order and the interviewee will be able to talk more freely about a subject. This form of interview is also called an *informal* interview. Compared to the structured interview, the unstructured interview consists of open-ended questions.

3.2.3 Online survey

An online survey is a questionnaire that is distributed over the Internet. This method can, in an effective way, measure attitudes, opinions, and behaviors of a relatively large group of people (McLeod, 2014a). Moreover, this method gathers data in a relatively inexpensive and fast way. For larger groups of people, online surveys are more practical than interviews. Usually, a questionnaire includes both open-ended and close-ended questions to obtain qualitative and quantitative data respectively.

3.2.4 Secondary research

In contrast to the primary research mentioned in section 3.2.2 Interview, the secondary research means gather already existing and documented data (Schiffman & Kanuk, 2009). This could also be called a literature study since the research usually consists of data collection from different literature sources. The collected data relevant to this project is presented in chapter *2. Theoretical frame of reference*.

3.2.5 Customer interview

Interviewing customers is important to understand their needs, wants, and opinions. "*Interviewing customers is the key to customer development*" (Wilcox, 2016). A customer interview is just like any other interviews, including both open-ended and close-ended questions.

3.2.6 Competitor analysis

An analysis of the competitors is an important part of the pre-study. According to the website Entrepreneur the definition of a competitor analysis is the following:
"*Identifying your competitors and evaluating their strategies to determine their strengths and weaknesses relative to those of your own product or service*" (Entrepreneur, 2016)
Among other things, the competitor analysis includes determination of who the competitors are and what products or services they sell.

3.3 Methods for concept generation

Concept generation implies creative thinking with support of methods and a systematic approach (Johannesson, Persson, & Pettersson, 2004c).

3.3.1 Reverse brainstorming

Reverse brainstorming aims to give an understanding about the given problem or question. The participants have to think about how to make a situation worse or contra productive (Mind Tools, 2016). Just like a classic brainstorming, participants are asked to generate as many ideas as possible, within a given time frame, in an uninhibited way.

3.3.2 Brainwalking

Brainwalking is a method that is very similar to classic brainstorming (UCPH, 2016). The difference is that this method includes some physical activity. Ideas are written on flipcharts or larger posters that are mounted on the wall. Suggested is that multiple problems or questions are written on separate posters. Then, each participant has a predetermined time to

write down suggestions for a certain problem or question. When the time is up, the participants walk to the next poster and the time for idea generation starts over. This continues until everyone has written suggestions on each poster.

3.3.3 The SPCH method

This method is very similar to a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), which is used to explore an idea or concept. The SPCH method aims to explore the ideas after e.g. a brainstorming session (Mind Lab, 2016). The method got its name because it further develops an idea by listing **S**trengths, **P**otentials, **C**hallenges, and **H**ow to overcome challenges.

3.3.4 Graphs to compare ideas

Using graphs is a quick and easy way to better understand the value of the ideas. A graph displays the relation between two factors, one represented by the y-axis and the other one represented by the x-axis. Moreover, graphs facilitate comparisons between different ideas or concepts if they are displayed in the same graph.

3.3.5 Concept elimination

Methods for concept elimination function as methods to reduce the number of concepts and they result in one or a few concepts suitable for further development (Johannesson, Persson, & Pettersson, 2004d). An easy way of eliminating one or more concepts is to compare all concepts amongst each other and determine what concept has the highest potential of contributing to a successful result. Sometimes there are factors that complicate the implementation of a concept, such as limitations in resources or company approaches. Even if a concept has the highest potential of contributing to a successful result, such factor might be the determine factor when deciding which concepts to eliminate.

3.3.6 Final specification of requirements

A specification of requirements establishes the functional requirements of the concept (Johannesson et al., 2004d). The requirements can be divided into main requirements and additional requirements. They can also be marked as *necessary* or *desirable* depending on the importance of fulfilling the requirement. The final specification of requirements should also include how the fulfillment of requirements is verified.

3.4 Methods for concept evaluation

To be able to evaluate a developed concept, methods of analyses are used.

3.4.1 Test of different content formats

The test is an experiment with the purpose of finding out what content format that is most engaging among people on social media. The duration time of the test is three weeks. The first week a specific content with the format of a *text* is published at multiple social media channels. The second week, the same content but with the format of an *image* is published at the same social media channels. The last week, the format is a *video* but the content is still the same. *The same content* means that the posts share the same information and purpose.

After each week, data is analyzed to evaluate what format that engage most people on social media. The company can then use the results as an indication of what content format that should be the most frequently used format.

3.4.2 Sustainability analysis

The sustainability analysis aims to analyze whether a concept is sustainable or not. Sustainability can be divided into three pillars: economic-, environmental-, and social sustainability (Circular Ecology Ltd, 2016). This analysis helps evaluate the consequences of a specific concept.

4. Pre-Study

In this chapter the result of the pre-study will be presented including the results from the current situation analysis, interviews, customer survey, and competitor analysis. The chapter also includes explanations of how the pre-study was performed.

4.1 Current situation analysis

As a first phase of the pre-study, the current situation analysis included the following steps:

- Google search: What are the hits when using The Training Department as search words?
- Investigate today's websites for applying to a training course at Konsultbolaget AB (the website of Konsultbolaget AB and www.utbildning.se)
- How are these websites linked to each other?
- Differences between the Swedish and the English version of the website of Konsultbolaget AB
- Is there anything missing in the English version compared to the Swedish version?
- How do Konsultbolaget AB use the following marketing channels?
  - Twitter
  - Instagram
  - LinkedIn
  - Facebook

The results of all steps listed above are presented in the following sections.

4.1.1 Google

When using the search words "The Training Department" at the search engine Google, the webpage of The Training Department is the first hit[3]. This is exactly what the company wants since this makes it easy for potential customers to find their webpage and the training courses they offer, at least if you know the name of the company. Even when you use the Swedish words "Konsultbolaget AB utbildning" [Konsultbolaget AB training], the webpage of The Training Department is the first hit. To find out if you as a potential customer need to know the name of the company another search was performed excluding "Konsultbolaget AB" as a search word. The results showed that The Training Department seems to show up on the screen even though you do not include "Konsultbolaget AB" as a search word.

According to a business manager at The Training Department, Catia V5 is the most popular course that Konsultbolaget AB provides. Therefore, one last search was performed using "catia training Gothenburg" as search words. The webpage of The Training Department was still the first hit on Google.

4.1.2 Konsultbolaget AB website

There are four ways of how to get to the webpage of The Training Department from the homepage of the website of Konsultbolaget AB, without re-typing at the search field. The

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[3] The search sessions were performed 2016-09-07

first two ways to reach the The Training Department webpage is to click "Training" in the list "What we do" on top or the bottom of the home page. The third way is to click on a large banner that shifts image every eight-second. The last alternative way to go to the The Training Department webpage is to click on a small image with the label "Training".

Once at the webpage of The Training Department, the following functions could be identified the 7th of September 2016:

- Search for a course using a search word
- Search for a course by categories that could be found to the right, see *figure 4.1*
- Click on a link to read more about The Training Department
- Click on a link to read more about the different training courses. The link takes you to another website.
- Applying to a course by first choosing the course and then fill out the application form

The categories mentioned above are the following fourteen categories, here written as they are published at the website:

1. Agil Utveckling
2. CAD/PLM
3. Calculation
4. Form och Läge
5. Linux & Android
6. Management & Kommunication
7. Other

8. Plaster & Kompositer
9. Processer & Arkitektur
10. Programmering
11. Simulering
12. Test
13. Test & Kvalitetssäkring
14. Verktyg & Protokoll

The two following pictures, *figure 4.1* and *figure 4.2*, display the layout of the list of course categories at the website and the view after choosing one of the categories.
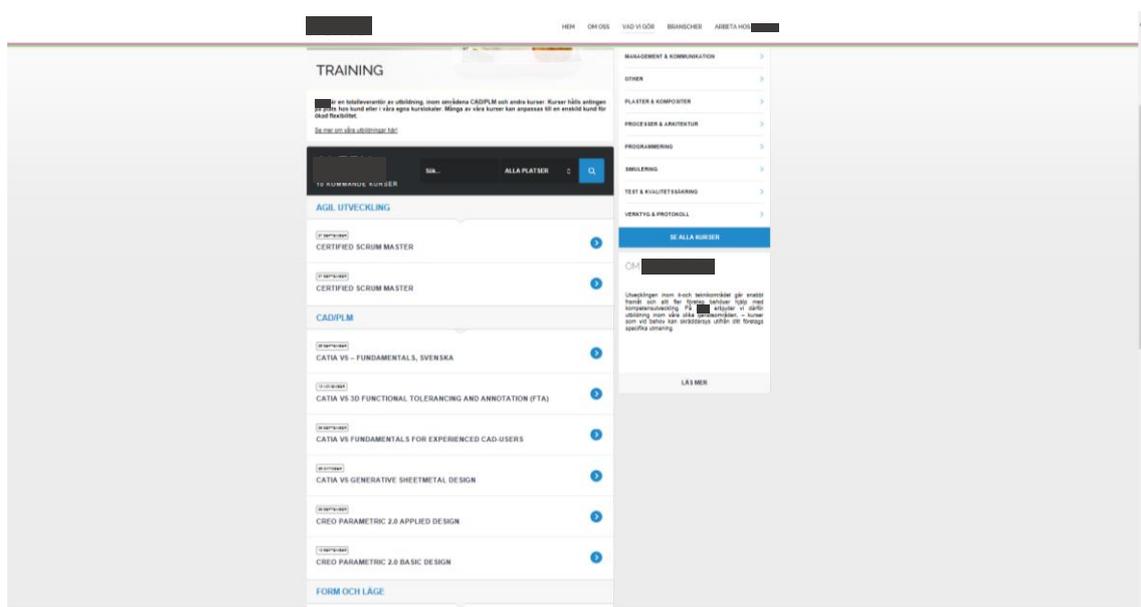
Figure 4.1 Categories of courses published at the website of Konsultbolaget AB in September 2016 (Konsultbolaget AB, 2016)
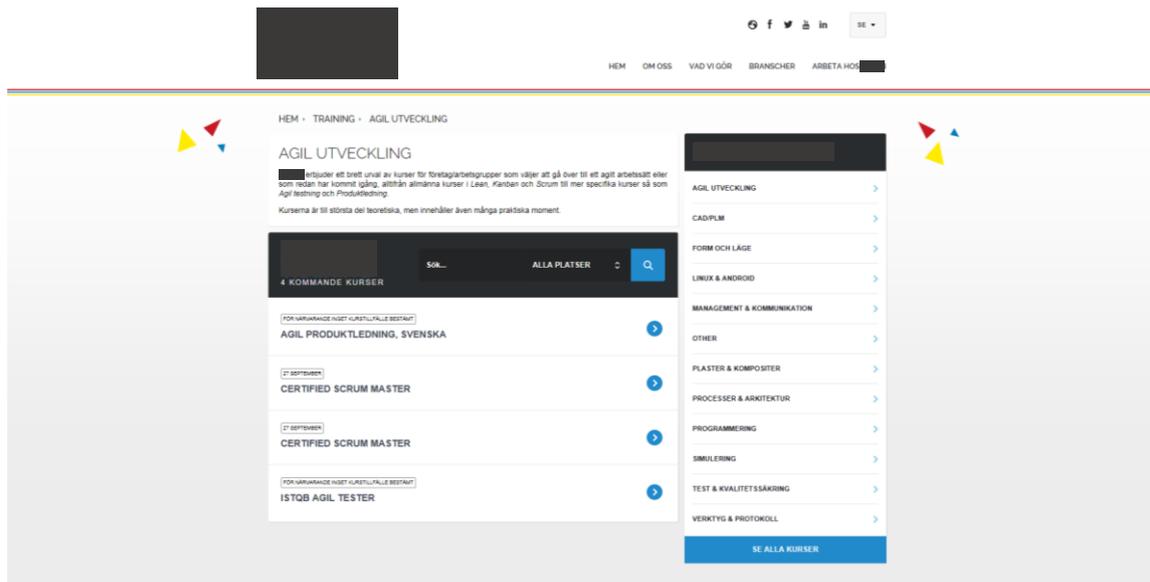
Figure 4.2 View of the course category "Agil Utveckling" [Agile Development] at the website of Konsultbolaget AB in September 2016 (Konsultbolaget AB, 2016)

As the list shows, some categories are written in Swedish while some are written in English. The list was obtained from the English version of the website. This means that even though you change language the categories are still in the same language as before. To make it easy for visitors that do not speak Swedish to get the same information Konsultbolaget AB should update the English version of the website. Additional differences between the two versions were identified during the current situation analysis in September 2016. There are many upcoming courses that do not show up at the English version but do so at the Swedish version. This may be a contributing factor of why Konsultbolaget AB does not have as high conversion rate as desired. In addition, many course descriptions and category descriptions are written in Swedish instead of English. To know more about the translation of the website, read section 4.2.2 Interview with the web manager.

Application
Customers can not do an online payment for the courses at the same time as they apply for them at the website of Konsultbolaget AB. Once the application form is filled out and submitted a sales representative at Konsultbolaget AB will receive an email and thereafter contact the new customer. Even though the customer can show its interest of taking a course he or she has to be contacted by Konsultbolaget AB personnel in order to confirm the spot and pay for the course in question. This means that The Training Department does not use e-commerce to sell its technical training courses but O2O commerce, see section 2.2 O2O commerce.

4.1.3 Website Utbildning.se
According to Utbildning.se itself, it is the greatest search service in Sweden within training (Utbildning.se, 2016a). They provide professionals with a service of finding a training course that satisfy their needs. At the same time, Utbildning.se assists companies with marketing their training courses. Utbildning.se is a part of the worldwide corporation EMG, Educations.com Media Group. Since Konsultbolaget AB uses the search service of

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Utibldning.se they automatically also market their training courses at Educations.com, which helps them to reach customers outside Sweden.

There are six different course categories published at the website of Utbildning.se:

- IT – Avancerad [Advanced]
- CAD
- Systemutveckling [System development]
- Test/kvalitetssäkring [Test/quality assurance]
- Ledarskap [Management]
- Teknik Produktutveckling [Technology Product development]

4.1.4 Website comparison between Konsultbolaget AB and Utbildning.se

This section addresses the differences found, in September 2016, between the content of Utbildning.se and Konsultbolaget AB's website.

First, there is a significant less number of courses that are published on Konsultbolaget AB's own website compared to Utbildning.se. On the 8th of September 2016, there were 30 upcoming courses published at Utbildning.se. Only seven of these courses were published on Konsultbolaget AB's own website. For the visitor on Konsultbolaget AB's website to view the complete list of courses, the potential customer must click on the link "See more about our educations here!" and be transferred to Utbildning.se. In addition, when using the English version of the website of Konsultbolaget AB no course will show up. In other words, the list of courses is empty when English is chosen as the written language. Noticeable is that the list of courses is still complete when changing to English at Utbildning.se.

When comparing the descriptions between the two websites it seems like Utbildning.se uses a description that is more focused on training courses while Konsultbolaget AB have a more general description of the Training department. Utbildning.se informs about what type of courses Konsultbolaget AB provide, while the Konsultbolaget AB website does not mention that.

4.1.5 The Training Department on Twitter

The Training Department does not have its own Twitter account. Instead, the training department posts information through the account of Konsultbolaget AB. This account was created in November 2013. At first they only posted ads when hiring to a specific position. In 2014, Konsultbolaget AB started to post things with more personality, e.g. pictures of events at KTH or cheering messages such as "Happy Summer". Konsultbolaget AB has then continued to mix job ads with posts about the success of the company and its employees. This analysis was performed in September 2016. At that time, the only two posts created by The Training Department were posted in December 2015 a few weeks before Christmas. The posts included an image and a poem with purpose to inform about a Christmas discount on some of the technical training courses.

4.1.6 The Training Department on Instagram

Konsultbolaget AB created an Instagram account in 2014 (Konsultbolaget AB, 2016b). The training department published two posts in 2015 whereof one post is the same post as one of the posts on Twitter.

The Training Department also has its own Instagram account. The account is managed by one of the sales representatives at The Training Department. This account is not created to inform about the technical training courses that they provide. Instead, the reader gets to follow the personnel at The Training Department on activities at work and after work.

4.1.7 The Training Department on LinkedIn

The Training Department publishes ads about new courses through the LinkedIn account of Konsultbolaget AB since the department does not have its own account. The image that usually is being used when The Training Department is posting information at LinkedIn shows four pieces of candy in different colors with "Konsultbolaget AB" written on the wrapping paper (Konsultbolaget AB, 2016). In September 2016, Konsultbolaget AB had 6811 *followers* on LinkedIn. Compared to the 1743 *page likes* on Facebook, LinkedIn seem to be the social media channel that reach the most people.

4.1.8 The Training Department on Facebook

The information posted on Facebook can be found on at least one of the other social media channels that Konsultbolaget AB uses. Since Facebook is the most used social media channel within the Nordic countries (Werliin, 2016), this is a very important channel for companies including Konsultbolaget AB.

4.1.9 Summary of marketing channels

After analyzing the company's use of social media, *table 4.1* was created to give an overview of the appreciation, perceived purpose and the type of information posted.

Table 4.1 Summary of marketing channels used by Konsultbolaget AB (Nilsson, 2016)

Channel	Appreciation	Perceived purpose	Type of information
Twitter	76 followers	Inform, Pursue	Job ads, Company Updates, Interesting Facts
Instagram (Konsultbolaget AB)	206 followers	Inform	Company Updates, Interesting Facts
Instagram (The Training Department)	39 followers	Inform	Interesting Facts
LinkedIn	6811 followers	Inform, Pursue	Job ads, *Training ads*, Company Updates
Facebook	1743 page likes	Inform, Pursue	Job ads, Company Updates, Interesting Facts

The current situation analysis brought insights of how the website and social media channels functioned. However, to get a deeper understanding of the training department and the corporate website, interviews were performed with Konsultbolaget AB personnel. The next section presents the results from these interviews.

4.2 Interviews with Konsultbolaget AB personnel

The first two interviews were held with two business managers that work as sales representatives at The Training Department. The last interview was held with a consultant and web manager at Konsultbolaget AB.

The interviews with the two business managers were *structured* interviews, which means that the interviewer sticks to the prepared questions and asks all questions in a predetermined order, see section 3.2.2 Interview. This method is great when the interviewer wants to compare the answers of two or more persons (Landy & Conte, 2012).

The interview with the web manager, however, was an *unstructured* interview, see section 3.2.2 Interview. This kind of interview allows the interviewee to answer more freely since questions do not have to be answered in any specific order and usually the questions tend to be more open-ended. In addition, the interviewer can ask supplementary questions that come to mind during the interview.

4.2.1 Interviews with two business managers

As mentioned above, the interviews with the two business managers at The Training Department were of the structured type. The interview with the first business manager was performed on the 7th of September 2016 at the Konsultbolaget AB office in Gothenburg. The day after, the interview with the second business manager was performed through email. Both employees were asked the same questions with some exceptions. Since the first business manager answered some questions that did not need a second opinion, such as "How many employees are they at The Training Department?" the other business manager was not asked these questions.

The two business managers were asked about their experiences of today's websites of Konsultbolaget AB and Utbildning.se. They were also asked to state the main weaknesses of Konsultbolaget AB's e-commerce and describe how the dream e-commerce site of Konsultbolaget AB would look like.

When looking on the website of Konsultbolaget AB, both business managers think that it has a lot of potential of improvement but is still a website that is fairly easy to maneuver. However, when looking on the website of Konsultbolaget AB, both say that it needs some improvements. The first business manager says it is a great *challenge* that The Training Department needs to overcome. When asked to describe the dream version of the e-commerce, they agreed that The Training Department should become known among potential customers and Konsultbolaget AB employees. Furthermore, Konsultbolaget AB should be perceived as a modern company and provide their potential customers with all relevant information they might need to apply for a course. Additionally, courses should be presented

in a nice course catalog and be marked as "basic", "intermediate" and "advanced". To read the full interviews go to Appendix 3 and Appendix 4.

4.2.2 Interview with the web manager

The interview with the web manager was performed on the 9th of September 2016. The web manager was asked to talk about the marketing channels that Konsultbolaget AB uses, with focus on the website. He was also asked to talk about the statistics that is or is not being collected, and what the limitations are concerning the current website.

According to the web manager, The Training Department has been developed by a group called CAX, Computer Aided X, whose purpose was to provide customers with technical training, especially within CAD programs. This was a part of another consultant company that later become Konsultbolaget AB, and was developed during the second half of the 1990's.

Today's website of Konsultbolaget was launched in the beginning of 2016. The web manager explained that all subgroups that are a part of Konsultbolaget AB Group now use the same WordPress template, which makes it difficult for Konsultbolaget AB to make changes of website functions. He can, however, add and remove texts and pictures. Unfortunately, he needs to follow certain restrictions concerning image sizes and column width. Therefore, he feels limited in his work when it comes to developing the website. These restrictions are set at the head quarter of Konsultbolaget AB Group in France. If the web manager wants to add, remove or change a function on the website he needs to create an issue and send it to the IT-support in Sweden, then they forward it to the IT-support in France. After the IT-support personnel in France have received the issue, they communicate the information with the French marketing department who later evaluates whether it is worth investing time and money in making the changes or not.

Konsultbolaget AB uses Google Analytics as their analyzing tool of data connected to the website. However, now no one is assigned to follow up the statistics compiled by Google. When the web manager first was assigned to take charge of the website he did not get access to the Google Analytics account. At the time of the interview, he was working on getting access to be able to analyze the data and use that for further development. Today, he has access to the Google Analytics account, which he is now in charge of.

Even though the web manager is the one that uploads texts and images to the website it is the marketing manager at Konsultbolaget AB, that is the publisher. Though the marketing manager is accountable for the content on the website he is not the one writing all the information published on the website. Instead, he distributes the responsibility among the employees at Konsultbolaget AB. The marketing manager is also accountable for what is being posted at social media such as Facebook, LinkedIn, Twitter, and YouTube.

The web manager explained that after Konsultbolaget AB launched their new website they use two sites for the Konsultbolaget AB webpage, one for the Swedish version and one for the English version. This means that when you want to convert the website from Swedish to English you are being connected to another website. Konsultbolaget AB does not use a

translation program to convert between two languages. Instead, everything that is posted on the Swedish website must be rewritten in English to post it on the English website. This increases the risk of forgetting to upload important information and having two versions of the same website that is inconsistent.

4.3 Survey

An online survey was distributed through email to over eighty customers of Konsultbolaget AB. The survey was created in collaboration with Oskar Rexfelt, researcher at the institution of Product and Production Development at Chalmers University of Technology (department of Design and Human Factors). Nineteen questions were formulated in such way that the results would give an indication of customers' perception of today's course registration process. In addition, the survey was also created to facilitate defining the target group.

To make it easy for all the customers to fill out the survey two versions were published online, one in Swedish and another one in English. All questions from the English version are listed below.

1. Sex?
2. Age?
3. I attended the course as...?
4. Who took the initiative for the course registration?
5. How was your application of interest registered for this course?
6. Who took the decision of register you for the course at Konsultbolaget AB?
7. What was the most important factor when register to the course?
8. What is your overall impression of the registration process of the courses at Konsultbolaget AB?
9. What are your suggestions for improvement of the registration process?
10. How long have you known Konsultbolaget AB?
11. How did you first hear about Konsultbolaget AB?
12. What is your opinion on Konsultbolaget AB as a technical training provider?
13. How long have you known that Konsultbolaget AB provides technical training?
14. How did you first hear about Konsultbolaget AB's technical training?
15. What do you think of the course descriptions that are published on the Web?
16. What are your suggestions regarding course descriptions?
17. Are you interested in attending a continuation course?
18. Is it clear on the website which course is suitable as continuation course?
19. Would you be willing to participate in an interview?

The full survey is displayed in Swedish and English in Appendix 5 and Appendix 6 respectively.

4.3.1 Results

This section presents the results of the customer survey. To view all graphs and responses, go to Appendix 7.

Eighteen responders, of them seventeen men and one woman, filled out the questionnaire. The ages ranged from 25 to 50+ with almost the same amount of responder in each age category (25-30, 31-40, 41-50, and 50+). All customers claimed they participated in a course as business customers, except two responders that participated as private persons. When being asked who took the initiative to register for the course, eleven responders answered themselves, while seven said the nearest manager.
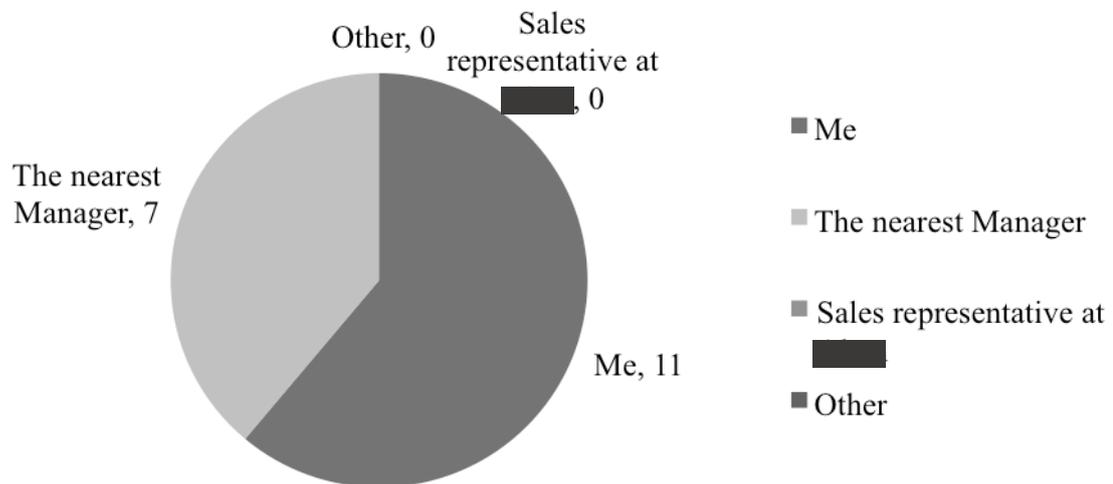
Chart 4.1 Survey results. "Who took the initiative for the course registration?" (Nilsson, 2016)

It was almost the same number of responders that said the course registration was made on the website of Konsultbolaget AB as it was with help of a sales representative at Konsultbolaget AB. No one claimed they registered through Utbildning.se. This is very interesting since sales representatives at Konsultbolaget AB and the web manager believes most of the customers register to a course through Utbildning.se. Reason being why this differs from the survey results could be that the number of responders is not very high and therefore could skew the results. Another possible reason is the fact that the customers might not even have been aware of on what website they filled out the registration form. On Konsultbolaget AB's website there is a link to Utbildning.se where you also can fill out an application form. If a customer started on the website of Konsultbolaget AB but ended up filling out the form at Utbildning.se he/she might respond "Konsultbolaget AB website" of where the registration was made.
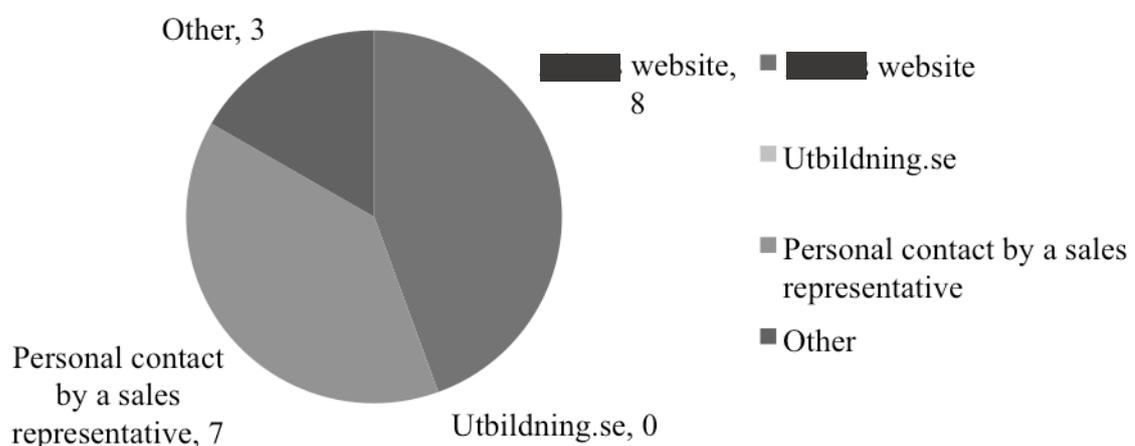
Chart 4.2 Survey results. "How was your application of interest registered for this course?" (Nilsson, 2016)

When it comes to who made the decision of register to a technical course at Konsultbolaget AB, 50% of the responders answered *the nearest manager*. Eight responders said they made the decision themselves. This result shows that few people that took the initiative to register for a course was not the one who made the final decision to complete the registration.
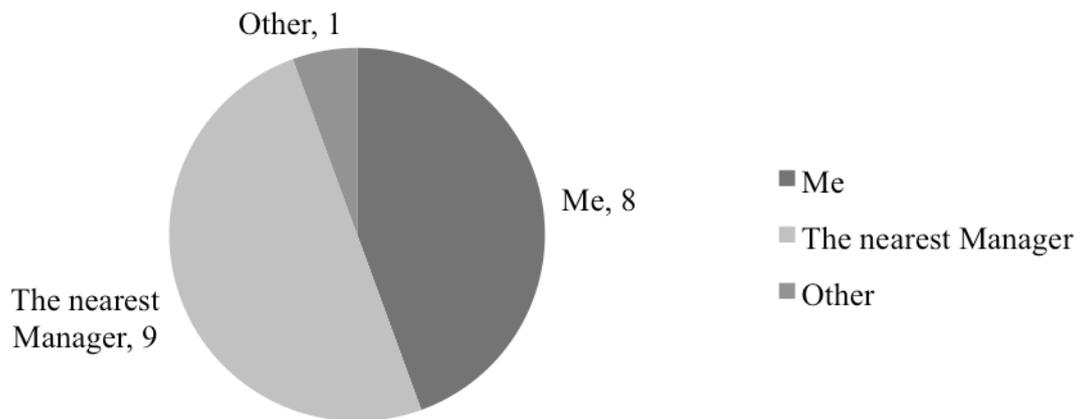
Chart 4.3 Survey results. "Who took the decision of register you for the course at Konsultbolaget AB?" (Nilsson, 2016)

The responders got a question of what they considered the most important factor when deciding to apply for one of the courses that Konsultbolaget AB provides. They were supposed to rank the alternatives by giving them a number between 1 and 6, where a "6" is the most important factor. The alternatives were *price*, *course content*, *it was Konsultbolaget AB who held the course*, *course location*, *course date*, and *other* (the responders could specify "other" in a text box below).
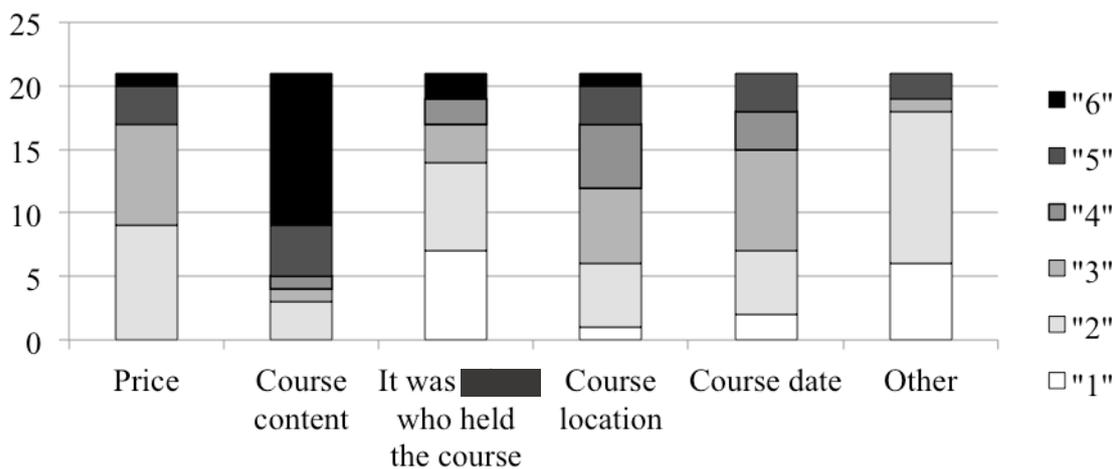
Chart 4.4 Survey results. "What was the most important factor when register to the course?" (Nilsson, 2016)

After analyzing the results, it was shown that not every responder marked the alternatives with different numbers. Some responders chose the same ranking for multiple factors. This indicates that the question wasn't clear enough for everybody to understand. If the survey will be used in the future this question must be edited. Reason why not a revised version of the survey was distributed was due to lack of time in the project. However, even though the

results might be a bit skewed general assumptions can still be made. According to the results, it seems like *course content* is significantly the most important factor when deciding whether to apply or not. Notable was that, in addition to *other*, *price* and *course location* was the alternatives that got the least votes of being the most important decision factors.

Looking at the other end of the scale, the two factors that most responders chose as the least important factor were the fact that *it was Konsultbolaget AB who held the course* and *other*. All together it can be assumed that the customer wants a course with specific course content. The instructor of the course does not matter, at least the fact that it is Konsultbolaget AB who provides the course. To meet this need Konsultbolaget AB must make sure the content is presented in a clear way and that the information is easy to grasp.

The customers were asked about the overall impression of the registration process of the courses at Konsultbolaget AB. Almost all the responders answered the question. Most of them said their overall impression was good or normal, and that it was easy to complete the registration. Five of the responders claimed someone else completed the registration and therefore could not say anything about the overall impression. Only one responder said he was unhappy. However, this was not concerning the registration at the website. Instead, he was not satisfied about the fact that the course was pushed forward to another date.

Questions were asked concerning Konsultbolaget AB as a consulting company and as a provider of technical training. The results show that customers answering this survey have known Konsultbolaget AB as a company for a longer time than they have known that Konsultbolaget AB provides technical training. No responder seems to have known about The Training Department for more than six years' maximum, while 22 % of the responders have known about Konsultbolaget AB for seven years or more. This difference is something I assume is applicable for a larger group of customers. Konsultbolaget AB therefore must be more recognized as a technical training provider and not just a consulting company.

Also, the way the customer first heard about Konsultbolaget AB comparing to The Training Department seem to differ. The most common way of how the customers heard about Konsultbolaget AB is through a colleague, whereas it is the manager how is the source of hearing about The Training Department. This makes sense since, as stated earlier, the manager in many cases are involved in the registration of the courses and therefore must know about The Training Department themselves.

The opinions on Konsultbolaget AB as a technical training provider are that it is, in general, a good company but does not stand out from its competitors. A total of 65 % answered they would like to participate in a continuation course. However, only 50 % thought it was clear on the website what course that was appropriate. Despite this large percentage, most responders still seem to think the course descriptions are clear, interesting and easy to grasp. Important to mention is that the number of responders answering this question was not very high. The reason seems to be that not every course participant have read the course descriptions published online. Instead, they have participated in a customized course or being registered by their manager.

4.3.2 Main insights
There are four main insights to take from this. First, the age of the course participant varies a lot. Second, it is common that the person attending a course is not the one who made the decision of register to the technical training. Third, *course content* is the most important decision factor when deciding on whether to register for technical training or not. Last, the overall impression of the registration process and the course descriptions is good and therefore this is something that does not need to be further investigated.

4.3.3 Target Group
After analyzing the results of the survey and checking the lists of registered participants from April to October 2016, the target group could be defined.

The age of the target group range between 25 and 50+, with the majority being males (85-95 %). Within the target group there are both managers and engineers. However, everyone in the target group is operating in the same industries (technology and IT). Another characteristics of this group of people is that most of the participants are interested in CAD-programs and attend either a course in CATIA V5 or one in CREO. Swedish is the most common language among the members of this target group. However, some prefer to speak and write in English because of their foreign background.

4.4 Customer interview
An interview was performed with Iman E. Shirvanian, one of the customers of The Training Department. Shirvanian works within a quality assurance team at the IT-corporation Prime Key Solutions. At the time of the interview, Shirvanian just recently completed a course within software testing. The interview was performed the 23rd of September 2016 using Skype.

First, Shirvanian was asked to complete a few assignments using his computer related to the website of Konsultbolaget AB and then answer questions related to the assignments. Presented below is a list of the assignments:

1. Find a website where the courses at Konsultbolaget AB are listed
2. Find a course in CATIA V5 where you learn to create good quality curves and analyze surface quality
3. Find out how many courses in CATIA V5 that are being held in Stockholm
4. Find the two courses that are missing at the website of Konsultbolaget AB (can be found at Utbildning.se)

Shirvanian used Google to search for a website with Konsultbolaget AB courses listed. This is probably a very common way to find The Training Department among customers. Reason being that Konsultbolaget AB, according to the survey results, does not seem to be commonly known as a provider of technical training. When looking on the website of The Training Department, Shirvanian first thought everything seemed alright and that nothing was missing. However, after taking a closer look he realized that Konsultbolaget AB does not display when the website was last updated. This was something he would like them to change,

especially since he now discovered that both the course he just completed and the one he was planning to take were not published on the website.

Furthermore, he explained that this way of handling the website did not match his perception of the company. His first impression of Konsultbolaget AB was that it is a decent company that provides great teachers and high-quality service. "They provide better service in real life than they do on the website", he said. Shirvanian then suggested a website with more interaction. "They could publish reviews or recommendations", he explained.

The second and third assignments were quite easy according to Shirvanian. He could find the right CATIA V5 course by clicking on the different courses and go through the objectives. This was done very quickly. To find out the number of courses held in Stockholm he used the location search function. This indicates that finding things that are published on the website is not difficult. However, the problem is when something is not published on the website and the customer must click on multiple links to find the right information. This was noticed when Shirvanian performed the fourth assignment. After a few minutes of searching on the website of The Training Department he got the hint of finding a link to Utbildning.se. Once on the other website, Shirvanian could then find the two CATIA V5 courses that was missing on Konsultbolaget AB's website. Important to mention is that Shirvanian explained that if it was this difficult to find the right course he would have forgotten about Konsultbolaget AB and tried another provider of technical training. He also believed that this was the case with almost every potential customer. For that reason, this was considered crucial to find a solution to later in the project.

Second, Shirvanian was asked to describe his first impressions of social media channels that Konsultbolaget AB uses. Short, he thought most of Konsultbolaget AB's social media sites seem to benefit the employees at Konsultbolaget AB more than the customers. He explained that he perceived the content and the way the information was published to target insiders more than people outside the organization. Moreover, he added that the two pictures they used at every social media site were misleading. The pictures show tourist attractions around the globe together with the text "Are you ready for the Konsultbolaget AB International Challenge?", see *figure 4.5* and *figure 4.6*.

Figure 4.5 Picture used multiple times at social media channels of Konsultbolaget AB, such as LinkedIn (Konsultbolaget AB, 2016)

Figure 4.6 Picture used multiple times at social media channels of Konsultbolaget AB, such as Facebook and Twitter (Konsultbolaget AB, 2016)

These pictures reminded Shirvanian of a tourist agency. He said that if he would have had a quick look at these social media sites of Konsultbolaget AB, not having completed one of their courses, he would had thought they were in the travel business, not a consulting firm and provider of technical training. In addition, he pointed out that he could not find any information about The Training Department at these sites. He said he would recommend Konsultbolaget AB to show their diversity more and be more informative. Out of all the social media channels Konsultbolaget AB uses, Shirvanian thought Twitter and LinkedIn was the two sites Konsultbolaget AB utilized most successfully. The reason for that was that Konsultbolaget AB uses these sites to publish job information and other information that could benefit people outside the company. According to Shirvanian, the most informal and unprofessional site was the Instagram account @Konsultbolaget ABtraining. "The pictures do not say what they do", he said. He did not understand why a potential customer would choose Konsultbolaget AB as their technical training provider when looking at these pictures. According to The Training Department personnel this account is supposed to target employees at Konsultbolaget AB and show how much fun they have within this part of the organization. This made me questioning the marketing strategies at The Training Department. What are their intentions of publishing information at different social media channels? Is there a clear goal and strategy of how to reach that goal?

Last, Shirvanian was asked to name the most important qualities of a company that provides technical training. The first thing he mentioned was that the company has to provide good teachers. High quality course materials and location was also important to Shirvanian. All these three things were qualities that he perceived that Konsultbolaget AB provided its customers. What, according to Shirvanian, make Konsultbolaget AB stand out from its competitors is the flexibility. Shirvanian explained that Konsultbolaget AB was very service-minded and flexible. The course he just completed was first planned to be in Swedish but since Shirvanian does not speak much Swedish Konsultbolaget AB changed the teaching language to English, with permission from the other participants.

4.4.1 Main insights
The following list is a list of six main insights from the customer interview.

1. The website is quite easy to navigate and understand
2. Important information such as upcoming courses is missing on the website and that could most definitely affect the conversion rate
3. A more interactive website would probably engage more customers and could therefore have a positive effect on the conversion rate or the general impression of The Training Department
4. The company should use more informative texts and describing pictures at the different social media channels to facilitate the customer to perceive the company as a technical training provider
5. The company should show the diversity they have within the company to make it more attractive to a larger group of potential customers and clients. Diversity is a great advantage the company possesses, they just have to communicate it.
6. The company does not seem to have a clear and defined marketing strategy when it comes to social media

4.5 Competitors
The only competitor of Konsultbolaget AB at Utbildning.se when it comes to courses in Catia V5 is Gesab Link2 Education (Utbildning.se, 2016b).

Since Konsultbolaget AB mostly sells technical training in CATIA V5 the competitor analysis was only focused on competitor providing courses in CATIA V5. The three competitors that were analyzed were Gesab Link 2 Education, Dassault Systèmes, and Technia Transcat.

The analysis included the following:

- Short explanation of what the company do
- Stating the number of courses provided in CATIA V5
- Check what ideas from *table 2.1* that were applied or were not applicable on the current website
- The presence at Social Media channels

4.5.1 Gesab Link 2 Education
This company provides technical training that is customized to fit the needs of the customer (Gesab Link 2 Education AB, 2016). The customers of the company are technology companies and the public sector. Gesab Link 2 Education offers seventeen courses in CATIA V5. All courses seem to be held in Trollhättan, Sweden.

The following table displays what ideas from *table 4.1* that are applied on the current website of Gesab Link 2 Education. Some ideas are not applicable because of missing features of the website. Those ideas are marked "Not applicable".

At the time for the analysis, September 2016, Gesab Link 2 Education was not present at any Social Media channel. However, on their website they use links with different social media icons. If you for example click on the little Facebook icon you will be transferred to the Facebook website and a post with a link to the website of Gesab Link 2 Education will be created automatically. This makes it easy for a customer or visitor to share their experience of the company with others.

Table 4.1 Applied ideas at Gesab Link 2 Education
(Linowski Interaction Design and Nilsson, 2016)

Number	Idea	Applied
1	Try **Social Proof** instead of talking about yourself	No
2	Try **Repeating Your Primary Action** instead of showing it just once	No
3	Try **Fewer Form Fields** instead of asking for too many	Not applicable
4	Try **Exposing Options** instead of hiding them	No
5	Try **Keeping Focus** instead of drowning with links	Yes
6	Try **Gradual Engagement** instead of a hasty sign up	Not applicable
7	Try **Opt-Out** instead of opt-in	Not applicable
8	Try **Smart Defaults** instead of asking to do extra work	Not applicable
9	Try **Recognition** instead of recall	Not applicable
10	Try **Anchoring** instead of starting with the price	Not applicable
11	Try **Smaller Commitments** instead of one big one	Yes
12	Try **Icon Labels** instead of opening for interpretation	No
13	Try **Natural Language** instead of dry text	Not applicable
14	Try **Curiosity** instead of being reserved	No
15	Try **Attention Grabs** instead of neglect	Yes
16	Try **Authenticity** instead of faking it	Not applicable
17	Try **Concise Copy** instead of using unnecessary words	Yes

4.5.2 Dassault Systèmes

According to the CEO at Dassault Systèmes Bernard Charlès (2016), "Dassault Systèmes, the **3D**EXPERIENCE Company, provides businesses and people with virtual universes to imagine sustainable innovations".

Dassault Systèmes provides over 60 courses in CATIA V5 and most of them are available online (Dassault Systèmes, 2016).

The table below displays what ideas from *table 4.2* that are applied on the current website of Dassault Systèmes. Some ideas are not applicable because of missing features of the website. Those ideas are marked "Not applicable".

Table 4.2 Applied ideas at Dassault Système
(Linowski Interaction Design and Nilsson, 2016)

Number	Idea	Applied
1	Try **Social Proof** instead of talking about yourself	Yes
2	Try **Repeating Your Primary Action** instead of showing it just once	No
3	Try **Fewer Form Fields** instead of asking for too many	No
4	Try **Exposing Options** instead of hiding them	No
5	Try **Keeping Focus** instead of drowning with links	Yes
6	Try **Gradual Engagement** instead of a hasty sign up	Yes
7	Try **Opt-Out** instead of opt-in	No
8	Try **Smart Defaults** instead of asking to do extra work	No
9	Try **Recognition** instead of recall	Yes
10	Try **Anchoring** instead of starting with the price	Not applicable
11	Try **Smaller Commitments** instead of one big one	Yes
12	Try **Icon Labels** instead of opening for interpretation	Yes
13	Try **Natural Language** instead of dry text	No
14	Try **Curiosity** instead of being reserved	No
15	Try **Attention Grabs** instead of neglect	Yes
16	Try **Authenticity** instead of faking it	No
17	Try **Concise Copy** instead of using unnecessary words	Yes

Dassault Systèmes uses a wide range of social media channels: a corporate blog, Facebook, Twitter, YouTube, LinkedIn, and Instagram. However, the Instagram account has hardly been used at all. Significant for this company is that it uses multiple Facebook pages and YouTube channels to show the different departments, e.g. 3dsCatia. In addition, the company uses showcase pages at LinkedIn for the same reason. This is a great way to show the diversity of

the company. Noticeable for the LinkedIn page is that Dassault Systèmes uses a two-column layout. This could be perceived a bit messy and unfocused.

On the Facebook page visitors can read reviews and what other people has written on the page. This page is therefore somewhat interactive. However, there is no opportunity to send a personal message to the company, but since it is very easy to navigate to the website from the Facebook page it is still quite easy to find contact information.

The content published on social media is informative, inspiring, and educating. Dassault Systèmes posts something almost every day of the year and some days they even publish multiple posts.

4.5.3 Technia Transcat

On the corporate website Technia Transcat writes that "TechniaTranscat is a leading global supplier of Product Lifecycle Management (PLM) solutions for creating and managing product information throughout the entire product lifecycle, from product planning, development and design to production, sales, training and support." The company provides eight courses in CATIA V5.

The following table displays what ideas from *table 4.3* that are applied on the current website of Technia Transcat. Some ideas are not applicable because of missing features of the website. Those ideas are marked "Not applicable".
Comparing to Konsultbolaget AB, Technia Transcat have almost three times as many followers on Twitter, 210 followers compared to 80 followers. Important notice though is that Technia Transcat joined Twitter in 2009 while Konsultbolaget AB did it in 2013. The tweets of Technica Transcat are quite short but the pictures they publish is always related to the text.

The company does not use Instagram and the Facebook page created in December 2015 includes only two posts. At LinkedIn, the company has one showcase page, Technia Transcat DACH. The content published on LinkedIn is quite similar to the information published on Twitter. At the YouTube channel, Technia Transcat links to the YouTube channel of Dassault Systèmes.

Table 4.3 Applied ideas at Technia Transcat
(Linowski Interaction Design and Nilsson, 2016)

Number	Idea	Applied
1	Try **Social Proof** instead of talking about yourself	No
2	Try **Repeating Your Primary Action** instead of showing it just once	Yes
3	Try **Fewer Form Fields** instead of asking for too many	Yes
4	Try **Exposing Options** instead of hiding them	Yes
5	Try **Keeping Focus** instead of drowning with links	Yes
6	Try **Gradual Engagement** instead of a hasty sign up	Yes
7	Try **Opt-Out** instead of opt-in	Not applicable
8	Try **Smart Defaults** instead of asking to do extra work	No
9	Try **Recognition** instead of recall	Yes
10	Try **Anchoring** instead of starting with the price	Not applicable
11	Try **Smaller Commitments** instead of one big one	Yes
12	Try **Icon Labels** instead of opening for interpretation	No
13	Try **Natural Language** instead of dry text	No
14	Try **Curiosity** instead of being reserved	Yes
15	Try **Attention Grabs** instead of neglect	Yes
16	Try **Authenticity** instead of faking it	Not applicable
17	Try **Concise Copy** instead of using unnecessary words	Yes

4.6 Core factors influencing O2O commerce of technical training

After gathering information from the current situational analysis, interviews, and competitor analysis, a list of core factors that have a possible influence on O2O commerce of technical training was created. The list below presents these factors.

- The consumer experience
  - First impression
  - Interaction between business and customer
- The level of pervasive information integration between online and offline environment
- Brand equity (Are the products easily recognized and superior in quality?)
- Customer relations

- Brand loyalty
- Customers' perception of the brand
  - Authentic?
  - Reliable?
- Logistics network (customers receive the products/services timely and flawlessly)
- The *content* published on the website or other marketing channels
  - The target group determine the content
  - Is it interesting?
  - Is it relevant? (Informative and understandable?)
  - Is it engaging?
  - Only text does not work at social media
- The choice of marketing channels (owned, earned or paid?)
- The presence on social media
- Updates of published content (Correct translations?)
- Reviews and recommendations (Is it available?)
- The use of links on the website
- The level of commitment the customer has to sign up for (Use smaller commitment instead of big ones)
- Attention grabs for the CTA
- The distribution of content
- The CTA
  - What is the objective?
  - Is it valuable for the customer?
  - Is it simple?
  - Is it visible?
- Visibility at Google (SEO = Search Engine Optimization)

4.7 List of requirements

The core factors listed in the previous section generated requirements of the concept. These requirements are divided into two main requirements and twelve additional requirements.

4.7.1 Main requirements
1. The concept should be attracting customers to apply for technical training.
2. The concept should eventually contribute to an increase in the conversion rate[4]

4.7.2 Additional requirements
1. The content published should convey a message and have a defined purpose
2. The content published should create an interest
3. The content published should be relevant to the target group
4. The content published should engage customers
5. The concept should *not* have a negative impact[5] on the SEO (Search Engine Optimization)

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[4] The rate of the website visitors that do apply for a course

6. The concept should facilitate the interaction between company and customers
7. The concept should enhance the customer experience
8. The concept should eventually improve the brand equity
9. The CTA (Call To Action) should be presented in a clear and visible way
10. The CTA should be valuable for the target group
11. The silver thread of content should run through the entire concept
12. The concept should offer the same course information in English as in Swedish

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[5] by negative impact means prevent or hinder traffic from "natural" search results on search engines

5. Concept development

In this chapter the result from the concept development will be presented together with explanations of how the methods were used

5.1 Results of the workshop

The workshop was performed with three participants: Frida Nilsson (workshop leader and secretary), the two business managers at The Training Department. All activities during the workshop was held in Swedish. Reason for not performing idea generation methods in English was to prevent the participants from not being able to express themselves due to lack of knowledge of some English words.

Reverse brainstorming

Reverse brainstorming was performed to get the workshop started and free the mind. It was also performed because it is a great method to understand the problem or question since the participants have to think about how to make a situation worse and contra productive.

The participants had two minutes per question to come up with suggestions. The list below presents the questions that were used for this method.

- How do you create *disinterest* using images and texts?
- How do you get customers to *not* engage?
- How do you *complicate* the interaction between customer and company?
- How does the customer experience *deteriorate*?
- How do you *weaken* the brand "The Training Department"?
- How do you get the customer to prefer a competitor over Konsultbolaget AB?
- What content is *irrelevant* to the target group?

The results of the brainstorming session are presented (in Swedish) in Appendix 8.

Brainwalking

Brainwalking is very similar to brainwriting, but this method also includes some physical activity. First, larger papers were put up on the walls and spread out in the room, see *figure 5.1*. On each paper a question was written of how to solve a specific problem. The problems used during the reverse brainstorming session were also used in this activity but this time all questions were asking for positive suggestions, see list below.

- How do you create *interest* using images and texts?
- How do you get customers to engage?
- How do you *facilitate* the interaction between customer and company?
- How does the customer experience *improve*?
- How do you *strengthen* the brand "The Training Department"?
- How do you get the customer to prefer Konsultbolaget AB over the competitors?
- What content is *relevant* to the target group?

Figure 5.1 Brainwalking preparations (Nilsson, 2016)

Each participant had one minute to write down suggestions for each question. Then, the participants walked to the next piece of paper and had a minute to write suggestions for the new question. This continued until everyone had written suggestions on each question poster. *Figure 5.2* shows two posters after completed brainwalking session.
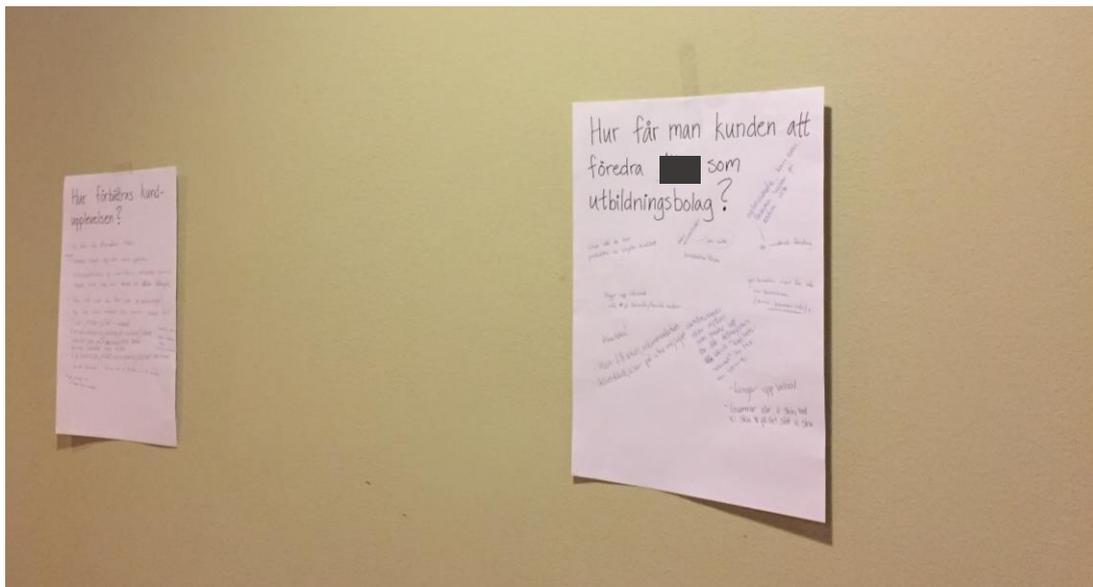
Figure 5.2 Two questions poster after the brainwalking session (Nilsson, 2016)

The SPCH method
The group went through all suggestions and compiled seven question posters into one single poster with the most interesting suggestions according to the group.

After the summarizing of suggestions, it was time to explore some of the ideas a bit further. Some ideas were strongly connected to each other and therefore rewritten as a single idea instead of multiple ones. Some ideas were eliminated because they were considered too basic for further development. Instead these ideas could relatively easy be implemented immediately, without further elaboration. In consultation with Konsultbolaget AB nine ideas

were decided to explore further using a method called "SPCH"[6], see section 3.3.3 The SPCH method. For each idea, the group wrote three suggestions for each of the following four categories: *Strengths, Potentials, Challenges,* and *How to overcome challenges?*
The selection of ideas was based on their ability to

These were the nine ideas that were selected for further development:
1. Video - use for course description and getting to know your teacher
2. Publish industry related content (excluding course descriptions)
3. New website of The Training Department (Separate from the website of Konsultbolaget AB)
4. "What do our customers think about us" - Publish reviews and recommendations
5. "The Training Department Portal" - a web portal for customers where they can:
   - find information about previous and upcoming courses
   - send their feedback
   - contact their teacher
6. Q & A section on the website and question form for questions not listed (subject specific questions will be sent automatically to the person that would be most suitable to answer that type of question)
7. Questionnaire > Course Suggestions
   The customer fills out a short form. This results in a list of recommended courses for the specific needs and wants.
8. "Build your own course" - The customer will be able to build its own course package for a large group of people.
9. Follow-up
   - Thank you for participating
   - Evaluation survey
   - Recommendations of continuation courses

To view the full results from the SPCH method see Appendix 9. The main insights from the SPCH method, however, are listed below.

- Multiple ideas have a common strength of *decreasing the workload of Konsultbolaget AB sales representatives*
- Almost every idea has the potential of *creating a positive image of Konsultbolaget AB, improve the brand image*
- Many ideas also have the potential of *attracting new potential customers* and thereby *increasing the number of customers*
- Another common potential, and one of the most crucial ones, is that the idea can *improve the customer experience*
- The majority of the ideas have a common challenge of *requiring resources such as time and money*
- Multiple ideas have another common challenge, which is *responsibility. Who is responsible of making it happen?*
- The most common way to overcome the challenges is to *update job descriptions*

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[6] The name is made up by the author of the report but is derived from the SWOT analysis

These evoked thoughts about creating a web team and maybe even hiring one or a few persons to join the new team. It seems like tasks and responsibilities of a web team are not too difficult for Konsultbolaget AB personnel to handle. However, someone just needs to be assigned to these responsibilities. Having a clear strategy and test the ideas also seem important to succeed with the implementation. These insights were valuable for further development.

5.2 Graphs to compare ideas

Two graphs were created to compare the different ideas amongst each other. The first graph, *graph 5.1*, displays the level of potential of improving the customer experience relative to easiness of implementing the idea. Easy to implement means that the idea does not require a lot of resources to be implemented. Also, the time for implementation will be relatively short.

High potential of improving the customer experience Relatively *difficl t* to implement

High potential of improving the customer experience Relatively *easy* to implement

3   2

1

8   6   4

   9

5   7

Low potential of improving the customer experience Relatively *difficl t* to implement

Low potential of improving the customer experience Relatively *easy* to implement
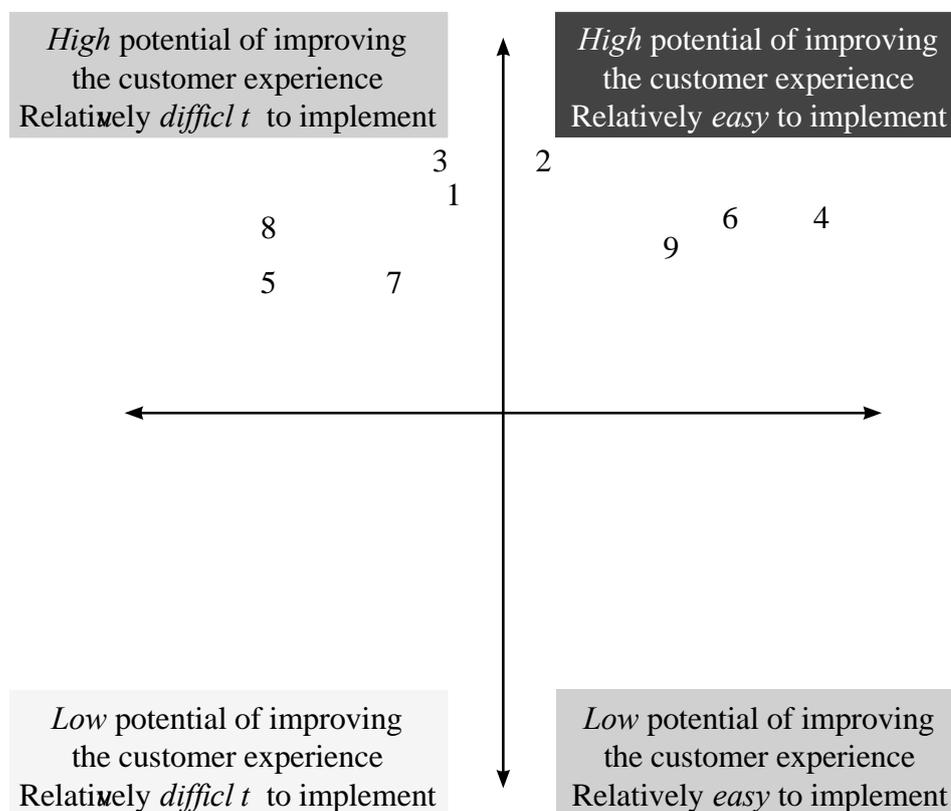
Graph 5.1 Potential of improving the customer experience relative to the level of difficulty to implement the idea (Nilsson, 2016)

The second graph, *graph 5.2*, visualizes the potential of increasing the number of customers relative to the easiness of implementing the idea.
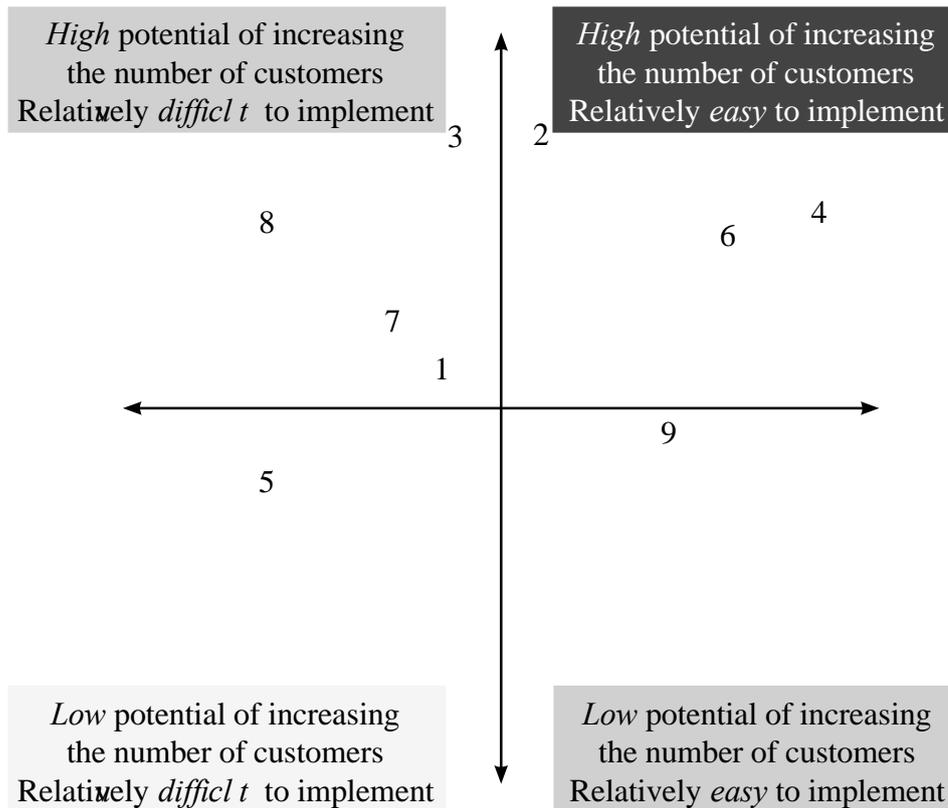
Graph 5.2 Potential of increasing the number of customers relative to the level of difficulty to implement the idea (Nilsson, 2016)

The top three ideas, when combining the two graphs, are number two, four and six. In other words, publishing industry related content, making customer reviews official, and creating a Q & A section on the website would improve the customer experience and increase number of customers applying for technical training. Also, these ideas do not require a lot of resources and time to create and implement.

Looking at *graph 5.2*, the only two ideas that are considered to have a low potential of increasing the number of customers are idea number five and nine, *creating a web portal for customers* and *developing a new follow-up system,* respectively. Despite this, these ideas were not eliminated since both were considered to have a relatively high potential of improving the customer experience. In the long run, a great customer experience might lead to more people becoming customers due to positive word of mouth.

It was one of the nine ideas that was eliminated after this method. That idea was number seven, the questionnaire that would result in a suggestion of courses recommended. The customer would fill out a short form and after submitting the form a list of recommended courses for the specific needs and wants would show up. The reason why this idea was eliminated was because it requires more resources than most of the other ideas, but without having a great potential of either increasing the number of customers or improving the customer experience.

5.3 Concept generation

After evaluating the different ideas, concepts were generated. The following sections describe the concept parts and how they were put together.

5.3.1 Concept parts

Two concepts were generated after putting together concept parts into "packages". The list below presents the name of the concept parts and some bullet points to short explain the different parts of the concept.

1. Video
   - The videos should inspire and create interest
   - The videos should educate by providing customers with industry related content
   - One video should explain how to build your own course. This one should be informative.

2. Being the expert
   - Publish information related to technical training (content that is relevant to the target group)
   - This is an ongoing process! (it does not have a finish date)

3. The Training Department Website
   - A new website for The Training Department that is separate from the website of Konsultbolaget AB
   - Suggestion of the new website address: www.KonsultbolagetABtraining.se

4. Reviews and recommendations
   - "What do our customers think about us?"
   - It is important to be transparent and publish both positive and negative feedback
   - The reviews should include some comments and statistics, e.g. customer satisfaction index

5. Web portal
   - Customers will receive access to the web portal after having registered to a course
   - The portal should include important information before class, during class, and after completed course
   - The portal should also include contact information

6. Q & A page
   - Most frequently asked questions and answers to each question

7. Build your own course
   - Block can be combined in multiple ways to create the best solution for the customer
   - The blocks will be divided into "basic blocks" and "additional blocks"

8. Follow-up
   - Starting by thanking the customer for participating
   - Ask the customer to complete a course evaluation
   - A course certification will be sent to all participants
   - "What's the next step?" (Recommend other courses or explaining how to use the new knowledge from the course)

5.3.2 Concept 1: All inclusive

The first of two concepts include all eight concepts parts listed in the previous section. A web team creates a new website and launches it when all parts of the website are completed. Since the concept essentially is a website including all other concept parts it was given the name "All inclusive". The concept is presented in *figure 5.5*.
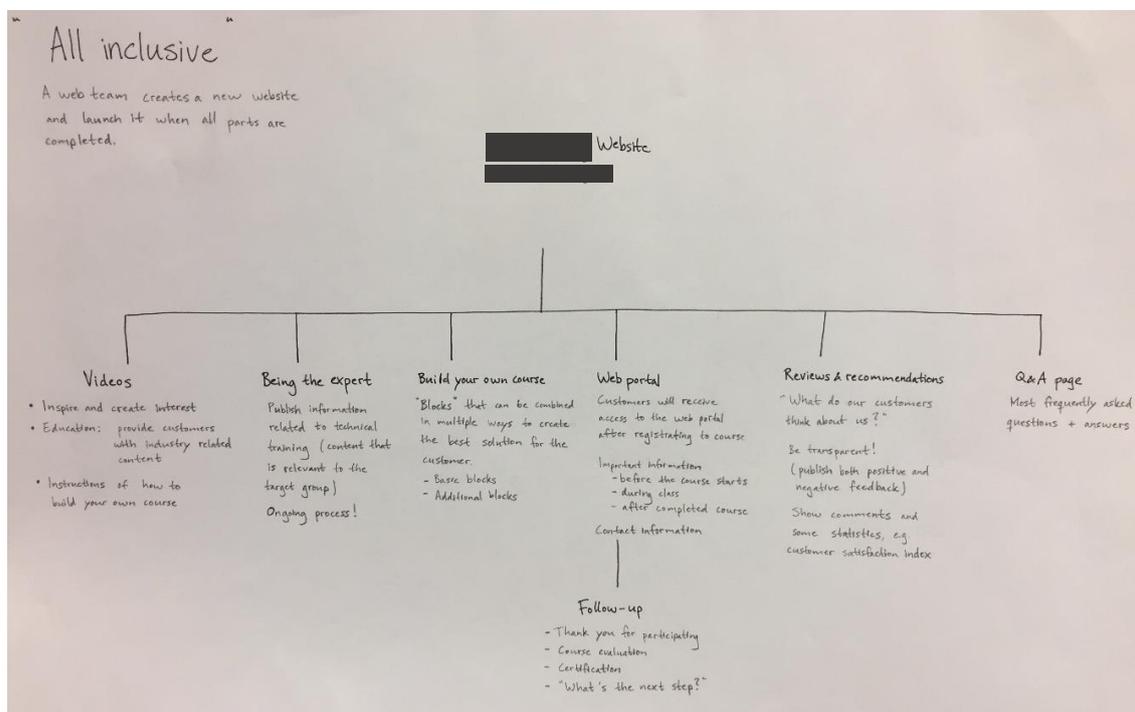
Figure 5.5 The first concept suggestion called "All inclusive" (Nilsson, 2016)

Almost all resources required for this concept is used at once, except for some concept parts that need to be updated continuously over time e.g. "Being the expert". After launching the website, the amount of required resources will decrease. Due to that, this concept could be seen as one big investment.

5.3.3 Concept 2: The train

Similar to the first concept, this concept does also include all eight concept parts listed in section 5.3.1 Concept parts. The major difference compared to the first concept is that each part of this concept will be launched separately. It can be compared with a passing train consisting of multiple wagons where each wagon represents one of the concept parts. *Figure 5.6* presents an overview of the second concept.
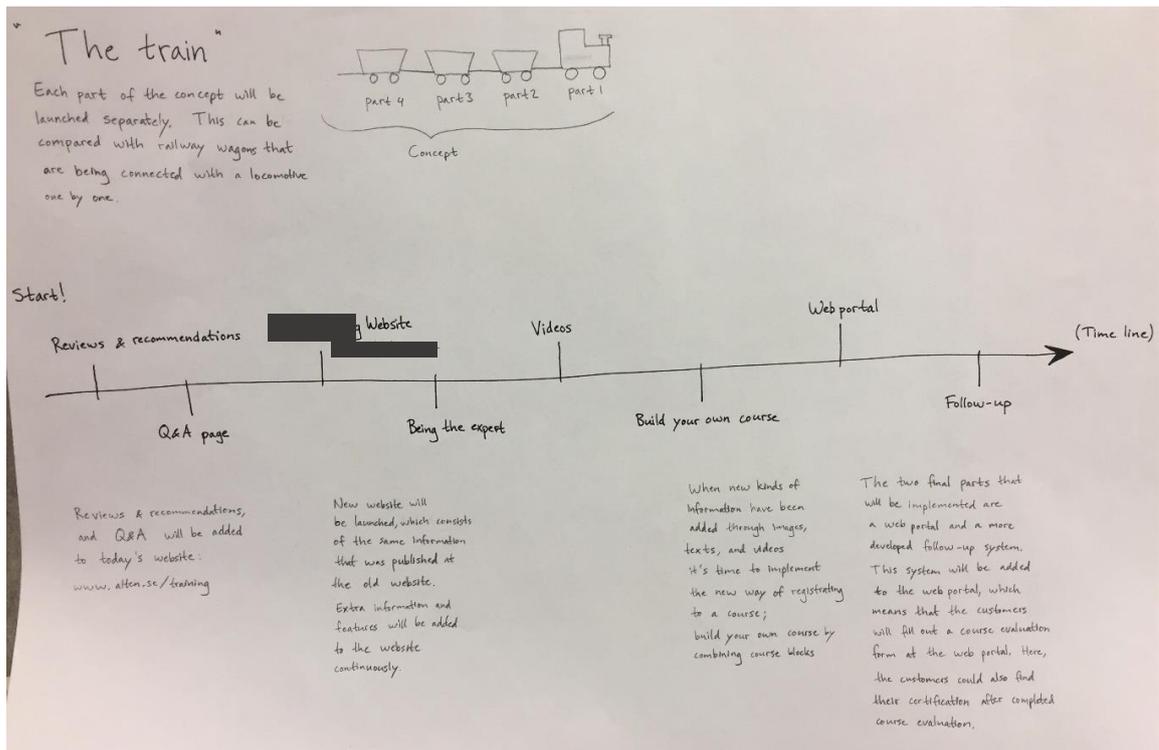
Figure 5.6 The second concept suggestion called "The train" (Nilsson, 2016)

The order of the implementation is determined by how easy it will be to implement the different parts. It all starts with publishing reviews and recommendations on the current website of Konsultbolaget AB. This could be done with a small amount of resources since Konsultbolaget AB already gather reviews through their course evaluations. Another part that also requires a very small amount of resources is the Q & A page since Konsultbolaget AB just needs to compile the most frequently questions asked by the customers and published it online.

The third step of the implementation is the new website of The Training Department. This website consists of the same information that is published on the current website. Additional information and features will be added to the website continuously. The parts that is implemented after this point are all part of the new website. When new kinds of information have been added through images, text, and videos it is time to implement the new way of register to a course; build your own course by combining course blocks.

The two final concept parts are the web portal and a more developed follow-up system. This system will be added to the web portal, which means that customers will fill out the course evaluation form at the web portal. At the portal, customers could also find their course certification after completed course evaluation.

5.4 Final elimination

Two concepts, "The train" and "All inclusive" were presented for Konsultbolaget AB. The final elimination, meaning the decision of what concept to go for, was performed during a consultation with the company. It is important that the concept has the ability to easily being integrated into the existing organization. With that as the determining factor, "The train" was

chosen to be the final concept. For further information about the final concept see next chapter.

During the final elimination process, the implementation order of the selected concept was modified. The concept part "The Training Department website" switched place with "Being the expert". The reason was because it was decided the Konsultbolaget AB needs to focus more on publishing relevant content as soon as possible instead of using resources for developing a new website.

5.5 Final specification of requirements

A conceptual solution to attract more customers

Project Starts August 2016   **Project Ends** December 2016
Customer Konsultbolaget AB   **Provider** Frida Nilsson

Main requirements

N = necessary, D = desirable, The text in *Italic* will explain *how it will be measured*

1. The concept should attract people to apply for technical training. (N)
   Ask Konsultbolaget AB's customers or other people outside the company

2. The concept should eventually contribute to an increase in the conversion rate[7]. (N)
   Compare number of applications before implementation and six months after implementation

Additional requirements

N = necessary, D = desirable, the text in *Italic* will explain *how it will be measured*

1. The content published should convey a message and have a defined purpose (N)
   Determined by Konsultbolaget AB

2. The content published should create an interest (D)
   Ask Konsultbolaget AB's customers or other people outside the company

3. The content published should be relevant to the target group (N)
   Ask Konsultbolaget AB's customers

4. The content published should engage customers (D)
   Compare the customer engagement before and after the implementation

5. The concept should *not* have a negative impact on the SEO[8] (D)
   Compare hits on Google before and after implementation

6. The concept should facilitate the interaction between company and customers (D)
   Compare the number of ways customers and company can interact with each other,

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[7] The rate of the website visitors that do apply for a course
[8] Search Engine Optimization

before and after the use of the new concept

7. The concept should enhance the customer experience (N)
   Ask Konsultbolaget AB's customers

8. The concept should eventually improve the brand equity (D)
   Market research

9. The CTA[9] should be presented in a clear and visible way (N)
   Suggested by the project provider. Comparison between the initial CTA and the new CTA

10. The CTA should be valuable for the target group (D)
    Ask Konsultbolaget AB's customers

11. The silver thread of content should run through the entire concept (D)
    Determined by Konsultbolaget AB

12. The concept should offer the same information in English as in Swedish when implemented (N)
    Switching between the English and the Swedish version and note if the information is equivalent in both languages

5.6 Test: Content format published on social media

A test was performed to evaluate the concept of using videos instead of texts or images at social media. Three posts with different type of formats were published on social media channels used by Konsultbolaget AB. The posts were published on a Wednesday morning, one each week for three weeks. All posts had the same purpose, which was to introduce The Training Department. The first post was a short text. The second one was an image and the last post was a short video. Except the fact that they all had the same purpose, all posts also included the same link to the website of The Training Department. The table below displays the date of publication and the last date of data gathering for each post.

Table 5.1 Parts of the test to evaluate the type of content published on social media (Nilsson, 2016)

Post number	Content	Date of publication	Last date of data gathering
1	Text	2016-10-26	2016-11-31
2	Image	2016-11-02	2016-11-07
3	Video	2016-11-09	2016-11-14

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[9] Call to action

The social media channels that were used in this experiment were Facebook, Instagram, LinkedIn, and Twitter. It was later discovered that the data from Twitter was not accessible for the person responsible for Konsultbolaget AB's marketing channels. Due to limitations in time and resources results from Twitter were therefore never compiled. Furthermore, no result from Twitter is published in this report. In addition, the website link that was published through posts at Instagram was not clickable and therefore no one could transfer to the website from Instagram if not going to the bio section of the Konsultbolaget AB account on Instagram.

The chart below gives an overview of the number of website sessions on the website of Konsultbolaget AB on the different weekdays for each type of content published.
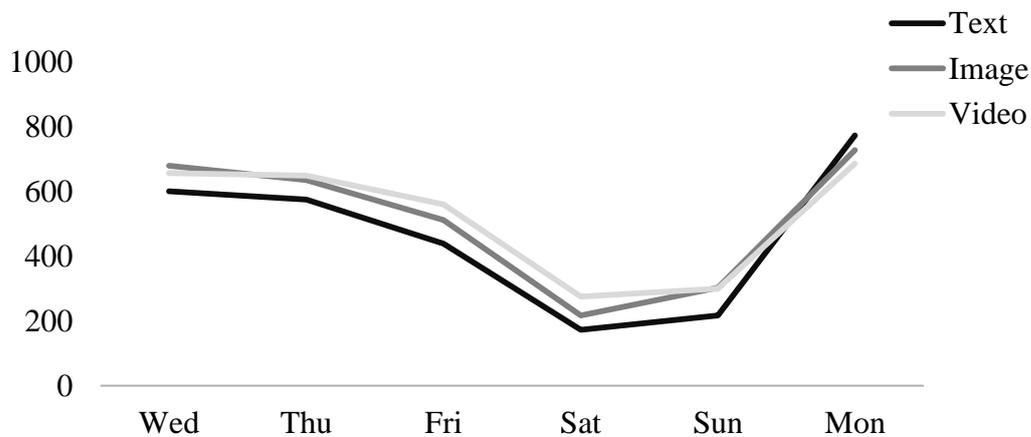
Chart 5.1 Sessions at the webpage "The Training Department", part of the website of Konsultbolaget AB at different weekdays for each type of content format (Nilsson, 2016)

It seems like the number of sessions vary between the weekdays. However, the relation between the days seems to be the same for each content format. Though, noticeable is that the week of the text post the number of sessions was lower than it was the second and third week.

To better understand what social media channel the website visitors of The Training Department webpage comes from, data was collected using Google Analytics. The bar chart *chart 5.2* displays how many website sessions that started at the two sources Facebook and LinkedIn.
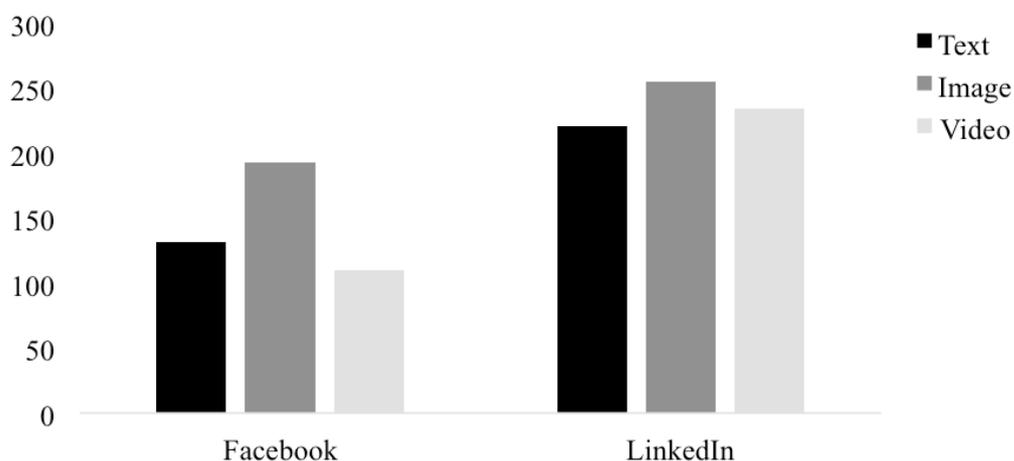
Chart 5.2 Sessions at the webpage "The Training Department", part of the website of Konsultbolaget AB starting at different source sites for each type of content format (Nilsson, 2016)

The two social media channels that most people used as a source to reach the website of The Training Department was Facebook and LinkedIn. Looking at the bar chart above, LinkedIn was the greatest source of website sessions comparing to Facebook. This means that there are more people reaching Konsultbolaget AB's website from LinkedIn than Facebook. However, it is also important to know at what channel most people interact with the content published and what type of content format that engages most people. In order to discover this, data was collected including number of clicks, interactions and the total reach of each post. The table below displays the engagement at different social media channels for each content format. Engagement means number of clicks and interactions (Likes, shares, and comments) divided by the number of people reached.

Table 5.2 Engagement at different social media channels for each content format (Nilsson, 2016)

Post number	Content	Engagement at Facebook	Engagement at LinkedIn	Engagement at Instagram
1	Text	3.14 %	1.01 %	2.40 %
2	Image	2.41 %	0.44 %	3.11 %
3	Video	5.43 %	0.89 %	6.49 %

There are some conclusions that can be drawn from this table. First, these results suggest that it is easier for Konsultbolaget AB to reach many Facebook users when posting images or videos instead of posts that only include text. Second, the results suggest that videos at Instagram engage twice as many users as texts or images. Last, at Facebook and LinkedIn the post only including text engaged a larger percentage of the users than the post including an image. To sum up, videos might lead to more website sessions than texts and images. In general, videos engage more people than other content formats. However, results from Facebook and LinkedIn showed that the image post lead to the highest number of website sessions compared to the other posts.

6. Final concept

The section presents the final concept, the eventual challenges and how to overcome them.

6.1 Description of The Train

As mentioned earlier, this concept can be compared with a train consisting of railway wagons. These wagons represent a part of the concept that will be implemented one at a time.
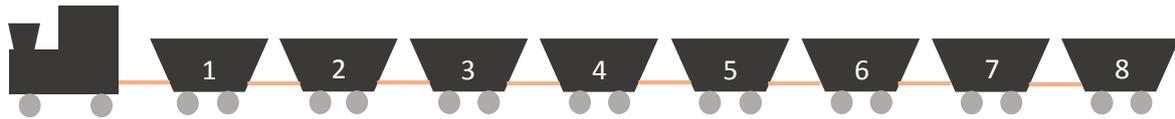
6.1.1 Wagon 1 - Reviews and Recommendations

The first thing Konsultbolaget AB should do to be able to attract more customers is to make customer feedback official. Reviews and recommendations should be published on the website at a new webpage named *"What do our customers say about us?"* Tags that should be used at the page include *review, recommendation,* and *feedback.* All these words are potential search words that a potential customer might use when searching for a technical training provider with good reviews, and therefore they are important to include at the webpage.

The reason why a company should publish reviews and recommendations is because they have a positive impact on purchasing intentions (Park, Lee, & Han, 2007). In other words, reviews is an effective form of word of mouth (Barton, 2006). Moreover, tests show that social proofs are more effective than having the company itself talks about how great its products are (Carpenter, 2013).

If the company gets recommendations from important people within the IT- and mechanical engineering industry these should be published as well. This is very important since, according to the survey results, the one that takes the final decision of applying to a course might be the manager of the participant. The manager is probably more interested in hearing another manager telling about how great a specific course or a specific course provider is, rather than hearing about how the opinions of the participants.

The feedback that will be posted will include all types of feedback, both negative and positive. Excluding negative feedback on the website because it might hurt the company can backfire. The company perceives as more credible if they publish all feedback. However, it is important to along with the potential negative feedback also post information about how the company will use this feedback for further development and future projects. Managing this will potentially improve the image of the company and thereby increase the number of customers.

6.1.2 Wagon 2 - Q & A page

Another webpage that should be a part of the current website is a Q & A page presenting the ten most frequently asked questions together with written answers for all questions. The question form mentioned in section 5.4 Final elimination is replaced by a contact form. When a person presses "send", the question will be forward to the sales representatives at Konsultbolaget AB. The reason for replacing the question form is because that kind of feature could potentially contribute to a decrease in sales. If the customer would be transferred to the wrong person to answer the question that might lead to irritation and disappointment. Unsatisfied customers contribute to a decrease in sales since high quality service and customer experience are very important to get loyal customers.

6.1.3 Wagon 3 - Being the expert

After implementing webpages including customer feedback and a Q & A section, it is time to implement the content marketing concept. As described in section 2.8 Content Marketing, this concept includes four major building blocks:

1. Using owned media channels
2. Content marketing is a continuous work
3. The content should be valuable to the receiver
4. Content marketing should change the behavior of the target group

Owned media includes, among other things, monthly newsletters, corporate websites, corporate blogs, and corporate magazines. Since Konsultbolaget AB is a company within the IT business, a blog or website suits them the most. In addition, Konsultbolaget AB wants to attract more potential customers to their website and make them register to one of their technical training programs. Using a blog would make it easier for the customer to end up on the training website compared to a magazine or a newsletter (paper copy). A newsletter that is sent by email, however, could also be considered a possible way for the reader to transfer to the training website. Yet, since Konsultbolaget AB wants to attract *new* customers it will be difficult to send out a newsletter to reach those people. This leaves the company with two choices. Either use a blog or publish all content directly on the company's website. My recommendation is to start with a blog that is linked to the website. It should be easy to go back and forth between the blog and the website. The reason why the company should not publish the content directly at the currently active website is due to administrative and organizational reasons. Today's training website is controlled by the office in Paris and therefore greater changes on the website means a very long time for implementation, if the changes are approved.

This part of the concept aims to educate potential and already existing customers, and provide them with relevant information. However, this should be done without making the product (technical training) useless or superfluous. The content that is being published should be valuable for the target group and relevant to the technical training industry. The person having the responsibility of determine whether a certain content should be published is the content manager/editor in chief. In this case, it will be the marketing coordinator at Konsultbolaget AB. This means that this person also will be part of the web team, which

manage the work that content marketing involves. To read more about the different roles that content marketing requires got to section 2.8.2 Roles.

Examples of relevant content:
- Information about updates of software such as CATIA and CREO
- Content telling about Konsultbolaget AB's visit at a technical fair
- Updates about the courses that Konsultbolaget AB provides, e.g. present a new course
- Statistics related to the software Konsultbolaget AB is currently using
- Statistics related to the technical training industry in general
- Eventual studies about the importance of technical training
- Studies or theories about the digital world

6.1.4 Wagon 4 - The Training Department website

It is already stated that to attract and convince more people to become customers, a company needs to have a well-functioning website. Konsultbolaget AB therefore needs to create a new website for the training department. The reason why Konsultbolaget AB should create a separate website instead of just upgrading the current website is because the website features are controlled by the marketing department abroad. In addition, if the Swedish web team wants to add a function on the website other Konsultbolaget AB offices around the globe has to add the same function. Since Swedish customers and international customers might have different needs and perceives content differently due to language and culture, it will be very difficult to implement new functions. If The Training Department in Sweden wants to control the training website, they should create their own. This website will be reached through a link on the website of Konsultbolaget AB or by simply go direct to the training website (www.KonsultbolagetABtraining.se)[10].

The training website will include the following parts:
- List of courses with course descriptions
- Reviews and recommendations (same as implemented earlier)
- Q & A (same as implemented earlier)
- Contact information
- Relevant images
- Inspiring videos
- The corporate blog, published as a webpage on the website
- Customer portal
- "About The Training Department" page, including their vision
- Online tool to build your own course (see section 6.1.6 Wagon 6 - Build your own course)

6.1.5 Wagon 5 - Videos

Videos should be linked using YouTube because this facilitates customers finding the video without using the website. Additionally, all videos can be collected and categorized into playlists at the already existing channel "Konsultbolaget AB".

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[10] The web address www.KonsultbolagetABtraining.se is currently (2016-11-02) not an existing website

There are multiple reasons for a company to post content as videos. The main reason is that the use of motion media is increasing rapidly, see section 2.3.2 Trends within digital marketing. The test results in section 5.6 Test: Content format published on social media show that videos in general do engage people more than other content formats.

The list below presents three suggestions of videos that would improve of the customer experience and thereby contribute to a future increase in the number of customers:

Video 1

Purpose	Inspire and attract new customers to The Training Department
Potential	This creates a positive brand image of Konsultbolaget AB. In addition, this type of video is great to share with colleagues and friends. Since word-of-mouth is the most effective marketing tool, this video type has the potential of being an effective marketing tool.
Challenge	Builds expectations that must be met in real life, otherwise this will lead to disappointment amongst customers

Video 2

Purpose	Provide customers with knowledge related to the industry
Potential	This type of video generates a high value to the customers. It also gives the impression of Konsultbolaget AB being the expert (improve brand image) and enhances the SEO.
Challenge	Might introduce the customer to a competitor

Video 3

Purpose	Inform about how to "build your own course"
Potential	This facilitates course registration and explains the new online tool. It also inspires new customers that value flexibility and good customer service.
Challenge	The video should be informative and easy to understand, otherwise it creates confusion and frustration. This could lead to customers either ask sales representatives a lot of questions or simply skip applying to courses at Konsultbolaget AB

6.1.6 Wagon 6 - Build your own course

As mentioned before, the new website will include an online tool to build your own course. Customizing courses is something Konsultbolaget AB currently does over the phone, by email or in person. However, this is not presented clear on the website. This new online tool will assist customers with customizing the courses they are interested in taking.

The customer will create their own course by combining different blocks within a specific category, e.g. *CATIA V5 surfaces*. These customized courses will therefore consist of the same content as the courses Konsultbolaget AB provide today with some editing (adding or removing one or more "blocks"). Before choosing what blocks the course should consist of, the color of the block icons is dark grey with white text, see *figure 6.2*.

BUILD YOUR OWN COURSE

Choose one Basic block and one or more Additional blocks

BASIC A	BASIC B	BASIC C

Additional A	Additional B

Additional C	Additional D
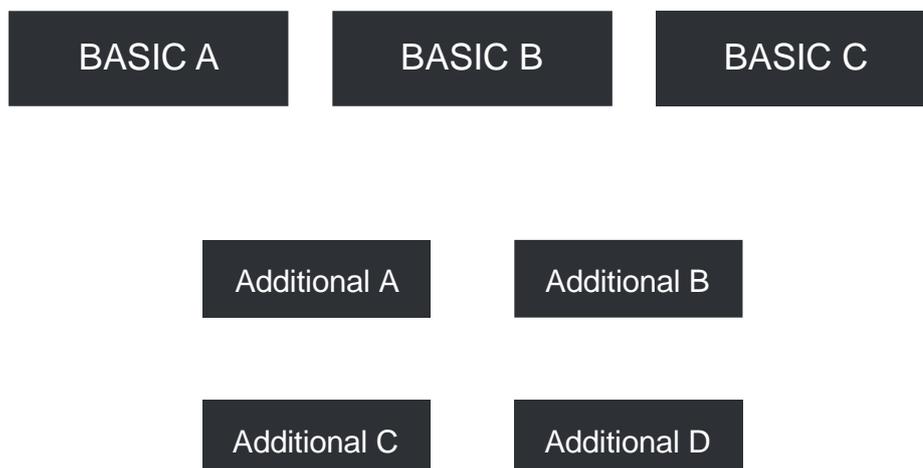
Figure 6.2 Layout example of the concept "Build your own course" before choosing blocks (Nilsson, 2016)

These blocks can be combined in multiple ways to create the best solution for the customer. When clicking on a one of the blocks it changes to a blue color, see *figure 6.3*. All block options are exposed instead of using a dropdown list. The reason for exposing all options is because a study shows that this would increase the conversion rate, see section 2.5 Good user interface.

The teachers will determine how the courses will be divided into blocks.

To avoid that Konsultbolaget AB will receive too many applications of customized courses there will be a limit of a minimum number of participants registered for the course. Hence, the customers will be able to build its own course package if it is aimed for a larger group of people.

BUILD YOUR OWN COURSE

Choose one Basic block and one or more Additional blocks

BASIC A BASIC B BASIC C

Additional A Additional B

Additional C Additional D

Figure 6.3 Layout example of the concept "Build your own course" when choosing blocks (Nilsson, 2016)

6.1.7 Wagon 7 - Web portal

"The Training Department Portal" is a web portal for customers. Once the customer has applied for a course an email will be sent automatically to the registered email address with a temporary password and a link to the portal www.KonsultbolagetABtraining.se. The email address the customer used when first applying will work as a username. Later, the customer can log in and change the username inside the portal.

The purpose with the web portal is to gather all useful information to Konsultbolaget AB's customers at one single online platform. Thus, Konsultbolaget AB will have a better overview of the information they send out and customers only need to look at one place to find all information related to the course in question. The content published at the portal will cover useful information before, during, and after class. Due to that, this concept has a great potential of improving the customer experience.

The list below presents the content/features the web portal will include:
- Information and updates about the course application
- Feedback system
- Course evaluation
- Contact information (teachers and other important people)
- List of completed courses at Konsultbolaget AB
- All relevant information about the upcoming course (location, time, date, number of participants, etc.)
- Possibility for the participants of a course to contact each other
- Certificate after completed course
- Suggestions of continuous courses, "What is the next step?"

6.1.8 Wagon 8 - Follow-up

Companies do value customer feedback and course evaluations are crucial for further development. However, filling out course evaluations might not be something that the course participants value (Villagomez, 2015). Therefore, Konsultbolaget AB needs a follow-up system that is valuable to the customers, not just the company.

Reasons to fill out an evaluation form:
- Mandatory part of the course to receive a certificate
- Part of the course, performed in the classroom
- Incentives
- Discount on another course, e.g. 10% discount for one future participant for each person filling out the evaluation form
- Satisfied with the course and the provider, and therefore want to help the company moving forward or just praise them
- Dissatisfied with the course or/and the company, and therefore want to complain
- The customer wants to help the course provider improve their product or process

Incentives are the best way to make people answering the survey (Weimer, 2016). An example of incentives that would benefit the customer but not requires a lot of resources at Konsultbolaget AB is to give the participant a certification of completed course after filling out the survey. The course evaluation should be part of the course and performed in class. Hence, the evaluation will not be an additional element but an including part of the already existing course.

The new follow-up system will be a part of the web portal mentioned earlier. After completed course, including a course evaluation, the customer will receive a "thank you" letter at the portal. In the letter, Konsultbolaget AB thanks the customer for participating and for contributing to further development by filling out the evaluation form. Konsultbolaget AB will also send a certificate of completed course for the customer to save in digital form or print. The last thing that will be included in the new follow-up system is a recommendation of continuation courses. This is a way for Konsultbolaget AB to make their customers continue to be customers. At the same time, customers also gain from this by not having to search for other courses since they receive recommendations of relevant courses.

7. Sustainability Analysis

Sustainability is an integration of economic, environmental, and social factors. These categories of factors are called *the three pillars of sustainability*. The following sections discuss how the final concept affects the three pillars.

7.1 Economic sustainability

The concept contributes to an increase in effectiveness. Since time is money, the company will be able to save money thanks to the parts of the final concept that contributes to a more effective way of performing tasks. First, the Q & A page relieves the sales personnel from answering the same questions all the time. Instead, customer can easily find the answers to the most frequently asked questions without having to send an email or call Konsultbolaget AB personnel. Another part of the final concept that saves time is the website feature of building your own course. Since customers now can use the website to apply for customized courses, Konsultbolaget AB personnel will have more time to perform other tasks. In addition to these two examples, the concept of the new follow-up system will save time of the administrative personnel at Konsultbolaget AB since the course evaluations are done in class instead of send through email later.

Even though some parts of the final concept will make the company save time, some concept parts will require extra time. Examples of that kind of concept parts are videos and "being the expert" concept. As mentioned before the use of videos as a marketing tool is very effective. However, it usually requires more time than written texts or pictures do. Hence, videos will potentially increase the marketing costs. In the long run, though, videos might increase the number of customers and thereby increase sales.

Content marketing, "being the expert", is also a costly part of the final concept. Reason being that this is a continuing process and always will require a web team spending time creating and publishing relevant content. Although, the fact that the final concept requires a web team may be a cost for the company, it does create new jobs. This contributes to economic sustainability in Sweden since people who currently are unemployed will have the opportunity of new jobs.

7.2 Environmental sustainability

The final concept will not have any effect on the environment other than the additional energy consumption the concept might contribute to due to the potential increase in "clicks" on the website.

7.3 Social sustainability

The final concept contributes to social sustainability in multiple ways. First, as mentioned before this concept will create jobs if Konsultbolaget AB does not assign the responsibilities to already existing employees. If so, the job descriptions need to be modified so that the new responsibilities are included. Either way, creating new jobs or updating existing job descriptions, the final concept will change the job situation for some persons. A job creating

business is a successful business looking from the perspective of the society at large. Even if the concept only might create two or three new job positions, this should be perceived as something very positive. However, it is important to notice that the current employees at Konsultbolaget AB might not like having their job descriptions updated. If Konsultbolaget AB force the employees to perform new tasks that the employees dislike, then this concept could be considered to affect the social sustainability in a negative way.

The final concept engages customers by publishing reviews, having them customize their courses, and using the web portal. Also, the concept educates customers and website visitors by spreading knowledge through content marketing. All this will potentially improve the image of Konsultbolaget AB as a provider of technical training. Hence, this might lead to an increase in people taking courses and develop their knowledge within IT and technology. Education and developing knowledge is improving the social sustainability.

8. Discussion

The following section discusses the fulfillment of requirements and the project success. It also presents the project conclusion and explains what further development that can be done.

8.1 Project process

The project was performed according to plan but with some changes. The time set for the pre-study was not enough. To complete the secondary research, I had to allow more time for that. If I had performed the same project again, I would have planned a little bit differently. The methods used worked well. However, the time for each phase would have been a bit different. For example, I would have spent more time on the secondary research.

The workshop was performed with personnel at Konsultbolaget AB exclusively. An interesting thought is whether the result of the workshop would have been different if customers also had participated. It might have been rewarding to include customers in the workshop group to get their opinions on how to improve the customer experience. However, due to limited resources this was not an alternative.

The test that was performed at the end of the project was performed to evaluate what format of content that Konsultbolaget AB should use when publishing on social media. Though, the question is whether the test is valid and if the result is reliable. The test does to some extent evaluate the different content formats and therefore the test is valid. However, the results might not be totally reliable. First, the posts were published at different weeks and the time of the publication might affect the results. For example, the American presidential election took place the 8th of November and could have affect the engagement on social media since the outcome of the election was shocking and considered controversial. With more people active on social media the chance of people seeing the posts published by Konsultbolaget AB increases. Conversely, more people might ignore everything else but content related to the election and therefore the chance of people engaging in content published by Konsultbolaget AB might decrease. This means that the time for publication of the different posts might skew the results. Thus, the results are not completely reliable. Important to add is that the publication order of the posts also do affect the results. The reason why more people engaged in the first post rather than the video could be explained by the order of publication. Since The Training Department rarely posts any type of content on social media the first post might attract more people just because it is one of the first posts published by Konsultbolaget AB that is related to its technical training. Additionally, the following posts, conveying the same message, would imply less engagement simply because the followers of Konsultbolaget AB on social media already got the message the first time. To make the test results more reliable the test should be performed multiple times during the year and the order of publication should vary.

8.2 Final concept

The final concept differs from the concept "All inclusive", see section 5.3.2 Concept 1: All inclusive, by the way it is implemented. The final concept, see section 6.1 Description of The Train, implies that all parts are implemented one by one. The reason for implementing the

review page and the Q & A page first is because these parts will be implemented easily and with a short amount of time and resources. Though, the question is if this be unnecessary work since these two pages will first be included on the current website and then redone at the new website later. Would it be better to wait for the new website? It might seem like you are doing the same work twice. However, the second time does not require as much resources as the first time it is implemented. Additionally, Konsultbolaget AB needs to change to attract more customers. This is a simple and effective way of improving the customer experience and therefore contributes to an increase in the number of people applying for courses.

About the Q & A page, the questions should not involve the product itself. They should rather concern the application process, payment methods and suchlike. If Konsultbolaget AB rely on customers looking up answers to all their questions at the Q & A page it might cost the company potential customers. This is because sales representatives can turn a person asking questions into a customer by a good sales technique. This, however, is something that the Q & A page is lacking. Therefore, the Q & A page should be a complement and not a supplement for today's sales calls.

The corporate blog is probably the greatest challenge to manage but has the potential of, in the long term, be the most important factor influencing whether people do apply to the training programs at Konsultbolaget AB or not. Having a blog also makes the company perceives as modern instead of traditionally stick to just having a corporate website.

The greatest challenge with publishing videos is to decide who is responsible for the recording and editing of the videos. Also, the company should consider who will be part of the videos. What happens if someone that is part of one or more videos leaves the company?

Build your own course saves time, looking from the perspective of Konsultbolaget AB personnel. Though, will this be as effective as when a sales representative speaks to the customer directly? If not, why should Konsultbolaget AB use this feature? This concept part needs further investigation. To test this, Konsultbolaget AB could let a focus group try the new feature and evaluate it. The focus group should include, among others, teachers at Konsultbolaget AB and customers of Konsultbolaget AB or people who could be potential customers.

A web portal is currently a tool of many universities in Sweden and is a great way to gather all relevant information in one place. Since Konsultbolaget AB is a course provider just like a university, I believe this concept will work at The Training Department as well.

Concerning the follow-up system, customers could be finding course evaluations during class annoying. The teacher needs to explain the value there is for the customers to fill out the evaluation form at that time. Suggestion of what the teacher could say is that "to save you time in the future we will now finish off by complete an online course evaluation". By giving the customer a reason to complete the survey that is valuable to them, the probability that they are getting upset or annoyed will decrease significantly.

8.3 Fulfillment of requirements

The final specification of requirements, see section 5.5 Final specification of requirements, was used as a checklist to measure the success of the final concept. The main requirements are not fulfilled by the time this report is written. Reason being that the final concept first needs to be implemented to analyze whether the concept attracts more customers or not, and if it eventually contributes to an increase in the conversion rate. When the final concept is implemented, the company should give it at least six months before they could expect to see some results (Arhammar and Staunstrup, 2016).

When it comes to the additional requirements some of them was considered necessary while some of them was considered desirable. Among the necessary requirements, one expressed the importance of offering the same information in English as in Swedish. The final concept will fulfill this requirement by the new website that uses a translation tool when switching between the Swedish and the English version of the site. Other requirements are about the content published. The content should convey a message, have a defined purpose and be relevant to the target group. These requirements will be fulfilled by parts of the final concept. The Q & A page will have a purpose of informing the potential customer and the official reviews will send a message of what other customers think about Konsultbolaget AB and the courses the company provides. Also, it is essential that the corporate blog fulfill these requirements since providing relevant content is what corporate blogs and content marketing are all about. Another part of the final concept that will contribute to fulfilling the requirement of publishing content relevant to the target group is the web portal. It will function as a storeroom of all relevant information before, during and after class.

Enhance the customer experience was another additional requirement that was considered necessary. I claim that all the parts of the final concept are contributing to fulfill this requirement. This could eventually improve the brand equity and is therefore the reason why the final concept has a good chance of increase the number of customers.

In addition to all necessary requirements, there are almost as many desirable requirements. These are not considered as important to fulfill as the necessary ones. However, many of these will be fulfilled by the final concept. The needs of publishing content that will create an interest and engage customers will be satisfied in numerous ways. First, a video usually creates greater interest than texts or pictures. The results from the test mentioned in section 5.6 Test: Content format published on social media show that videos do seem to be more engaging than other formats. Second, the concept of performing course evaluations in class will make sure more participants engage in that process. Third, the corporate blog and the use of content marketing will both create an interest and engage customers. This is the essence of content marketing. Fourth, publishing reviews and recommendations allow potential customers to engage in other people's opinions. Last, the concept of building your own course very much engage customers.

Another desirable requirement is to facilitate the interaction between company and customers. The web portal is fulfilling this requirement by enhance the communication between the two parties. Furthermore, there are three desirable requirements that could be fulfilled when the implementation is done. These are "the concept should *not* have a negative

impact on the SEO", "the CTA should be valuable for the target group", and "the silver thread of content should run through the entire concept".

8.4 Conclusion

The final concept consists of eight parts that are implemented one by one. The main requirements "attract more customers" and "contribute to an increase in the conversion rate" can not be fulfilled until the concept is implemented. Not until at least six months after the final implementation, results can be analyzed. However, even though all requirements are not yet fulfilled the final concept is still seen as successful. The reason is because according to the data collected during the pre-study, the final concept has the potential of attracting more potential customers and make them want to apply for a course provided by Konsultbolaget AB.

8.5 Project success

Section 1.5 Clarification of the issue presents questions that were being addressed during the project. To measure the success of the project this list of questions was used as a checklist to see if the questions were answered. The questions and answers are presented below.

What core factors influence O2O commerce in general?
Main factors concern the customer experience and their perception of the company. Also, the relationship between the company and its customer is very important. In addition, questions related to the content published at different marketing channels are crucial. What content should be published? Which channel and what format should be used? How often should we distribute content and to whom? The one thing that should determine the answer to all these questions is the target group. This is part of the marketing approach called content marketing, which was explained in earlier sections of the report. A more complete list of factors that have an influence on O2O commerce, are presented in section 4.6 Core factors influencing O2O commerce of technical training.

What core factors influence O2O commerce within technical training?
According to literature, it seems to be the same type of factors influencing O2O commerce no matter what business the company is in. However, there is one thing that is extra important when it comes to the business of technical training, and that is *content marketing*. The reason is that within technical training it is important to be perceived as an expert and that is what content marketing is all about.

How do companies handle their O2O commerce today?
The competitors analyzed handle their O2O commerce a little bit differently. The main differences were found within social media. For example, Dassault Systèmes is using many social media platforms while Gesab 2 Link Education is only using a website to communicate with their customers. More information about the competitors of Konsultbolaget AB is published in section 4.5 Competitors.

Who is the target group?
Age: 25-50+
Occupation: engineers or managers within the technology and IT industries
Want to develop within: CAD-modeling
Language: Swedish (majority) and English

What is customers' perception of today's way of applying online to a technical training course?
Customers of Konsultbolaget AB think that the application process is quite easy and hands on. However, on the current website of Konsultbolaget AB there are many courses that can not be found. This is confusing for the customers and might prevent potential customers from becoming customers.

How do you attract more customers through O2O commerce?
By acknowledge the core factors influencing O2O commerce. Content marketing is a great example since it attracts people that might not have been thinking about technical training before. It also creates a high value to customers.

How does a company make technical training courses more attractive?
First, the company must present all their courses in a visible and clear way. Then, the company should use content marketing to create an interest within the subject they provide courses in. Last, customers should perceive a value.

Is today's product clear for O2O commerce? If not, how could the product be clearer and better defined?
The product, technical training programs, is a great product. However, today it is not shown in a clear way on the website. Neither does the company use any type of marketing. After completing the project, there is no wonder the potential customers do not find Konsultbolaget AB.

8.5.1 Conclusion
After finishing the project, it is most important to analyze the result and measure the success. During the project, all the listed questions in section 1.5 Clarification of the issue have been answered. In addition, section 8.3 Fulfillment of requirements clarifies that the final concept has the potential of fulfilling all the stated requirements of the concept and therefore is considered a successful project result.

The objective of the project was to develop a concept that potentially would result in a measurable growth in sales. As mentioned above, this objective is reached. The project was planned to end in December 2016. Since the project presentation at Konsultbolaget AB will take place the 15th of December, this goal will also be fulfilled. This means that the project is done within the given time frame and the objective is reached. Therefore, the project is considered a successful project.

8.6 Further development

Even if the project is successful there are multiple things that needs further development. As mentioned in section 5.6 Test: Content format published on social media, the test needs some improvement to make the results more reliable. This is something I recommend Konsultbolaget AB to do to further investigate what content format that engage potential customers the most.

Another natural continuation of the project would be to perform a cost estimation of the final concept to analyze whether it is worth implementing or not. If it seems profitable the next step would be implementation following the sequence suggested in section 6.1 Description of The Train. It is important that Konsultbolaget AB integrate this concept with the rest of the organization.

To further develop each part of the final concept I recommend that Konsultbolaget AB use the help of a focus group. The company could also perform different surveys and user tests to gather information about e.g. what website layout is appealing to the potential customers and content that would be considered valuable to these people.

Six months after the concept is implemented the results needs to be analyzed to determine if the concept has contributed to an increase in the number of customers. After the analysis is completed, changes will be made if needed. To make sure Konsultbolaget AB always attract potential customers and is perceived as an expert within technical training, results should be analyzed continuously.

The final recommendation to Konsultbolaget AB is to update some of the job descriptions and/or create new job positions to make sure the new responsibilities and tasks are being managed.

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Appendices

Appendix 1 - Email conversation with Joakim Arhammar

Appendix 2 - Time schedule presented as a Gantt chart

Appendix 3 - Interview with the first business manager at The Training Department

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Appendix 5 - Survey in Swedish

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Appendix 1 - Email conversation with Joakim Arhammar

To: Frida Nilsson
From: Joakim Arhammar
Date: 2016-10-01
Subject: examensarbete, frågor kring content marketing

"Hej!
Ja, det går alldeles utmärkt att använda content marketing inom försäljning av tekniska utbildningar (och vilka andra utbildningar som helst).Jag skulle säga att content marketing lämpar sig extra bra vid försäljning av just utbildningar eftersom en stor del av content marketing handlar om att etablera sig som expert inom ett område, varpå kunden då kommer till dig och köper dina produkter eller tjänster. Om du som expert inom ett område och den som levererar det bästa innehållet säljer en utbildning så är valet av dig som utbildningsleverantör väldigt naturligt. Balansen är bara att inte ge ifrån för mycket information och innehåll så att själva utbildningen blir överflödig.

Det var nog svar på båda frågorna tror jag, annars får du säga till :)

Trevlig helg!
/Jocke"

To: Joakim Arhammar
From: Frida Nilsson
Date: 2016-09-28
Subject: examensarbete, frågor kring content marketing

"Hej Joakim,
Mitt namn är Frida Nilsson. Jag läser till designingenjör vid Chalmers Tekniska Högskola och gör ett examensarbete med syfte att undersöka faktorerna som påverkar beslut om att anmäla sig till tekniska utbildningar, t.ex CAD-kurser. Jag ramlade över hemsidan till er bok om Content Marketing och blev väldigt intresserad av ämnet. Jag har några frågor kopplade till mitt examensarbete som jag skulle bli så otroligt tacksam om du kunde svara på.
Skulle du påstå att man kan använda content marketing även inom försäljning av tekniska utbildningar?
Hur skulle du säga att marknadsföring för utbildningar skiljer sig från marknadsföring av en fysisk produkt?

Tack på förhand!

Bästa hälsningar
Frida Nilsson"

Appendix 2 - Gantt chart

Planned time schedule presented as a Gantt chart

Gantt Chart

Activity Number	Activity	Duration (Days)	Week of the project
	Planning		
1	Define purpose and objective		
2	Create a communication plan with the stakeholders		
3	Write the description of the project		
4	Register the project		
5	Write a planning report		
	Pre-study		
6	Elaboration with today's e-commerce site		
7	Interview personnel at Konsultbolaget AB		
8	Interveiw customers		
9	Internet/literature research		
	Analyze pre-study		
10	Create a functional analysis		
11	Compile a specification of requirements		
	Generation of ideas		
12	Brainstorming		
13	Additional idea generation methods		
	Concept generation and evaluation		
14	Develop concepts		
15	Elimination matrix		
16	Discuss concepts with Konsultbolaget AB		
17	Final specification of requirements		
18	Develop final concept		
19	Evaluate final concept		
	Implementation and conclusions		
20	Produce final concept with help from the company		
21	Implement final concept		
22	Draw conclusions		
	Presentation and Report		
23	Write report		
24	Develop presentation material		
25	Rehearse presentation		
26	Report approved		
27	Oppose		
28	Presentation		

Week of the project: 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16

Appendix 3 - Interview with the first business manager at The Training Department

The interview was held at the Konsultbolaget AB office in Gothenburg 2016-09-07.

1. How many employees are they at the Training department?
   - Two. Both are business managers.

2. What course is the most popular one?
   - Catia V5 fundamentals for experienced CAD-users

3. If you would estimate the share direct sales compared to indirect sales of the technical training courses, what would the share be?
   - That's very hard to estimate. What we usually do is that we first contact the customer and focus on direct sales to build a relationship with the new customer. Later the participants of the training courses can apply themselves online.

4. When being in contact with the customers, do you refer to the website? Why/why not?
   - Only when it's a small number of participants, like one or two persons. The reason for not refer to the website is because at

5. In what languages do Konsultbolaget AB provide their training courses?
   - Swedish and English. In other countries Konsultbolaget AB provide courses in the local language, e.g. French in Paris, France.

6. What is the most common language for training courses in Sweden?
   - Swedish. However, the course material is always in English

7. How do you experience today's website of Konsultbolaget AB?
   - It has a lot of potential of improvement.

8. How do you experience the The Training Department webpage of the website of Konsultbolaget AB?
   - It has potential of improvement and that is a *challenge*! Today, this webpage isn't prioritized because by Konsultbolaget AB since it is a consulting company.

9. If you could make changes of the website, what would you do? Motivate!
   - Detailed descriptions of the courses. Reason being why these are not written and posted on the website is because Konsultbolaget AB don't want to spend money on having teachers (experienced consultants) taking time for writing and updating those.
   Mark courses by level of difficulty
   More clear categorizing of courses

10. How do Konsultbolaget AB you other type of marketing channels (Facebook, Instagram and LinkedIn)?
    - Facebook and LinkedIn is updated sporadically. I'm in charge of the account on Instagram. We use that channel to show the world how much fun we have with each other at The Training Department. It's like a way to show "behind the scene" material with Konsultbolaget AB employees as the target group.

11. At the website *utbildning.se,* there are different course categories compared to what Konsultbolaget AB use at their own website. Why is that?
    - Courses published at our own website are categorized in different industry sectors, while utbildning.se uses their own categories. At the webpage of The Training Department, we do publish courses continuously based on customers' needs.

12. Is there an English translation of the Swedish course categories shown at the website?
    - All the categories have been translated and are being used, if needed, when billing the customer. However, these are not yet published at the website.

13. What is your perception of utbildning.se?
    - A very good investment! Many customers find our training courses through that site and use it for application. The only thing is that utbildning.se only allow us to show a maximum of 30 training courses at one time. If we want to put up a new course, we have to remove another one.

14. When it comes to functions and ease of use, do you prefer utbildning.se or Konsultbolaget AB's website? Motivate!
    - Utbildning.se. The reasons being that the website of Konsultbolaget AB is less structured and tidy even though I think the website of Konsultbolaget AB has a more appealing layout.

15. According to you, what are the main weaknesses of Konsultbolaget AB's e-commerce?
    - Messy! There is no clear thread running through the categories of courses.

16. Describe your dream image of the e-commerce at Konsultbolaget AB?
    - Nice course catalog!
      An app (including course catalog and application form).
      Mark courses with "basic", "intermediate", and "advanced" to show the level of difficulty and what course is building on what other course.
      I want Training to become known by customers and Konsultbolaget AB employees

Appendix 4 - Interview with the second business manager at The Training Department

The interview was performed through email 2016-09-08.

1. For how long time has The Training Department existed as a department of Konsultbolaget AB?
   - The Training Department has existed in different constellations since the beginning of the 1990's. In 2006, it was officially a business area starting off with Scania wanting help with courses in Catia and Enovia.

2. When being in contact with the customers, do you refer to the website? Why/why not?
   - I try to refer to the website, but usually only by sending an email to the customer and attach a link to a course we have been discussing over the phone for the customer to read more about the course and apply online (if the application is not handled over the phone). Due to Training not existing as a tab at the top of the website, it is quite difficult to explain the search way. So, for that reason I usually refrain.

3. How do you experience today's website of Konsultbolaget AB?
   - I think the website of Konsultbolaget AB is an OK website when it comes to present Konsultbolaget AB as a consulting firm. In addition, it is quite easy to find the page for available jobs. However, I think that maybe you should highlight "upcoming events" to stress when visitors actually can get in touch with us physically. When looking at the website of Konsultbolaget AB with the "Training goggles", I think it is pretty bad. You have to scroll down to even see that we have something called The Training Department, or go to "what we do". I think we could do with a little clearer positioning on the website.

4. How do you experience the The Training Department webpage?
   - Right now the Training page is pretty non-functional. At the homepage you should be able to see all the courses that have upcoming dates, but it does not. For some areas such as processes and architecture for example, we have courses with upcoming dates published, but they are not visible. In addition, I feel that it is quite logical and not too cluttered. Possibly it would be good with a contact box or something like that on the first page for those who just have a general question.

5. If you could make changes of the website, what would you do? Motivate!
   - See question number 3 and 4

6. What is your perception of utbildning.se?
   - I think utbildning.se is a pretty good service. It seems like many are turning to them with education issues. Worth knowing, when Konsultbolaget AB rebuilt its website training was given lower priority, which mean that we took a decision to redirect our visitors to utbildning.se to pick up our potential customers. I think this may have led to us losing traffic directly to us, even in hindsight. Furthermore, one can think about whether we should spend money on market ourselves better at

utbildning.se or whether we should focus our effort on our own website, as well as our own marketing instead.

7. When it comes to functions and ease of use, do you prefer utbildning.se or Konsultbolaget AB's website? Motivate!
    - That is a difficult question for me to answer since I am an experienced user of our own website. You will probably get a better answer from an independent person

8. According to you, what are the main weaknesses of Konsultbolaget AB's e-commerce?
    - It is difficult to get there. I can not see that we will be at the top of Google for instance. When you are at our regular website, it is pretty difficult to find to Training. Once at the Training page, I think we could take better care of our users, maybe use some different offers, maybe you should be able to read about our office / locations / teachers / awards, we could have some more photos - all to keep a visitor there as long as possible. Furthermore, it should be so incredibly simple and obvious to book a course, you should almost be guided to the "application button" just by visiting the page, I do not see that today. You do not know right away if you are booked, how many seats are left, or whether it will be a course or not.

9. Describe your dream image of the e-commerce at Konsultbolaget AB?
    - The visitors should feel certain, be well treated, and feel inspired. You should perceive Konsultbolaget AB as a modern company that puts its customers first. You as a user should feel that you get all the information you need to, by a simple click, apply to a course. You should feel that Konsultbolaget AB is a very competent course provider and you should feel that you will get the most out of your money. You should also, by a simple googling find directly to us and to the education you are searching for.

Appendix 5 - Survey in Swedish

🇸🇪 Swedish ▼

Examensarbete: Kursanmälan till tekniska utbildningar

Som chalmersstudent och blivande designingenjör skriver jag ett examensarbete som handlar om kursanmälan och försäljning av tekniska utbildningar. Detta gör jag i samarbete med ___, konsultbolag och leverantör av tekniska utbildningar.

Tack för att du bidrar till mitt examensarbete!

Kön

○ Kvinna
○ Man
○ Vill inte uppge

Ålder

○ under 25 år
○ 25-30 år
○ 31-40 år
○ 41-50 år
○ 50+

Jag deltog i kursen som...

○ Företagskund
○ Privatperson
○ Annat

Vem tog initiativet till kursanmälan?

○ Jag själv
○ Närmsta chef
○ Säljare på ▮▮▮
○ Annat

Hur anmäldes ditt intresse för kursen?

○ ▮▮▮ hemsida
○ Utbildning.se
○ Personlig kontakt av säljare
○ Annat

Vem tog beslutet om anmälan till kursen hos ▮▮▮?

○ Jag själv

○ Närmsta chef
○ Annat

Vad var viktigast vid beslutet om anmälan till kursen?

Rangordna faktorerna (1, 2, 3...) där 6 är viktigast

	1	2	3	4	5	6
Pris	○	●	○	○	○	○
Kursinnehåll	○	●	○	○	○	○
Att det var ▮▮▮ som höll i kursen	○	●	○	○	○	○
Kursort	○	●	○	○	○	○
Kursdatum	○	●	○	○	○	○
Annat	○	●	○	○	○	○

om "Annat", specificera gärna!

Vad är ditt helhetsintryck av anmälningsprocessen av kurser?

Vad är dina förslag på förbättringar av anmälningsprocessen?

Hur länge har du känt till ▮▮▮▮▮▮?

○ mindre än 1 år
○ 1-3 år
○ 4-6 år
○ 7-9 år
○ 10 år eller mer

Hur hörde du först talas om ▮▮▮?

○ Kollega
○ Chef
○ Säljare på ▮▮▮
○ Vän/familj

○ Utbildning.se
○ Sociala medier
○ Annat

Om "Sociala medier", specificera gärna!

[   ]

Vad är din uppfattning om ▓▓▓▓ som utbildningsbolag?

[   ]

Hur länge har du känt till att ▓▓▓▓▓▓▓▓▓ säljer tekniska utbildningar?

○ mindre än 1 år
○ 1-3 år
○ 4-6 år
○ 7-9 år
○ 10 år eller mer

Hur hörde du först talas om ▓▓▓▓ utbildningar?

○ Kollega
○ Chef
○ Säljare på ▓▓▓
○ Vän/familj
○ Utbildning.se
○ Sociala medier
○ Annat

Om "Sociala medier", specificera gärna!

[   ]

Vad anser du om kursbeskrivningarna som är publicerade på nätet?
Kryssa gärna i flera svarsalternativ!

☐ Tydliga   ☐ Otydliga
☐ Intresseväckande   ☐ Inte intresseväckande
☐ Lättöverskådliga   ☐ Röriga
☐ Annat*

*om "Annat", specificera gärna!

Vad är dina förbättringsförslag gällande kursbeskrivningarna?

Är du intresserad av att gå en påbyggnadskurs?

○ Ja
○ Nej

Om "Ja", vilken grundkurs läste du?

Framgår det tydligt på hemsidan vilken kurs som är lämplig som påbyggnadskurs?

○ Ja
○ Nej

Skulle du kunna tänka dig att ställa upp på en intervju?

Du hjälper mig att få en inblick i din uppfattningen av dagens hemsidan och anmälningsprocess

○ Ja självklart!
○ Ja, över telefon/lync
○ Kanske
○ Nej

Mina kontaktuppgifter är... (för att boka in intervju)

Ange telefon och/eller email

❌ Avbryt   ✅ Slutför

Appendix 6 - Survey in English

English ▼
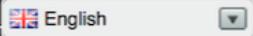
Degree Project: Course application for technical training courses

As chalmers student and future design engineer I am writing a thesis dealing with course registration and sale of technical training. I do this in collaboration with consulting company and provider of technical training. Thank you for contributing to my degree project!

Sex

○ Woman
○ Man
○ Do not want to disclose

Age

○ under 25 years
○ 25-30 years
○ 31-40 years
○ 41-50 years
○ 50 +

I attended the course as ...

○ Business customer
○ Private person
○ Other

Who took the initiative for the course registration?

○ Me
○ The nearest Manager
○ Sales representative at
○ Other

How was your application of interest registered for this course?

○   website
○ Utbildning.se
○ Personal contact by a sales representative
○ Other

Who took the decision of register you for the course at   ?

○ Me

○ The nearest Manager
○ Other

What was the most important factor when register to the course?
Rank factors (1, 2, 3 ...), where 6 is most important

	1	2	3	4	5	6
Price	○	◉	○	○	○	○
Course content	○	◉	○	○	○	○
It was ▉▉▉ who held the course	○	◉	○	○	○	○
Course location	○	◉	○	○	○	○
Course date	○	◉	○	○	○	○
Other	○	◉	○	○	○	○

If "other", Please Specify!

What is your overall impression of the registration process of the courses at ▉▉▉?

What are your suggestions for improvement of the registration process?

How long have you known ▉▉▉▉▉▉▉?

○ less than 1 year
○ 1-3 years
○ 4-6 years
○ 7-9 years
○ 10 years or more

How did you first hear about ▉▉▉?

○ Colleague
○ Manager
○ Sales representative at ▉▉▉

○ Friend/family
○ Utbildning.se
○ Social media
○ Other

If "social media", please specify!

[text box]

What is your opinion on ▮▮▮ as a technical training provider?

[text box]

How long have you known that ▮▮▮▮▮▮ provides technical training?

○ less than 1 year
○ 1-3 years
○ 4-6 years
○ 7-9 years
○ 10 years or more

How did you first hear about ▮▮▮'s technical training?

○ Colleague
○ Manager
○ Sales representative at ▮▮▮
○ Friend/family
○ Utbildning.se
○ Social media
○ Other

If "social media", please specify.

[text box]

What do you think of the course descriptions that are published on the Web?

Please tick multiple response options!

☐ Clear   ☐ Unclear
☐ Compelling   ☐ Not interesting
☐ Easy to grasp ☐ Messy

☐ Other *

* If "other", please specify.

What are your suggestions regarding course descriptions?

Are you interested in attending a continuation course?

○ Yes
○ No

If "Yes", what course did you read?

Is it clear on the website which course is suitable as continuation course?

○ Yes
○ No

Would you be willing to participate in an interview?
You will help me to get an insight into your perception of today's website and registration process

○ Yes of course!
○ Yes, over phone/Lync
○ Maybe
○ No

My contact information is ... (to schedule interview)
Enter phone and/or email

Appendix 7 - Survey answers

Eighteen responders answered the survey. This appendix presents the results of the online survey, in Swedish.

Kön

Vill inte uppge, 0

Kvinna, 1

- Kvinna
- Man
- Vill inte uppge

Man, 17

Ålder

- under 25 år
- 25-30 år
- 31-40 år
- 41-50 år
- 50+

Jag deltog i kursen som...

Privatperson, 2   Annat, 0

Företagskund, 16

- Företagskund
- Privatperson
- Annat

Vem tog initiativet till kursanmälan?

Säljare på ████, 0   Annat, 0

Närmsta chef, 7

Jag själv, 11

- Jag själv
- Närmsta chef
- Säljare på ████
- Annat

Hur anmäldes ditt intresse för kursen?

Annat, 3

hemsida, 8

Personlig kontakt av säljare, 7

Utbildning.se, 0

- ████ hemsida
- Utbildning.se
- Personlig kontakt av säljare
- Annat

Vem tog beslutet om anmälan till kursen hos ▮▮▮▮n?

Annat, 1

Jag själv, 8

Närmsta chef, 9

- Jag själv
- Närmsta chef
- Annat

Vad var viktigast vid beslutet om anmälan till kursen?

Pris | Kursinnehåll | Att det var ▮▮▮som | Kursort | Kursdatum | Annat

- "6"
- "5"
- "4"
- "3"
- "2"
- "1"

om "Annat", specificera gärna!	Antal
Att kursen blev av. Många liknande kuser hos konkurrenter blir inställda pga. för få anmälda. Jag fick vänta fyra månader innan jag kunde gå kursen jag ville. Tack och lov gick den nu hos Konsultbolaget AB.	1
Totalt	**1**

Vad är ditt helhetsintryck av anmälningsprocessen av kurser?	Antal
Fungerade bra.	1
kursen blev förskjuten och är inte genomfört än. trist eftersom datum var ett skäl att välja Konsultbolaget AB.	1
Det var inte jag som hade kontakten!	1
Fungerade bra när min anmälan väl kom in.	1
Inte jag som hanterade den delen, beklagar.	1
Det fungerade bra	1
Snabbt beslut och enkelt att boka kursen.	1
bra	1
Vet ej, sektionens assistent skötte anmälan.	1
Min kurs är skräddarsydd efter våra företagsspecifika behov och kursanmälan föregicks av ett möte där vi diskuterade och fastställde innehållet. Denna dialog fungerade väldigt bra.	1
I mitt fall är detta en skräddarsydd kurs baserad på vårt företags specifika behov. Anmälan föregicks av ett möte där vi diskuterade och fastställde kursinnehållet. Detta fungerade väldigt bra!	1
Bra. Min kontaktperson horde självmant av sig till mig och frågade om jag ville gå kursen, för nu skulle den äntligen bli av.	1
Normal	1
Vet ej, blev anmäld av chef.	1
I didn't registrate; my managers secretary did.	1
enkelt	1
Totalt	**16**

Vad är dina förslag på förbättringar av anmälningsprocessen?	Antal
Inte beroende av anmälarens mailkonfiguration, fick maila manuellt då jag inte kunde anmäla mig via hemsidan.	1
Allting sköttes genom att jag skickade ett mail till min chef som skötte all kontakt med Konsultbolaget AB så för min del kunde det inte vara smidigare	1
Kommer inte på något nu skrivande stund.	1
-	1
I don't know.	1
Totalt	**5**

Hur länge har du känt till ████████?

10 år eller mer, 3

7-9 år, 1

4-6 år, 2

mindre än 1 år, 7

1-3 år, 5

- mindre än 1 år
- 1-3 år
- 4-6 år
- 7-9 år
- 10 år eller mer

Hur hörde du först talas om ████?

Annat, 2

Sociala medier, 3

Utbildning.se, 0

Säljare på ████ 0

Vän/familj, 0

Chef, 4

Kollega, 9

- Kollega
- Chef
- Säljare på ████
- Vän/familj
- Utbildning.se
- Sociala medier
- Annat
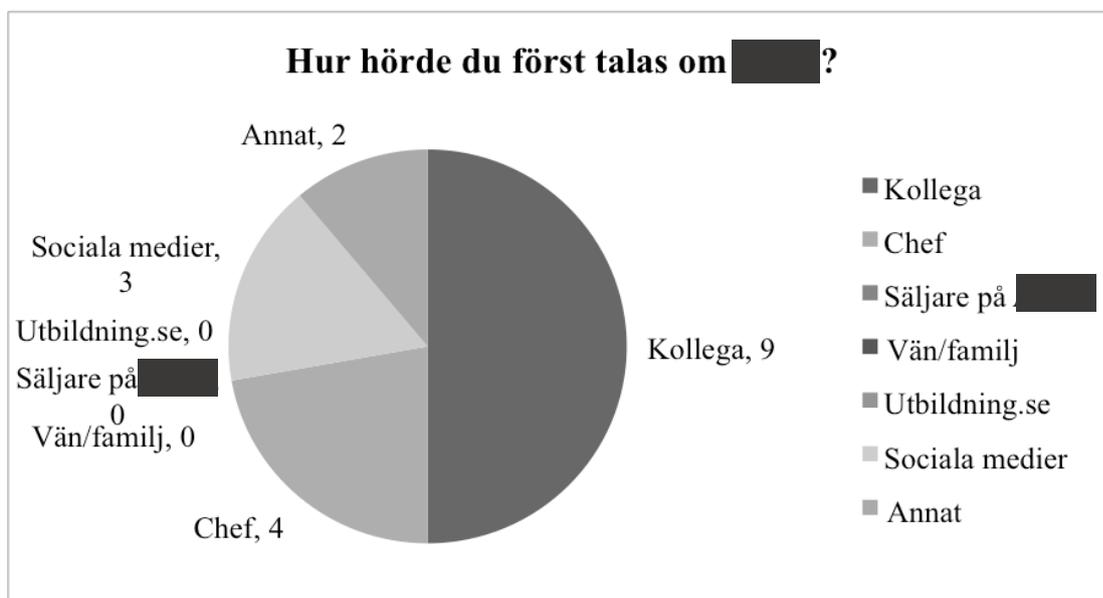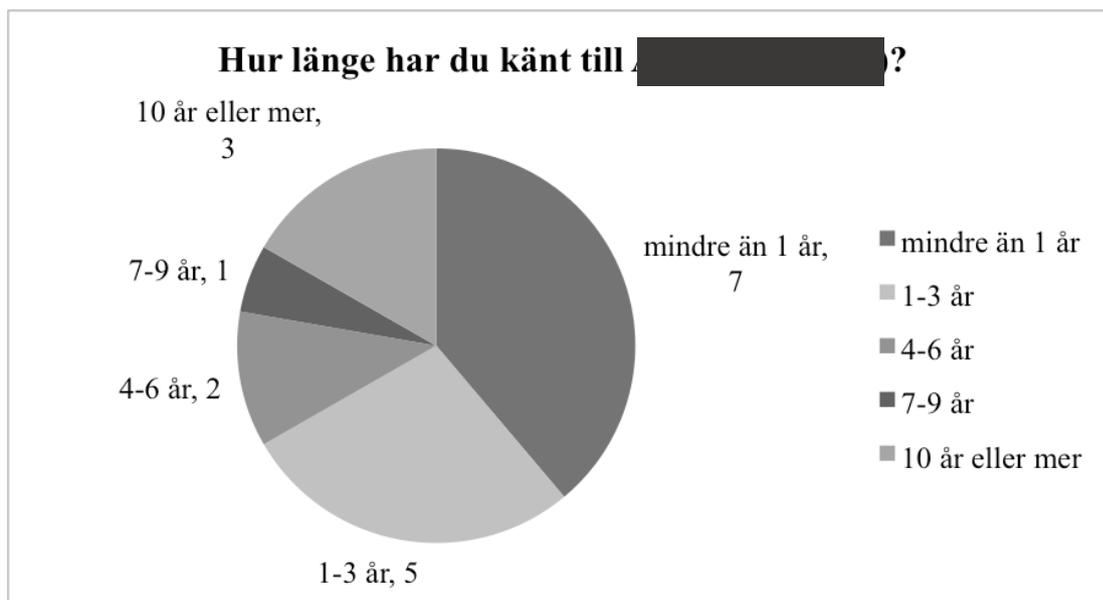
om "Sociala medier", specificera gärna!	Antal
Jobbsidor	1
Goggle, utbildningar i Catia.	1
Facebook	1
Totalt	**3**

Vad är din uppfattning av Konsultbolaget AB som utbildningsbolag?	Antal
ok.	1
ingen än	1
Inget som utmärker dem från övriga bolag.	1
Aldrig drabbats av de tidigare	1
Inget att klaga på	1
Verkar vara seriöst och hög nivå på utbildaren.	1
Generellt bra.	1
Bra	1
I don't know	1
bra	1
Totalt	**10**

Hur länge har du känt till att [redacted] säljer tekniska utbildningar?

mindre än 1 år, 10; 1-3 år, 6; 4-6 år, 2; 7-9 år, 0; 10 år eller mer, 0

Hur hörde du först talas om [redacted] utbildningar?

Kollega, 4; Chef, 6; Säljare på [redacted], 2; Vän/familj, 0; Utbildning.se, 2; Sociala medier, 2; Annat, 2
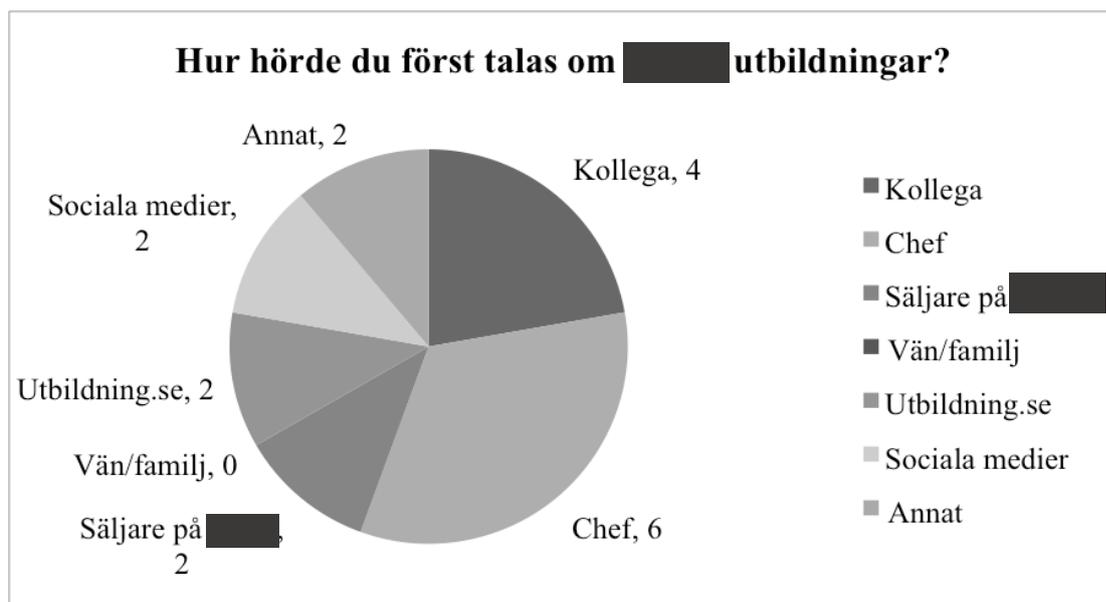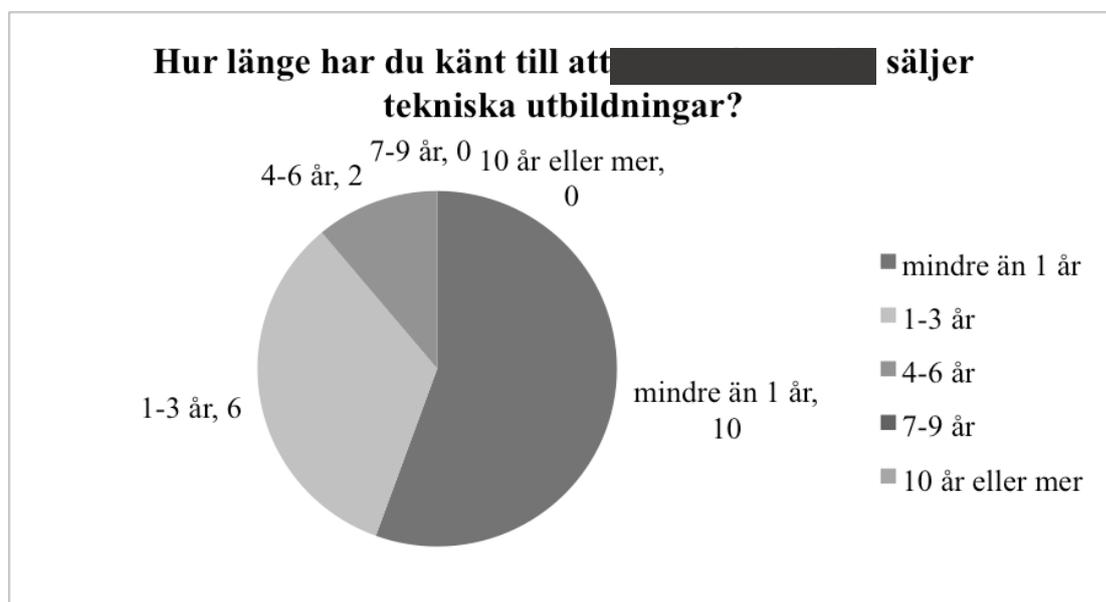
om "Sociala medier", specificera gärna!	Antal
Goggle, utbildningar i Catia.	1
Totalt	**1**

Om "Annat", specificera gärna!	Antal
Har inte tittat på dessa, kände till kursen tidigare p.g.a att jag gått den tidigare.	1
Gäller bara Safer C då det är den enda kursen jag har någon erfarenhet av	1
Har inte kollat, var bara intresserad av just en kurs.	1
Jag har inte läst dem, har inte gått någon kurs ur Konsultbolaget ABs standardutbud.	1
Har inte läst dem...	1
Bra, men hade gärna fått vara lite mer detaljerade. Tex innehållsförteckning over kapitel I kursboken.	1
Totalt	**6**

Vad är dina förbättringsförslag gällande kursbeskrivningarna?	Antal
tydligare deskrivning av kursinnehåll	1
Kommer inte på något nu skrivande stund.	1
-	1
Totalt	**3**

Är du intresserad av att gå en påbyggnadskurs?

Nej, 6

Ja, 11

Ja
Nej
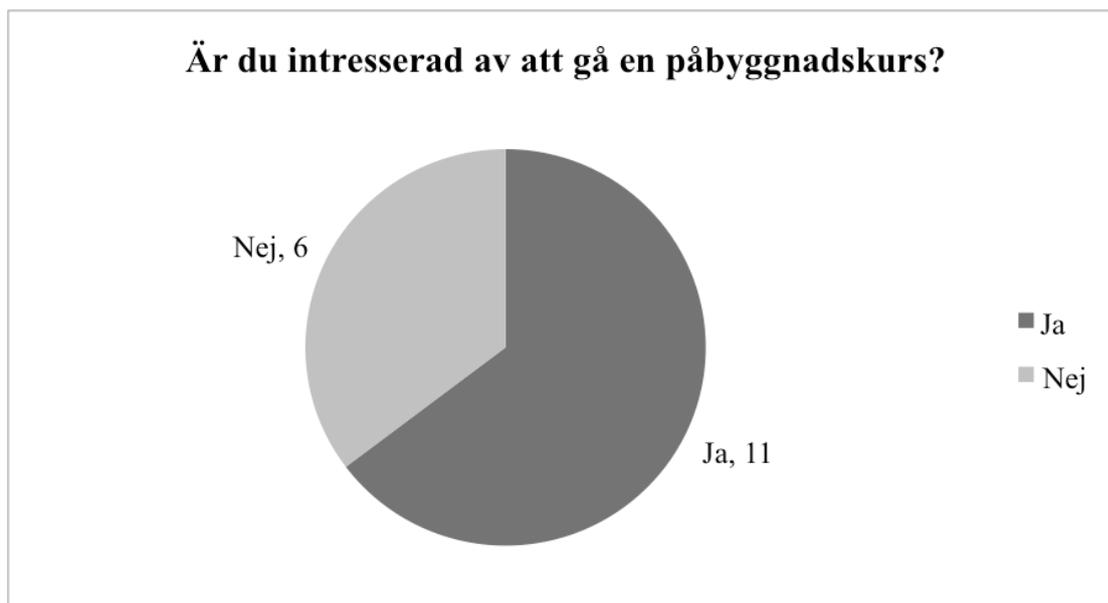
Om "Ja", vilken grundkurs läste du?	Antal
creo basic design	1
Catia	1
Läste fortsättningskurs Creo, vill läsa grundkurs	1
Safer C	1
Catia Fundamentals	1
Som ovan, finns ingen standardkurs i mitt fall	1
Ingen grundkurs, en skräddarsydd utbildning	1
Creo Basic Design	1
Catia V5 fundamentals	1
CATIA V5	1
Totalt	**10**

Framgår det tydligt på hemsidan vilken kurs som är lämplig som påbyggnadskurs?

Nej, 6   Ja, 6

- Ja
- Nej

Skulle du kunna tänka dig att ställa upp på en intervju?

- Ja självklart!
- Ja, över telefon/lync
- Kanske
- Nej
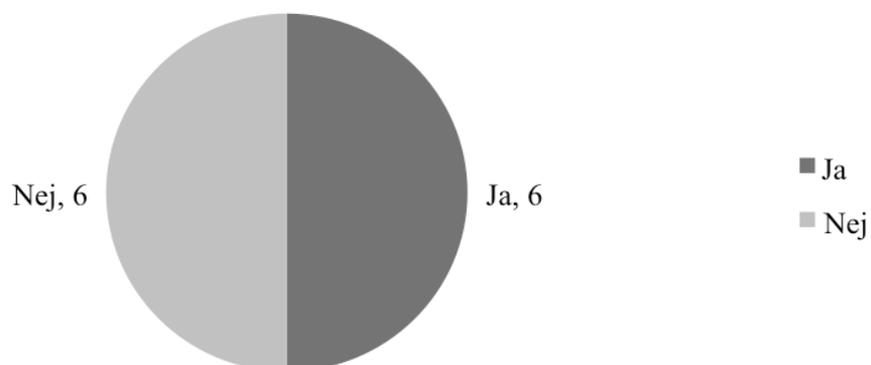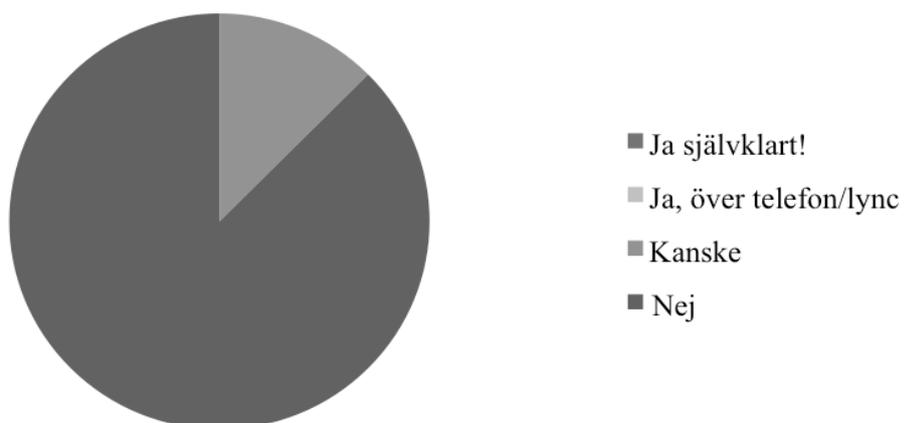
Appendix 8 - Reverse Brainstorming

Material: dator/skrivblock (en person antecknar)

Metoden går ut på att ge förslag på vad som kan orsaka ett visst problem. Istället för att fråga
"Hur löser vi eller förhindrar uppkomsten av problemet?" ska vi nu fråga "Hur kan vi orsaka
problemet?" eller "Hur kan vi uppnå motsatt effekt?"

Hur skapar man ointresse med bild och text?

Stämmer inte överens
Irrelevant info
Står fel
För lite information
Fel information
Finns inte kursdatum
Ingen lockande inledning
För få bilder
Saknar kontrast och färg i bild
Fel typ av bild, otydlig bild
Tråkigt språk
Felstavningar
Dålig inledning och avslut
Pratar om företaget istället för kund
Står aldrig vad kunden får ut utav det
Vad leder den här investeringen till? (tänker kunden)
Personer saknas i bilderna
Nedladdning av PDF fungerar ej som det ska (felmeddelande eller blir fult)

Hur får man kunder att inte engagera sig med det innehåll som publiceras?

Många klick
Man kan klicka fel
Otydlig information
Pratar vi inte dem
Envägskommunikation
Otydlighet i processen (vad händer om man gör en viss handling?)
Man vill veta agendan
Kvalitet - får jag det?
Är det rätt kurs för mig?
Man vet inte vilken kurs som är fortsättningskurs till den man läst
Uppmana till att inte engagera er
Dyrt att engagera sig
Det är för billigt

Hur försvårar man interaktionen mellan kund och företag?

Inga kontaktuppgifter
Otydlighet, omdirigerad mellan länkar
Inte fungerande länkar
Inga brandväggar (spam och pop up reklam)

Tungt innehåll (sidan står bara och tuggar)
Inga auto reply mail på bokningar
Felaktiga kontaktuppgifter
Ena stunden säger man si andra så
Få ingångar
Fungerar i bara en webbläsare
För lite lagringsutrymme på mailen (så inga svar tas emot)
Ingen mobilversion av sidan

Hur försämras kundupplevelsen?
Det ser ut som en av de första hemsidorna
Comic sans
Otrevlig personal
Man blir ombokad flera gånger
Får aldrig svar
Höjer priset
Fel språk
Ej tillgängligt på det språk man talar
Tjat
Tar inte ett nej för ett svar
Lyssnar inte på behov
Kör över kunden
Visar ointresse

Hur försvagar man "The Training Department" som varumärke?
Dåliga recensioner
Bokar inte folk på fel kurser
Skickar ut fel information
Skriver fel namn
Fylleringer kunden
Lovar saker man inte kan hålla
Skickar ut en opåläst lärare
Fångar inte in alla behov (kunden får inte vad den frågat efter)
Säger att kunden får ta med egen mat
Otrevliga och smutsiga lokaler
Läraren visar rumpan
Inte professionellt
Ofungerande material
Otillräckligt material i antal
Oseriöst innehåll
Störande ljud
Otydlig med vad The Training Department är och gör

Hur får man kunden att inte föredra Konsultbolaget AB som utbildningsbolag?
/Hur får man kunden att föredra en konkurrent?

För dyrt (högt pris)
Inte tillräckliga kursdatum
Fel plats
Dåliga kundrecensioner
Krånglig process
Arga tidigare anställda på Konsultbolaget AB
Dåligt rykte
Utdaterat kursutbud
Inte känna sina kunde
Saknar recensioner
Dålig plats (långt ute på landet)
Inte flexibel, gällande plats, tid, antal
Dålig på att förmedla sin produkt
Felaktiga länkar
Länkas till konkurrent

Vilket innehåll är irrelevant för målgruppen?

Hur gammal läraren är
Personlig information
Beskriva orter där de inte håller kurser
Du kan gå med den, den, eller den utan att få rabatt
Allt som inte är plats, tid och kursinnehåll
Hur ofta lokalen städas
Man skriver upp självklar information eller för detaljerad information som ingår

Appendix 9 - The SPCH method

Presented below are pictures that were taken after completed SPCH method.

Yellow post-it notes = Idea
Pink post-it notes = Strengths
Green post-it notes = Potential
Orange post-it notes = Challenges
Blue post-it notes = How to overcome the challenges

Bild 1
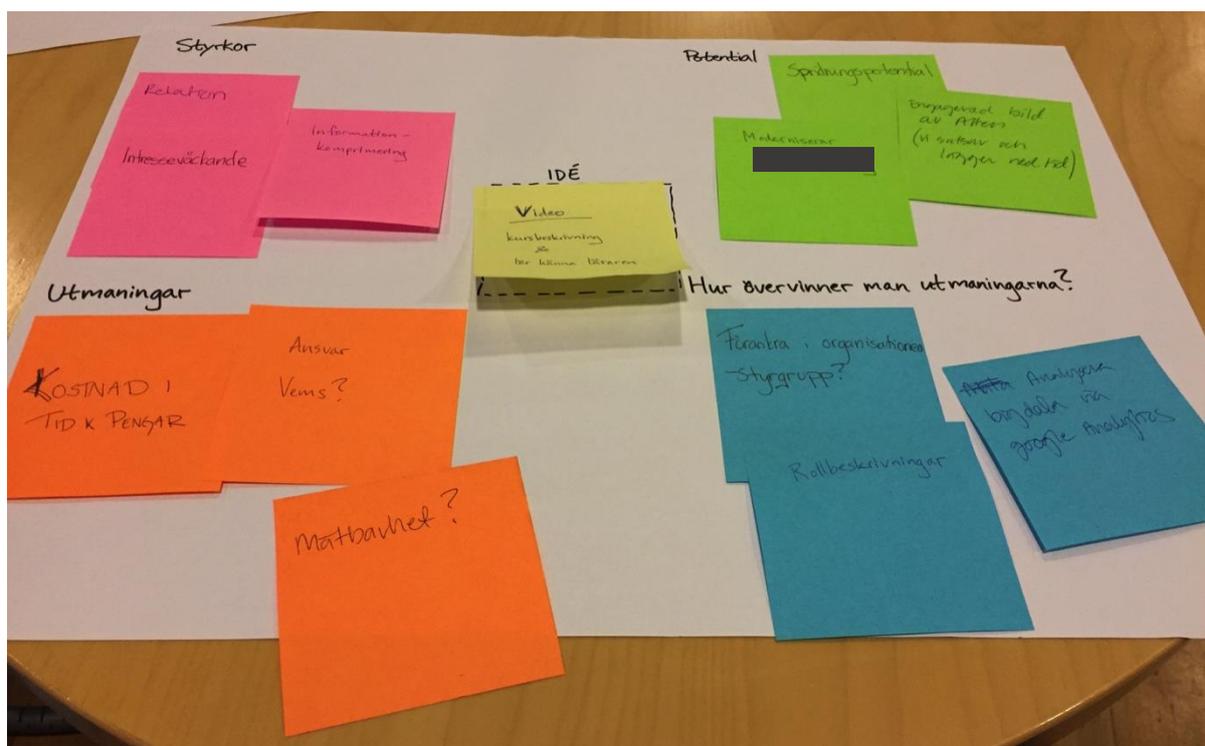
Styrkor

- Ökar kundvärdet
  - kunskap ökas
  - behöver använda mindre resurser
  - Intresse väcks/skapas

- Visa sin expertis

- Förbättrar SEO (Search Engine Optimization)

IDÉ
Publicera branschrelaterad information (exkl. kursbeskrivningar)

Utmaningar

- måste ständigt vara uppdaterade!

- Kontinuerliga uppdateringar (detta tar tid)

- Källkritik (inte eget material som publiceras?)

Potential

- Ökad trovärdighet hos kunderna

- Up-to-date kursutbud

- Nya potentiella kunder! Info. lockar till sig nya besökare på hemsidan/bloggen

Hur övervinner man utmaningarna?

- Training tar in tips från BMI:s gällande intressant/viktig branschinformation

- Uppdaterade rollbeskrivning alternativt nyanställning

- Använder samma källor flera gånger. Skriva avtal?

Bild 2

Styrkor

- Gör det lättare att översätta sidan till engelska

- Inga begränsningar i layout och funktioner

- Kan profilera sig tydligare

IDÉ
Egen hemsida för ▮

Utmaningar

- Tar tid (kostnad) att skapa hemsidan

- Vem bestämmer över layout och funktioner

- Kan man förlora kunder genom att flytta all info till en ny hemsida?

Potential

- Öka antalet kunder
  - lockar fler besökare
  - besökare → kunder

- Stärker varumärket ▮

- På sikt stärka varumärket "▮ Sweden"

Hur övervinner man utmaningarna?

- En person tilldelas uppdraget att vara webb-redaktör och webb-designer

- Tiden kan sparas in på sikt då detta effektiviserar arbetet med hemsidan (översättningar, kurslista, osv.)

- Länk till nya hemsidan från ▮

Styrkor

- Skapar engagemang
- Potentiella kunder får ta del av feedback från befintliga kunder
- Ger en tydlig bild av [redacted]

Potential

- Utveckling av kurser och processer (m.h.a. kundens åsikter)
- Stärker [redacted] "brand image"
- Lockar fler kunder!

IDÉ

- "Vad säger våra kunder om oss"
- – Publicera recensioner/rekommendationer

Utmaningar

- Ska alla recensioner publiceras?
- Vad gör man om recensionerna är negativa?
- Vem ansvarar för att använda recensionerna till att utveckla processen eller kursen?

Hur övervinner man utmaningarna?

- Hur recensionerna ska användas bör skötas på samma sätt som dagens kursutvärderingar
- Feedback kan besvaras av [redacted]
- Recensioner granskas innan publicering för att förhindra stötande text och svordomar att publiceras

---

Styrkor

- Allt samlat på ett och samma ställe
- Förenklar möjligheterna att kombinera faktorer vid analys av data
- Snabb och smidig informationsspridning

Potential

- [redacted] kunden skapar ett konto → lojala och återkommande kunder
- Förbättrar kundupplevelsen
- Sparar på resurser (tid, personal, kostnad)

IDÉ

- "[redacted] Portal"
- Kundportal innehållande:
- – Info om vilka kurser man läst
- – plats för feedback
- – kontaktuppg. till läraren

Utmaningar

- Kunden måste skapa ett konto
- Krävs resurser att skapa och underhålla
- Vad gör man om Portalen får tekniska problem?

Hur övervinner man utmaningarna?

- Skapa värde för kunden att skapa ett konto
- Förankra i organisationen
- Skapa en "webbgrupp"
- x IT-avdelningen löser ev. tekniska problem
- x Riskanalys med handlingsplan genomförs vid uppstart.

Styrkor

- Avlastar säljpersonal och administrativ personal
- Snabba svar på kundens frågor (Tidsoptimering)
- Ökar medvetenheten om oklarheter hos ▮

IDÉ

Q&A på hemsida och frågeformulär för övriga frågor (ämnesspecifika frågor skickas automatiskt till personal som är bäst lämpad att svara på frågan)

Potential

- Sparar in på resurser + Omdirigering av uppgifter → Ekonomisk vinning
- Förbättrar kundupplevelsen → nöjdare kunder → fler kunder
- Utvecklingarbetet förenklas

Utmaningar

- Välja ut de viktigaste frågorna
- Länkarna mellan ämnesspecifik fråga och "rätt" person att svara på frågan måste fungera
- Kunder ignorerar Q&A och mailar ändå

Hur övervinner man utmaningarna?

- Sammanställ frågor utifrån inkommande mail och vanliga frågor per telefon
- Testa länkar! Webansvarig ser över länkarna kontinuerligt
- Gör Q&A enkelt, tydligt och intressant. Förmedla ett värde för kunden!

Styrkor

- Kunden sparar tid på att leta passande kurs
- Tydlighet gällande uppfyllandet av kundens krav
- Säljpersonal avlastas

IDÉ

Frågeformulär → Kursförslag. Kunden fyller i formulär. Resultatet visar föreslagna kurser som passar önskemålen

Potential

- Förbättrar kundupplevelsen
- Fler kunder anmäler sig för att de hittat det som passar dem!
- Skapar en positiv bild av ▮

Utmaningar

- Korrekta kursförslag?
- Vad avgör vilken kurs som passar utifrån svaren på formuläret?
- Otydliga frågor i formuläret

Hur övervinner man utmaningarna?

- Webbansvarig tillsammans med lärare sätter ihop "pusslet"
- Noggrann strategi
- Fokusgrupp får testa funktionen och utvärdera

Styrkor

- Säljarna avlastas
- Kundanpassad utbildning
- Skiljer sig från konkurrenterna

Potential

- Lockar fler potentiella kunder
- Säljarna får tid att lägga på annat → [redacted] utvecklas
- Stärker varumärket
- [redacted]

IDÉ

"Bygg din egen kurs"

Kunden kan sätta ihop sitt eget kurspaket för en större grupp

Utmaningar

- Välja "byggstenar", dvs. kursmoduler
- Hur gör man valmöjligheterna tydliga?
- För många val?! Kunden blir förvirrad eller avskräckt

Hur övervinner man utmaningarna?

- Lärare tillsammans med säljare väljer lämpliga kursmoduler utifrån vad tidigare kunder önskat/brukar köra på
- Dela upp i sektioner och undvik rullistor (använd synliga val)
- "Keep it simple" och förmedla värdet för kunden

Styrkor

- Påminner kunden om [redacted]
- Uppmuntrar till anmälning till annan kurs
- Glädjer / Berömmer kunden

Potential

- Utvecklingsmöjligheter tack vare insamlade åsikter från kund
- Fler anmälningar till fortsättningskurser
- Stärker varumärket genom "word-of-mouth"

IDÉ

Uppföljning:
- TACK
- Utvärderingsformulär
- Tips på fortsättningskurs

Utmaningar

- Rätt rekommendation av fortsättningskurs
- Ansvar; vem skickar ut mail / formulär?
- Tid (och kostnad)

Hur övervinner man utmaningarna?

- Lärare listar fortsättningskurser till introduktionskurser
- Administrativ personal sköter utskick, via mail eller kundportal
- Automatisera utskick