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**Communication strategies for the
expansion of an online jewellery store
to the European Union market:**
an analytical and experimental study.

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Abstract

Keywords: communication strategy, communication plan, intercultural communication, digital communication, marketing communication, cross-border communication, online communication, internationalisation, online store, e-commerce, social commerce, social media, social network, brand, brand image, fashion, jewellery, online store, SWOT analysis, audience, SEO, SEA, KPI.

The purpose of this dissertation is to understand the elements that take place in the design of a communication plan for the expansion of a real online jewellery store to the European Union market. For this, a thorough study of the literature concerning communication strategy, intercultural communication and digital marketing communication has been conducted. This has allowed the right decision-making on each step of the 3-month communication plan: analyse the background of the business, define the plan's goals and objectives, conduct a SWOT analysis, choose the right new target audience and digital communication channels, transmit an appropriate message in the right language according to the audience's culture, be prepared for the customers 4 moments of truth and finally, choose the adequate KPIs to measure the results of the communication plan.

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Introduction

In 2015 I embarked on a personal and commercial project that I've been conducting at the same time as an academic training. These two last years along my master's in Multilingual Communication have added enough theoretical and practical knowledge to continue my professional development. At the end of my two-year master's in Multilingual Communication, I have chosen, in this dissertation, to combine my two passions, business communication and my jewellery online store.

Bohémicas, my store, was created as a project oriented only to Spanish customers. However, after these years of apprenticeship in Belgium, I have realised that it is crucial to contemplate international markets in order to facilitate the possibility of business expansion. The first step for this internationalisation was taken in 2019 when I translated Bohémicas' website for my bachelor's thesis.

Retail is one of the industries that has changed the most with the internet era. With a market figure of 621 billion euros in 2019 and a year-on-year growth of 13%, it is a booming sector (Ecommerce Europe, 2019). Plus, the unprecedented situation of the COVID-19 crisis has benefitted online sales in a 63% in both online and in person retail stores and the public perception of e-commerce has improved (Ecommerce Europe, 2021). This will result in the growth of the e-commerce sector in the following years, so it seems to be the perfect moment to expand my business. Now that people are generally less scared of e-commerce frauds as they were "forced" to buy online due to the confinement, Bohémicas has experienced a sales growth of 18% since the pandemic started so the next objective is to increase even more those sales by adding new audiences.

Consequently, the main focus of this dissertation is on a case study that centres around the internationalisation of an online store, namely Bohémicas, to the European Union market. The purpose of this work is to bring together and critically review in the literature on business communication and fields related to online business expansion (more specifically, intercultural communication and digital marketing communication) to identify the key elements and steps that need to be worked on and taken into consideration when designing this internationalisation communication plan.

This paper is divided in 3 different chapters. Chapter 1 discusses the available literature on three different levels: firstly, the explanation of the basic steps of any communication plan, secondly how culture affects communication and thirdly, the digital way of communicating. Chapter 2 explains the methodology to develop this paper and, consequently, Bohémicas' communication plan. Finally, chapter 3 describes the decisions taken in each stage of the communication plan for the internationalisation of Bohémicas to the European Union Market.

Chapter 1: Theoretical background

This chapter provides a three-part theoretical background in communications. Firstly, strategic communication will be addressed, and the essence and importance of a communication plan will be discussed. Secondly, the international marketing communication field will be explored to determine how to define an audience by region and take its culture and language into account when creating a communication plan. Finally, an in-depth study of the technological aspect of marketing communication (including the digital tools used for communicating and selling on the internet) will be presented.

1.1. Communication strategy

Planning is key to any organisation. In the field of communication, this plan must also be strategic. When discussing strategic communication, LaBelle and Waldeck (2020, p. 30) point out that

All organisations share a common need to manage and orchestrate the messages they send so they are consistent with their identity, and achieve their goals. Indeed, a strategic approach to understanding organisations considers that all organisations (...) engage in purposeful communication to achieve their goals. (LaBelle and Waldeck 2020, p. 30)

To transmit an organisation's consistent messages, a flexible and dynamic communication plan is needed, as objectives may change, difficulties can appear, and failures may reformulate the whole plan. This is why, according to LaBelle and Waldeck (2020, p. 122) "an organisation must always think of the past, present, and the future: what have we done in the past that has worked? (...) What are we doing right now and how is that helping us to achieve our mission? What do we want to be doing next year?"

In the same way, Werbrouck (2020) defines a communication plan as a method of improving the coherence of communication actions that have concrete objectives related to the organisation's strategic plan.

In short, the communication plan needs to be flexible and dynamic, but also organised, strategic and coherent.

1.1.1. How to build a communication plan

We are always told that people who set goals seem to be more successful than those who do not. Since we are kids, we are told to set goals for our relationships, our teams, and ourselves to be more motivated and efficacious, in short, to be better. However, goals become meaningless if they are not pursued and ultimately achieved, this is how it is observed that organizations that engage in purposeful activities tend to be more effective (LaBelle and Waldeck, 2020). These authors explain how an organization with a well-defined strategic plan will have a clear idea of what it is, what it wants to be, and what it needs to be doing. Consequently, "organizations with clear strategic plans act with purpose and waste no effort in achieving their goals" (LaBelle and Waldeck, 2020, p. 123).

This section brings together the recommendations of a series of strategic communication experts about the way a communication plan needs to be built.

Jones (2008, p. 163) identifies five stages of strategic communication:

When strategy is planned, designed and implemented it tends to go through a number of stages. There are many variations on these. However, for our purposes we can break the process into five stages. These are:

Stage 1: Strategic analysis and planning

Stage 2: Strategic design and implementation planning

Stage 3: Launching the strategy

Stage 4: Follow-up and commitment

Stage 5: Embedding the strategy and tracking results.

Other authors have introduced more specific steps for communication plans. Werbrouck (2019) proposes seven steps in order to design an effective communication plan while LaBelle and Waldeck (2020) mention nine, as shown in Table 1.

JONES (2008)	WERBROUCK (2019)	LABELLE AND WALDECK (2020)
Stage 1: Strategic analysis and planning. <i>What the organisation wants to achieve, and which strategy is best?</i>	1. Orient: the WH-questions	1. Conduct background research
	2. Goal: knowledge, behaviour, attitude	2. Identify long-term goals 3. Select short-term objectives
Stage 2: Strategic design and implementation planning. <i>A clear programme of projects and investments.</i>		4. Conduct a SWOT analysis
Stage 3: Launching the strategy <i>What will be communicated, when, by whom, to whom and at which event?</i>	3. Segment the audience	5. Analyse your target audience
	4. Message/Content	6. Develop messages
		7. Select channels
	5. Moments of truth (MoT)	
Stage 4: Follow-up and commitment <i>Reinforce the message with external partners such as customers or suppliers.</i>	6. Tactics: how to proceed for each MoT	
		8. Consider community relationships, stakeholders, and partnerships.
Stage 5: Embedding the strategy and tracking results <i>Measure the results and refine the message if need.</i>	7. Periodic measurements and for each MoT	9. Develop implementation and evaluation plans

Table 1: Steps of a communication plan

Interestingly, the three approaches have a similar structure, which makes it possible to merge all of them in order to achieve a very complete communication plan. Each of these

steps will be explained one by one in the next subsections, following Labelle and Waldeck (2020)'s stages (except number 8, as Bohémicas does not have external partners) and adding Werbrouck's stage 6 (moments of truth and tactics):

- | | |
|-------------------------|---------------------------------|
| 1. Background | 5. Communication channels |
| 2. Goals and objectives | 6. Message |
| 3. SWOT analysis | 7. Moments of truth and tactics |
| 4. Audience | 8. Measurements |

1.1.1.1. Background

The first step, regardless of the type of organisation, is to create an overall picture of the situation. In the case of for-profit organisations, investigating this background situation "might involve researching the best materials to use to create your product, what your potential consumers are interested in, and what your competition is currently doing." (LaBelle and Waldeck 2020, p. 125).

For this, Werbrouck (2020) suggests answering a series of WH-questions:

- "Why to launch the project and what is its goal?
- Who needs to be involved in the project and how? Are there critical stakeholders? Is there a project team?
- What are the risks of this project? How could it fail?
- Are there potential opportunities? What could boost the project?
- Who is impacted by the project?
- What will happen? When?
- What are the key milestones that will be visible for your target audience?
- What are the resulting advantages and disadvantages of your project for your target audience?
- How do we organise the working moments? Is there a specific governance foreseen for the project?
- When will this project be a success?"

According to her, the answers to these questions provide a global view which must be analysed to draw conclusions and design the communication plan.

On the other hand, it is Jones' (2008) belief that a detailed research into the market, consumers, customers, competition and other external factors should be carried out in the first step of any strategic communication plan. LaBelle and Waldeck (2020) support the view that doing a "background research", reviewing available data sources (internet, articles and information about other organisations or entities with the same problem) helps to define the possible problems more clearly and to decide what to prioritise.

The best way to have a complete overview is arguably to combine the two methods mentioned above by answering Werbrouck's questions and researching the organisation's external factors.

1.1.1.2. Goals and objectives

Establishing goals and objectives gives the communication plan direction. Werbrouck (2020) explains how these goals can be defined. According to her, goals can be clustered into three groups (cf. Figure 1): knowledge, behaviour, and attitude.



Figure 1: Goals of a communication plan (Werbrouck 2019)

When what is sought is to affect the knowledge of an audience (for example to make a brand or product popular, to increase its reach on social media, etc.) the communicative action should involve transmitting knowledge (i.e., informing) to people. If the intention is to make the audience adopt a certain behaviour or to make them perform an action (e.g. if a company would like them to buy its product or to respond to a “call to action”) the message and actions will need to be persuasive or influential. Finally, if what needs to be altered is the attitude of the audience (towards a brand, a product, or an action) the communicative action will need to allude to emotions, perceptions, and convictions.

To quote Katja Werbrouck (2020), “While the first two goals may be more or less simple to achieve, the third one is very complex, almost impossible”.

However, beside the goals, the objectives also need to be defined. As explained by LaBelle and Waldeck (2020, p. 129), “Whereas goals are long-term visions of what the organisation needs to achieve, objectives are the smaller, incremental steps needed to achieve them”. They further state that “The overall goal should be something to strive for, but achievable. The objectives are incremental, measurable, realistic steps that help that goal come to life. Each objective should be treated as a small contract.” (ibid.).

LaBelle and Waldeck (2020) group these objectives into three sets (informational, behavioural and attitudinal) depending on their intended impact on the organisation’s target audience (table 2). These sets are in line with the three categories proposed by Werbrouck for the plan’s goals (knowledge, behaviour and attitude).

OBJECTIVES		
Informational objectives	Behavioural objectives	Attitudinal objectives
Their aim is “to inform or educate people about some relevant topic, event, issue, or product.”	They “attempt to alter existing attitudes and underlying beliefs regarding a topic, event, issue, or product.”	They “attempt to change what people are doing or saying.”

Table 2: Objectives of a communication plan (LaBelle and Waldeck 2020, p. 131).

Logically, just like the goals, the objectives can be combined to fulfil the needs of the communication plan. LaBelle and Waldeck (2020) insist that it is important to have at least one behavioural objective in the strategic campaign plan. According to them: “If

you don't ask your audience to DO something, your messages might seem unclear and your success difficult to evaluate." (LaBelle and Waldeck 2020, p. 132).

In the case of for-profit organisations, the behavioural objective is generally pretty clear: buy this product or use these services. The challenge is in correctly choosing the rest of the objectives, as they will have a big impact on the communication campaign and the message. The solution proposed by LaBelle and Waldeck is to follow the SMART method, i.e. Specific, Measurable, Attainable, Relevant and Time sensitive objectives.

1.1.1.3. SWOT Analysis

An analysis of both the internal and external environments of an organisation is necessary to achieve the goals and objectives fixed in the previous step. This can be done using a SWOT Analysis, which is a thorough analysis of organisations' strengths, weaknesses, opportunities, and threats (LaBelle and Waldeck, 2020). Table 3 (ibid.) provides a series of SWOT questions that can be used during the analysis.

S.W.O.T.	
Strengths are benefits an organisation has relative to the competition, like funding, the quality of the product or service, the commitment of the staff, past successes and partnerships.	1. What are the best qualities we have as an organisation? 2. What does our organisation do better than other organisations? 3. What is our organisation's unique selling proposition, or thing that we offer that our competitors cannot offer?
Weaknesses are areas that should be addressed if possible and minimized if not.	1. What is something that we could improve on as an organisation? 2. What would outsiders say is a weakness of our organisation? 3. What do our competitors do better than we? 4. What would be a reason not to use our organisation for this purpose?
Opportunities include events, trends, or factors outside of the organisation that can be drawn on to help it succeed.	1. Who are potential organisations we can partner with? 2. Are there any political, economic, technological, or social trends existing that support our cause? 3. Are there any policy changes that support what our organisation does?
Threats include events, trends, or factors outside of the organisation that threaten the success of the organisation.	1. What are barriers to our organisation's achieving its goals? 2. Are there any political, economic, technological, or social trends that exist that do not support our cause? 3. Are there any policy changes that prevent our organisation from achieving its goals?

Table 3: SWOT analysis (LaBelle and Waldeck 2020, pp. 141-146).

When conducting a SWOT analysis, there are two main areas of interest to consider: internal and external factors. While internal factors include employees, revenue, structure, or any other factor the organisation has some control over, external factors

are social events, competition, economic or environmental forces, and technological or market trends.

As can be seen from Table 4 (Weihrich, 1982), opportunities and threats are connected with external factors ('factors outside the organisation'), while strengths and weaknesses are connected with internal factors. As this author explains, it might not be enough just to identify an organisation's strengths, weaknesses, opportunities, and threats. It is important to connect them to concrete actions for the organisation. For this, Weihrich (1982) suggests the TOWS Matrix, in which he makes links between the four parts of the SWOT analysis and the internal and external factors. He defines 4 questions that will help any organisation to define a strategic plan focusing on actions that need to be taken.

TOWS Matrix	Strengths (Internal, Positive)	Weaknesses (Internal, Negative)
Opportunities (External, Positive)	Strength-Opportunity (SO) Strategies <i>Which of the company's strengths can be used to maximize the opportunities you identified?</i>	Weakness-Opportunity (WO) Strategies. <i>What action(s) can you take to minimize the company's weaknesses using the opportunities you identified?</i>
Threats (External, Negative)	Strength-Threat (ST) Strategies. <i>How can you use the company's strengths to minimize the threats you identified?</i>	Weakness-Threat (WT) Strategies. <i>How can you minimize the company's weaknesses to avoid the threats you identified?</i>

Table 4: The TOWS matrix (Weihrich 1982, p. 61)

1.1.1.4. Audience

The next step in the communication plan is selecting and understanding the target audience. As Tennyson and Ray (2005, p. 50) remark, there is no such thing as the general public and identifying audiences is crucial in communication plans because "different groups require different kinds of information, at different times and perhaps with different areas of focus". In other words, the message will change dramatically from one audience to another.

The target audience can be defined as "the people who you intend to influence with your strategic communication campaign" (LaBelle and Waldeck, 2020, p. 154). It is crucial for an organization to understand their target audience in order to make these people think, feel or behave differently. The more carefully a target audience is defined, the more an organization can (begin to) understand them.

LaBelle and Waldeck (2020) suggest breaking down the target audience into a series of specific factors through segmentation. Renard (2020) presents four types of segmentation, which can be used simultaneously or individually:

- Geographic: segmentation by territory (country, region...)
- Socio-demographic: segmentation by age, sex, revenue, professional category, education level...
- Behavioural: segmentation by motivations, attitudes and reactions to a product.
- Psychographic: segmentation by lifestyle, interests, hobbies, values and personality.

Renard states that psychographic segmentation is the most effective but may also be the most challenging. He stresses that the segments must be pertinent, profitable, measurable, and accessible.

Even though segmentation is presented as very effective, targeted marketing was more popular during the 70s and 80s. With the arrival of new technologies in the 90s and 2000s, marketing has become more and more individualised. Following this evolution, Renard (2020) introduces the term *persona*, which is a fictitious person, an archetype or a stereotyped individual that symbolises a typical profile for a consumer. A persona can be defined by:

- Socio-demographic characteristics
- Psychological characteristics (interests, mindset)
- Needs
- Motivations
- Expectations
- Behaviours
- Objectives pursued.

Once the target audience and a *persona* is defined, understanding their cultural traits is also crucial in order to develop adequate communication. Depending on the geographical zone, the message on social media and websites will be formulated in different ways. This will be addressed in point 1.2.

1.1.1.5. Communication channels

To build a communication plan for the expansion of an online store it is important to focus on new media, which include any communication using digital technologies (internet, email, text messaging, mobile phone and smart-phone technology, video, or computer games).

The main reason for choosing new media as the principal way of communication, apart from them being mostly free, is that they allow information exchange and interaction among users. It allows genuine two-way communication between an organisation and its community or audience. As pointed out by (LaBelle and Waldeck (2020: 231), new media can not only be used “to spread awareness and persuade but also to build a community of support for campaign goals”.

LaBelle and Waldeck (2020: 233) explain how new media has a series of characteristics that distinguish them from traditional channels:

- “Digital: New media allow for the creation, storing, and access of very large amounts of information with relative ease. This allows for organisations to not

only store a vast amount of content about their consumers with relative ease but also to provide a much wider array of information than traditional media allows.

- Used for networking: to construct personal profiles, build social networks with other users, and view content produced by other users of the system.
- Build for information exchange and communication: Unlike traditional media, which follows the “one-to-many” approach of mass communication, new media allow for users to produce and exchange their own content.”

The use of specific digital communication channels (e-commerce, social commerce, and email marketing) will be discussed in point 1.3.

1.1.1.6. Message

The message needs to have a strong connection with the audience and has to be adapted to its needs. LaBelle and Waldeck (2020) propose four communication approaches to formulate the message depending on who is targeted (e.g. large target audience or individuals): mass communication approach, targeted communication approach, tailored communication approach and the single person method (cf. Table 5). The table details the four approaches and highlights some of their benefits and limitations.

COMMUNICATION APPROACHES	
Mass communication approach	• One consistent message is sent to the entire target audience. • Beneficial for companies that want to promote mass consumption (E.g. Coca Cola) • Limitation: Cannot be adapted for audiences with unique preferences, experiences, or situations.
Targeted communication approach	• Segments of the target audience are selected, and messages are adapted for each segment. • You can choose to just focus on one or two prioritized segments, known as concentrated or niche marketing. How to choose them? By: ○ Segment size: larger segments are more fruitful. ○ Segment most in need of your products. ○ Segment readiness to listen to your message. ○ Beneficial segment: its relation to the cost-to-benefit ratio
Tailored communication approach	• Unique messages are adapted based on the unique needs and characteristics of individuals in the target audience. • Limitation: is the most complex but not the most expensive.
The single person method	• The messages are addressed to one or more buyer <i>personas</i> or customer profiles. • Limitation: it is complicated to find the <i>personas</i> that define best your audience

Table 5: Communication approaches (LaBelle and Waldeck, 2020, p. 168-173).

LaBelle and Waldeck (2020) stress that the message must be adapted to make sure it influences the audience. Persuasion needs to be involved as persuasion is the key to

changing attitudes, beliefs and/or behaviours of the audience, which were the objectives and goals defined in point 1.1.1.2.

Although the goal of strategic communicators is to change how listeners feel or act (LaBelle and Waldeck, 2020), persuasive messages can be seen to threaten an audience's feelings of freedom to think believe, and act as they wish. The solution proposed by LaBelle and Waldeck (2020) is to give the listeners sufficient, credible reasons to do things differently. Persuasion goes hand in hand with credibility and it is important to give the audience the perception that the organisation can be trusted and cares about the audience's best interests. Table 6 includes some strategies that can help ensure credibility such as encouraging sincere feedback from the customers or communicating transparently.

STRATEGIES FOR ENSURING MESSAGE SOURCE CREDIBILITY
1. Emphasize credibility early and prominently.
2. Find ways over time to remind the audience of the message source's credibility.
3. Encourage transparent, positive online reviews of your brand.
4. Arrange for supportive introductions when communicating face-to-face.
5. Ensure that visual and written materials adhere to a consistent style.
6. Communicate ethically: objectively, accurately, and transparently.
7. Use language that your audience will understand and perceive as relevant.
8. Pay special attention to message organisation.
9. Keep your content audience-centered.
10. Balance self-promotion with useful content on social media; never use clickbait.
11. Proofread and edit all written communication carefully.

Table 6: Credibility strategies (LaBelle and Waldeck, 2020, p.208).

LaBelle and Waldeck (2020, p. 208) also recommend using appeals in strategic communication to make persuasion more effective: "Appeals refer to the evidence-based strategies that a strategic communicator uses within a single message or larger campaign to ethically compel and influence the target audience." A distinction is made between logical appeals (e.g., presenting statistical evidence) and emotional appeals (e.g., storytelling) (cf. Table 7). While logical appeals are based in reason and logic, emotional appeals involve the use of strategies that induce the target audience's emotions.

APPEALS	
LOGICAL APPEALS	EMOTIONAL APPEALS
• Facts • Data • Statistical evidence • Conclusions of known, high-status experts	• Narratives and stories • Humour • Findings on guilt

Table 7: Appeals for strategic communication (LaBelle and Waldeck, 2020, pp. 208-213)

1.1.1.7. Moments of truth and tactics

The moments of truth (MOT) describe key instances of contact between a potential customer and a brand. They are the moments when the customer has an opportunity to form an impression about the brand (Moran, Muzellec and Nolan, 2014).

In 2005, Lafley, chairman, president and CEO of Procter & Gamble presented his own moments of truth in business and in 2011, Google completed this list with the Zero Moment of Truth (ZMOT)¹. Table 8 includes a description of the four MOTs that are mentioned in the literature.

MOMENTS OF TRUTH	
Z MOT	Moment when the customer is researching a product on websites, looking reviews, etc.
1st MOT	Moment when the customer is looking at the product in-store or online.
2nd MOT	Moment when the customer purchases the product and uses it.
3rd MOT	Moment when the customer decides to provide feedback about the product.

Table 8: Moments of truth in business (Forbes, 2016)

After the upgrade to Web 2.0 in which the user is the centrepiece and the social experience is key (Renard and Groetaers 2020), Electronic word of mouth (e-WOM) started to represent a growing aspect of digital consumer behaviour. E-WOM takes place during the **Third Moment of Truth**, when the consumer provides positive or negative feedback about a product, and the **Zero Moment of Truth**, when the consumer researches information about the product they want to buy (and stumbles upon e-WOM).

According to Muzellec et al. (2014), this influence cycle helps brands to exploit the network effects of social media marketing to build stronger and more sustainable customer-engagement relationships by influencing the customer to share a positive consumer experience in the Third Moment of Truth.

Muzellec et al. (2014, p.203) clearly explain this cycle as follows: “Customers share e-WOM to identify themselves as entertainers, as experts, or as belonging to a certain group. Brands, conversely, encourage e-WOM to build awareness by capitalizing on their followers’ *friend-of-friend* networks.” Furthermore, consumer opinions are considered to be more believable than the messages that come from the brand itself. As pointed out by Muzellec et al. (2014, p.201) “Unlike the commercial intentions of advertisers, consumers are not expected to manipulate or deceive their peers”.

Even if the Z and 3rd Moments of Truth are crucial in online selling, the other two moments should not be neglected. The consideration to purchase occurs during the **First Moment of Truth**. In digital contexts, this is when the consumer lands on the business’s website or social media network and makes the decisions to stay or leave, and subsequently to buy the product or not (Ogonowski 2019)². Ogonowski also

¹ <https://www.forbes.com/sites/shephyken/2016/04/09/new-moment-of-truth-in-business/?sh=61997a3f38d9>

² <https://www.growcode.com/blog/moments-of-truth-in-customer-experience-journey/>

explains that the **Second Moment of Truth** begins when the internaut buys the product and becomes a customer. However, the second moment does not finish with the purchase, it also includes the moment in which the product is experienced and sampled.

It is important to be prepared for every moment of truth and to have specific actions and tactics ready for each one of them (Werbrouck, 2019). Ogonowski proposes a series of tactics connected with the customers' moment of truth decisions (cf. Table 9). For example, designing an user friendly cart to simplify the customer's purchase process or creating a newsletter to ask the buyer about their experience after their purchase.

MOMENT OF TRUTH DECISIONS	TACTICS
First visit to a product page	• A professional product page. • A clear communication of the value proposition.
After adding a product to the cart	• User friendly cart. • Appealing cart.
Arrival of the product	• Appealing or special packaging. • Supplementary information cards. • Offers or vouchers. • Thank-you letters.
Follow-up communication	• Newsletters with offers and discounts. • Follow-up product support.

Table 9: MOTs: Decisions and tactics (Ogonowski 2019)

1.1.1.8. Measurements

Evaluation is the cornerstone of successful strategic communication. It forms the basis on which to assess whether and how any purposeful use of communication by an organization contributes to fulfilling the organization's mission, strategy, and goal attainment (Buhmann, Likely and Geddes, 2018).

The European Commission reaffirms the importance of measuring in their communication projects as it allows them to improve their work, their professional skills and experience and to help their employees to improve (Directorate-General for Communication of the European Commission, 2017)³. This organisation divides the measurement process in 4 steps (scope, objective, intervention logic and metrics) and takes into account other parts of the communication plan such as objectives and target audience.

³ https://ec.europa.eu/info/sites/default/files/communication-evaluation-toolkit_en.pdf

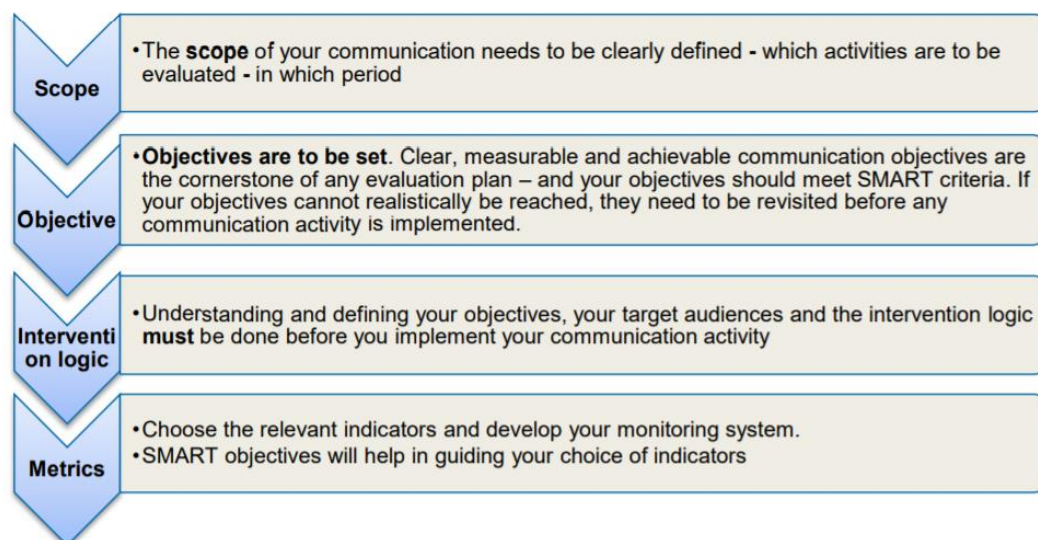


Figure 2: Measurement process (Directorate-General for Communication of the European Commission, 2017, p.7)

According to their model, an analysis of the result of the communication plan on the audiences, on the objectives, on the message and actions is needed. This analysis will be made through KPIs, which are Key Performance Indicators to evaluate the success of a particular activity (Directorate-General for Communication of the European Commission, 2017). There are many different KPIs (e.g., cost per click, time on page, users by gender, etc.) and they can be found in any measurement tool such as Hootsuite, Google Analytics, Twit Analytic, Twitonomy, etc.

1.2. Intercultural communication

When expanding an online business to new countries, understanding the cultural traits of each country is essential to develop an adequate communication plan. This chapter is divided in three parts. Firstly, the different dimensions of cultural awareness will be addressed to understand how cultures differ depending on the region of the world. Secondly, online cross-border communication will be addressed, as the internet is removing traditional communication obstacles such as distance and time. Lastly, it will be explained why English has become a global language, mostly in the digital world.

1.2.1. Cultural awareness by region

Every international organization that communicates with customers from other cultures needs to consider the general intercultural competency. The initial move towards expanding general intercultural competency could be to focus on the three issues proposed by Yu (2012, pp. 168-186):

- **Sensitivity** reflects affective ability and refers to people's will to understand and accept cultural differences.
- **Awareness** reflects cognitive ability and is related to understanding the culture conventions that affect how people think and behave.
- **Skills** reflect behavioural ability and focus on communication skills like behavioural flexibility, interactional management, and verbal and nonverbal communication skills when interacting with people from other cultures.

A number of dimensions introduced by Hofstede (1980) and discussed by Reynolds and Valentine (2010) can be used to raise awareness about cultural differences in business

communication. These dimensions include relationships (individualistic and collective cultures), social framework (high and low context cultures), masculinity and femininity, Time (linear, flexible, and cyclical cultures) and uncertainty avoidance (low and high uncertainty avoidance cultures).

1.2.2. Online cross-border communication

While online communication technology is removing traditional communication obstacles such as distance and time, it can lead to cultural misunderstandings between people from different cultures who are now able to communicate directly and more quickly. St. Amant (2002) explains that to anticipate and resolve potential cross-cultural misunderstandings related to online exchanges, it is crucial to make a relation between intercultural communication and computer-mediated communication.

The first point St Amant (2002) highlights is online identity. In computer-mediated communication and networks, human interaction is reduced to words, and it is easy to create fake identities or not to show your real physical appearance, race, gender, etc. However, in certain cultures, like high-context cultures (e.g., Japan, Russia, Latin America) identity is essential to knowing how to interact or what to say:

As a result, participants from such cultures may feel uncomfortable, frustrated, or reserved because without these identity-based context cues, they cannot determine what is acceptable and what is unacceptable behavior in a given discourse situation. (St. Amant, 2002, p. 201)

The author also mentions differences between cultures with respect to humour and seriousness. Some cultures tend to joke and respond humorously to postings on the internet, while for others humour makes it difficult to distinguish between positions of authority or power and just equals.

Finally, St. Amant explains how this internet globalisation has created access to new markets, and that identity and humour may also affect those international B2C relationships. Identifying these factors is a way of avoiding possible miscommunication before time and money are actually lost. An organisation needs to take these points into account before creating their presence or *ethos* on the internet, so that they avoid cultural misunderstandings.

Marcus and Gould (2000), who based their study on Hofstede's model of culture (1980), explain how websites created in different cultural environments differ. Table 10 summarizes their recommendations when designing websites. For example, a website from an individualistic culture (e.g., United States) could present images of the product placed together with an individual while in collectivist countries (e.g., China) groups of friends or family are more likely to be represented.

Würtz (2005), for her part, carried out a study to determine how far the high- or low-context aspect influences websites (her recommendations have been added to Table 10).

Cultural aspect (Marcus and Gould 2000)	Examples on Websites
High vs. low power distance	Designing a website for cultures with a high-power distance may involve using more images of senior executives and never images implying collaboration and teamwork. Executive only password-protected areas are also a way of demonstrating hierarchy. The message should focus on awards, certifications, or honours to demonstrate a higher level of credibility. (Mulvaney 2019) ⁴
Collectivism vs. individualism	The collectivism/individualism variable is reflected in the values that are reflected in the imagery of the website, such as images of individuals versus images of groups, products placed together with individuals, the situations in which the individuals are placed, and the extent to which emphasis is placed on community work.
Femininity vs. masculinity	Competitive elements such as games, goal-oriented challenges or interactive elements make websites more suitable for masculine cultures. Websites designed for feminine countries should focus more on how a brand/product/service helps the community as a whole. Polls, comment sections and other elements that let the consumers get involved are some common features. (Mulvaney 2019)
Uncertainty avoidance	When designing a website for cultures with a high level of uncertainty avoidance, explicit text, actual images of the product or service and a clear navigation will resonate the best with consumers. Web design for cultures with low uncertainty avoidance should present a wider array of choices. A more open navigation allows users to explore in the way they choose. (Mulvaney 2019)
High vs. low context (Würtl 2005)	Websites for high context audiences will have a high use of animation, images that promote values characteristic of collectivist societies, images that depict products and merchandise in use by individuals, links that promote an exploratory approach to the navigation of the page and many sidebars and menus. For low context audiences, however, there is a lower use of animation, the images promote values characteristic of individualistic societies and they portray lifestyles of individuals, with or without direct emphasis on the use of the products, there are clear and redundant cues in connection with navigation of a website and there are fewer sidebars and menus that only open in the same browser window.

Table 10: Cultural aspects present on websites.

⁴ <https://www.cmdsonline.com/blog/the-looking-glass/cultural-considerations-website-design/>

Lim et al. (2004) and Roth (1995) stress that marketing tactics need to be tailor-made to take into consideration the cultural differences of individual countries. Consequently, these website characteristics can also be applied to other digital marketing communication channels such as newsletters and social media.

Hudson et al. (2016) remark that there is a difference between social media interaction and face-to-face communication:

The digital world is virtual and intangible. Social media interaction should have more uncertainty and less control compared to face-to-face communication. Therefore, uncertainty avoidance might be particularly salient to some online consumers. (Hudson et al., 2016, p. 38)

In other words, uncertainty avoidance may well play a special role when posting on social media. For Hudson et al (2016, p. 38), depending on the level of uncertainty avoidance of the target audience's culture, the strategy differs:

- “Anthropomorphizing a brand and encouraging frequent social media interactions may work better in countries **high** in uncertainty avoidance.”
- “An over-reliance on social media can damage a brand particularly in the case in cultures where uncertainty avoidance is **low**. Brands in these countries may be better off engaging in ‘permission marketing’ (Godin, 1999), a concept based on the premise that the attention of the consumer is a scarce commodity that needs to be managed carefully. Its emphasis is on building relationships with consumers instead of interrupting their lives with mass marketing messages.”

1.2.3. Language: English as global language

As pointed out by Crystal (2003, p.14), with the emergence of the Internet in the 90s, English earned its global position to satisfy the need of communication between all the cultures of what would be a globalised world:

There has never been a time when so many nations were needing to talk to each other so much. (...) And never has there been a more urgent need for a global language. (Crystal, 2003, p. 14)

In his book, this author explains how English became a global language. He argues that “A language does not become a global language because of its intrinsic structural properties, the size of its vocabulary or because it was once associated with a great culture or religion” (Crystal, 2003, p. 9), but because of the power of its people, especially political and military power.

English seems to have been in the right place and at the right time:

- Beginning of the nineteenth century: Britain was the world's leading industrial and trading country.
- End of the nineteenth century: the population of USA was larger than that of any of the countries of western Europe and its economy was the most productive and the fastest growing in the world.
- Twentieth century: economics replaced politics and the chief driving force and the language behind the US dollar was English.

- Twenty first century: the development of computers and the Internet has been almost entirely an American affair. (Crystal, 2003, p. 10)

English is one of the most widely spoken languages on the planet (with approximately 1.6 billion speakers—roughly half of whom speak English as a second, third, or fourth language) (StAmant, 2002). According to the European Commission's Eurobarometer 386 (2012), in the European Union “the five most widely spoken foreign languages remain English (38%), French (12%), German (11%), Spanish (7%) and Russian (5%)” and “at a national level English is the most widely spoken foreign language in 19 of the 25 Member States where it is not an official language (i.e. excluding the UK and Ireland)”⁵. However, not all English speakers have the same level of language proficiency nor do all of them speak the same dialect of English. It is therefore crucial to take into account the cultural aspects displayed under points 1.2.1. and 1.2.2. (e.g. uncertainty avoidance, time perception, masculinity or femininity, etc.) before creating a communication plan, or even considering translating the content to each language of the countries where the business will be expanded to.

When it comes to using English for international communication, Satyanarayan (2008) proposes some recommendations to make the language accessible to everyone:

- **“Use short and simple sentences** - Short sentences are easier for readers to follow. Write with impact. Use one idea per sentence.
- **Write simply and plainly** - It is always desirable to get the meaning across in the simplest and easily understood way.
- **Choose more familiar words** - It is better to prefer the kind of verbs that your reader most likely to understand.
- **Use presentation and layout** - The way you present your information will increase the clarity of your message. Use bold subheadings and indents which will help to highlight the main points.” (Satyanarayan, 2008, p. 140).

Weiss (2005) proposes a more detailed range of tactics grouped according to different principles (cf. table 11): principles of simplicity, clarity, correspondence, and cultural adaptation.

PRINCIPLES	EXAMPLES OF TACTICS
Principles of Simplicity (pp. 15-33): How to choose the right words and phrases.	• Adopt a reduced dictionary. • Choose words with one or few meanings. • Use the simplest verb forms.
Principles of Clarity (pp. 38-60): How to reduce the chances that passages, and sentences will mislead the reader.	• Avoid regionalisms and slang. • Avoid sarcasm or irony. • Use standard spellings.
Principles of Correspondence (pp. 105-116): The special issues of style and manner associated with formal letters and less formal e-mails.	• Adopt the receiver's format. • Emulate the receiver's opening paragraph and customary closing. • Subject Lines must be clear and complete enough to attract the attention of the reader

⁵ https://ec.europa.eu/commission/presscorner/detail/en/IP_12_679

Principles of Cultural Adaptation (pp. 124-133): Contextual concerns about the barriers between cultures and the ethical ambiguities in intercultural exchanges.

- Be extremely polite and formal.
- Assess other cultures without stereotyping.

Table 11: *Principles for Global English* (Weiss, 2005)

Both authors, Satyanarayan (2008) and Weiss (2005), believe in simplicity and clarity using short sentences with a reduced and simple vocabulary and take into consideration the layout of the text. However, while Satyanarayan focuses on the clarity of the layout (e.g., by using bold headings), Weiss stresses the importance of imitating the typical layout used by the receiver of the message. It is noted that Weiss' strategy is focused on the reader and its culture (e.g., avoiding regionalisms, adopting the receiver's format or avoiding stereotyping).

English is generally used on Instagram, including the hashtags, in order to maximize visibility and attract multilingual users. However, "the usage of different languages, both in the provided profile information, image description, and hashtags are vital" (Sukunesan, Selvarajah and Mellstrom, 2020, p. 95).

1.3. Digital marketing communication

Before the emergence of the Internet in the 90s, businesses got new customers from personal recommendations and client referrals but mostly by finding a company through marketing in directories such as Yellow Pages, billboards, etc. Nowadays, the Internet is the meeting place for customers and businesses, and digital marketing offers a number of important advantages (Mcclurg, 2013, p. 18):

- "Nine out of 10 consumers today begin—and often conclude—their business search and shopping experience online. A firm's online marketing reaches consumers where they shop today.
- Its "reach"—or the number of people it connects—is enormous, and when combined with social media, multiplies reach even further, up to five times.
- Its results can be measured and quantified using free tools, such as Google Analytics. The generated data provides valuable insight for fine-tuning ongoing."

The importance of digital marketing is such that if a firm is not available online, when a potential customer is searching, a competitor will steal that sale. This presence on the Internet can be achieved by having a website (or e-commerce) and having a presence on social media. The relationship between the customer and the brand does not end when they find it on the Internet, the communication must continue through social media or emailing (Ogonowski et al., 2014).

Broadly speaking, organisations count on different types of media to create this presence online: paid media, earned media, shared media, and owned media (cf. Table 12).

The PESO model of media strategy

Paid media	Traditional advertising and other forms of content commercially contracted between organizations and media.	Advertising, banner ads, Google Ads, Social media ads...
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Earned media	Editorial publicity that is generated by organizations through media releases, interviews, and other media relations activities.	Media relations, blogger relations, influencer relations...
Shared media	Media where followers, friends, and subscribers contribute and comment.	Social media WOM, website feedbacks...
Owned media	Publications and digital sites established and controlled by the organization.	Website, blog, social media accounts, corporate magazines, newsletters, reports...

Table 12: PESO model (Macnamara et al., 2016, pp. 1-2)

The widespread access to the internet for organisation direct publishing (owned media), and consequently, the rise of social media (shared media) have completely reorganised the PESO (paid, earned, shared, owned) model, being now replaced by an SOEP strategy (shared, owned, earned, paid) (Macnamara et al., 2016). This strategy will be applied to different communication channels in this chapter: E-commerce, Social Commerce and E-mail marketing.

1.3.1. E-commerce

Laudon and Traver (2011) define e-commerce or electronic commerce as the use of the Internet for digitally business transactions between and among organisations and individuals where value, money for example, is exchanged in return for products and services. In this chapter, three aspects of e-commerce will be examined: Search Engine Optimisation (SEO), Search Engine Advertising (SEA), and localisation (or web translation).

1.3.1.1. Search Engine Optimisation (SEO)

SEO has been studied in several areas such as marketing, design, business management, etc. It has appeared as part of the knowledge of experts in these areas as a result of the existence of online business.

Codina (2004) that SEO (Search Engine Optimisation) is the set of procedures that allow to place a site or a web page in an optimal place among the results provided by a search engine⁶. Maciá and Gosende (2010) expand this definition by saying that SEO is the set of optimisation strategies for search engines with the goal of attracting quality traffic to a website through its visibility in search engines. Optimizing a website consists in positioning it and maintaining it in the long term in the top positions of search results obtained when users enter keywords related to information, activities, products, or services that this website offers.

In other words, the goal of SEO is to place a website among the top results that appear when consulting something in a search engine. In the case of e-commerce websites, the aim is to appear above other similar items, in such a way that it becomes one of the first choices that a potential customer considers when considering his/her purchase.

⁶ https://www.upf.edu/hipertextnet/numero-2/posicion_web.html

As pointed out by Maciá and Gosende (2010), keywords are the basis of SEO. These words are those used by people to search the Internet. The textual content of the pages of a website must contain these words so that it can be positioned as best as possible in the results of a search. These keywords must be in a specific language, so the SEO is specific to each language zone or for the language in which the search is conducted.

When creating content on websites, SEO is essential so that it appears on the first pages of Google or other search engines. Each page of the website should talk about a specific topic, so the keywords of each page or topic must have been previously researched; this is called keyword research. The heading and subheading of the page should be written including those researched keywords and a main keyword should be chosen and repeated a significant number of times (Grotaers 2020).

When creating SEO-oriented content, the user's intent must be taken into account. It is therefore important to take consider what the user wants to find when typing such keywords. The search intention can be informative (when searching for information) or transactional (when looking to buy something). In the case of e-commerce websites, it will always be necessary to use keywords that are normally searched transactionally because if informative keywords are used, the products would appear in informative searches done by people whose intention is not to buy products (Renard 2020).

In particular, Google gives preference to schematic content over texts without a clear organisation. However, the most important thing is the quality of the content. According to Google's SEO Starter Guide (2021)⁷, a text needs to:

- a) be read naturally.
- b) legible, with a good size and with a good font.
- c) be well written and easy to follow. Inserting numerous unnecessary keywords aimed at search engines are annoying or nonsensical to users.
- d) to be well organised using heading tags where it makes sense. Too many heading tags on a page can make it hard for users to scan the content and determine where one topic ends and another begins.
- d) address topics that your readers want or creating new content that no other site offers. Rehashing (or even copying) existing content undermines engine positioning.

Google also values security certificates (<https://>), loading speed, and adaptability (loading well on different devices), good structure of URLs and the fact that other websites link to the content, because it shows that such content is of authority to them (Google's SEO Starter Guide, 2021).

1.3.1.2. Search Engine Advertising (SEA)

Goldfarb (2013, p. 116) explains that "Search advertising is the advertising that appears along with the algorithmic (or organic) results on search engines such as Google or Bing". On both Google and Bing, advertisers pay whenever someone clicks on their advertisement (CPC, cost per click). Search advertising is priced using a specialized auction mechanism.

⁷ <https://developers.google.com/search/docs/beginner/seo-starter-guide>

Renard (2020) proposes the following steps as a working method to create an SEA campaign in Google Ads:

1. Determine a campaign type:
2. Define the budget by automatic CPC (cost per click) or maximum CPC, which is the highest price per click that you want to pay.
3. Design one or more advertisements, defining their titles, URL (redirection to a landing page) and a description.
4. Define a keyword list by analysing the users' searches.
5. Determine the duration of the campaign: it can last a few days or even some months.
6. Define the target audience (targeting).

The keystone of SEA is being able to choose a target audience, this way the ad will be specifically displayed to an audience who is interested in your product or lives near your commerce, for example. Targeting is the way of selecting this concrete audience.

Goldfarb (2013, p.117-118) differentiates three types of targeting:

- **Demographic** targeting: advertisers can target specific demographic group based on information that users provide online.
E.g., married women living in Iowa aged 60-64
- **Contextual** targeting: ads match the content of the website where they are displayed.
E.g., advertising a jewellery store when looking for the word "necklace".
- **Behavioural** targeting: advertisers can use data based on past online behaviour or target ads.
E.g., using prior clickstream data to determine whether a particular customer is a good match for an ad or not.
 - **Retargeting**: involves showing an ad to a user who searched for (or saw) a particular kind of content.
E.g., when a user views a particular item of clothing at an online retailer and a similar item appears in ads while browsing the web.

1.3.1.3. Localisation

To understand the term "localisation", it is crucial to know about the other terms related to it, which include the rest of the GILT paradigm and its associated processes.

The GILT paradigm includes Globalisation, Internationalisation, Localisation and Translation. Each one of these sub-processes is included in the previous one, in the mentioned order, in such a way that globalisation includes all of them. Esselink (2003) explains definitions for these concepts, starting with globalisation:

Globalisation addresses the business issues associated with taking a product global. In the globalisation of high-tech products this involves integrating localisation throughout a company, after proper internationalisation and product design, as well as marketing, sales, and support in the world market. (Esselink, 2003, p. 68)

Globalisation is the first level of the process, in which a company wants to take a product to a global level to evolve economically and have an international presence. Globalisation involves all parts of the enterprise.

Next, internationalisation is:

the process of generalizing a product so that it can handle multiple languages and cultural conventions without the need for re-design. Internationalisation takes place at the level of program design and document development. (Esselink, 2003, p.68)

According to the definition, internationalisation (second level of the GILT paradigm), is when the different languages and their cultures come into play. In addition, it specifies that in order to conduct internationalisation the product must be adapted to several different languages and cultures, without needing to "re-design" it. At this level not all the members of the company participate, only the parts involved in the design of the product, and they should take into account that the objectives are multi-language and multiculturalism.

The third level, localisation, is bringing a product to a country or region, with a specific language and culture so that it can be marketed and used by customers there:

Localisation involves taking a product and making it linguistically and culturally appropriate to the target locale (country/region and language) where it will be used and sold. (Esselink, 2003, p.67)

According to Jiménez Crespo (2013, p. 26), it is worth emphasizing the following:

- a) The objects processed when localising are "products", not "texts".
- b) The process includes both linguistic and cultural components and cannot be separated.
- c) The localised product moves from an origin point to a "local" target. This goal usually represents "markets" or "languages".
- d) The term "translation" is avoided, so that this difference is appreciated from localisation.

The difference between internationalisation and localisation mainly lies in the fact that in the first case the product is initially created with the intention of being compatible with any language and culture, while the second is a process that occurs after the product's creation, where the product is adapted to be linguistically and culturally appropriate for the target audience.

Translation:

is the process of converting written text or spoken words to another language. It requires that the full meaning of the source material be accurately rendered into the target language, with special attention paid to cultural nuance and style. (Esselink, 2000, p.4)

Esselink specifies that the object processed in the translation is the written text or the spoken words. Although there are no products as such, the importance of cultural nuance is mentioned. In addition, this author makes a clear distinction between translation and localisation:

Translation is only one of the activities in localisation; in addition to translation, a localisation project includes many other tasks such as project management, software engineering, testing, and desktop publishing. (Esselink, 2000, p.4)

While in localisation extratextual aspects are comprised, in translation only words (textual or orally spoken) come into play and culture becomes something secondary, even if it still needs to be considered.

On websites, there are translatable and localisable items. The second ones are more challenging since localised websites are not meant to represent any previous text (Pym, 2004), that is, they should not be strictly faithful to the source texts since it is more important that they fulfil the purpose of localising.

1.3.2. Social commerce

The fusion of E-commerce and Social Media is Social Commerce (cf. Figure 3). According to Nusser, Mahle, and Pätzmann (2015), Social Commerce is the implementation of the concept of word-of-mouth (WOM) into e-commerce.

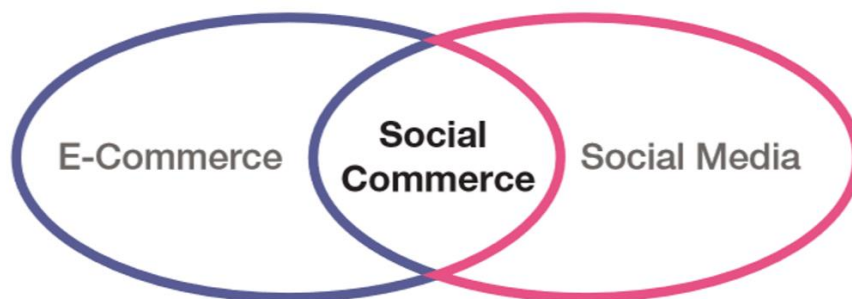


Figure 3: Social commerce definition (Nusser, Mahle, and Pätzmann 2015, p. 50)

Having already defined the term *e-commerce* in the previous point (1.3.1.), it is time to define its second component: social media. Kaplan and Haenlein (2010) define it as an online community platform where social interaction and user contribution such as sharing knowledge and opinions between registered people is encouraged.

There are other two important terms involved in social commerce: brand community and brand loyalty.

A brand community consists of the entities who follow the brand, i.e. its members, their relationships, and their sharing of emotional or material resources regarding the brand (Muniz & O'Guinn 2001).

Brand loyalty is the “biased behavioural response (i.e., purchase), expressed over time, by some decision-making-unit, with respect to one or more alternative brands out of a set of such brands, and is a function of psychological (decision-making, evaluative) processes” (Jacoby and Chestnut 1978, p. 2).

Summarizing, the connection of the online shop and the Social Media channel is called Social Commerce and the community who is talking about the brand is a brand community. The brand community responds with brand loyalty when they choose to buy from a specific brand out of all the existing brands on the Internet (Nusser, Mahle, and Pätzmann 2015).

Social media interaction has a positive effect on the quality of the relationship between customers and brand. Social media use has been shown to really make a difference. In a 3-country (UK, US and France) study conducted by Hudson et al., it was proven that “consumers that engage with their favorite brands using social media have stronger relationships with those brands compared with consumers who do not interact with their favourite brands using social media” (Hudson et al., 2016, p. 38). Investments in social media programs can provide marketing benefits when they succeed in facilitating customer-brand interactions.

1.3.2.1. Posts, stories and reels content

The content shared by marketers on social media can influence the customer sentiment, which has an impact on customer lifetime value (Aydin, Uray and Silahtaroglu, 2021). Aydin, Uray and Silahtaroglu (2021) propose four types of content to provoke interaction and engagement through posts, stories and reels: informative posts, entertaining posts, promotional remuneration posts and advertising posts (cf. Table 13).

Types of post on social media	Examples
Informative posts	About the company, policies, product...
Entertaining posts	Sharing thoughts, fun-facts, anecdotes, other people's artwork, behind the scenes videos...
Promotional remuneration posts	Benefits, special discounts, rewards, contests, giveaways...
Advertising posts (paid and earned media)	Collaborations with other organisations or with influencers, advertising and <i>tryvertising</i> campaigns...

Table 13: Types of post on social media (Aydin, Uray and Silahtaroglu, 2021, p. 772-773)

It was observed how **informational** marketer-generated content enhance customer sentiment, which is an indicator for customer lifetime value: “Consumers follow official networks and virtual communities so they can receive exclusive and timely information about brands, new products and announcements” (Aydin, Uray and Silahtaroglu, 2021, p. 772). It is suggested providing value to followers with informative content is an effective means of increasing user interactions and engagement.

There is some controversy among authors over **entertaining** posts. While some authors have found that entertaining posts have a negative effect on the number of likes when they are not directly related to the brand (De Vries, Gensler and Leeftang, 2012; Schultz, 2017), Aydin, Uray and Silahtaroglu's study (2021) has shown that entertaining posts lead to improved impressions, interactions, and attitudes towards the brands on social media.

Promotional remuneration posts that announce giveaways, offer benefits or discounts, etc. have been shown to have a positive influence on consumer interaction (Aydin, Uray and Silahtaroglu, 2021). However, promotional incentives can have a negative effect on post engagement, as the users that were attracted with this strategy may be interested in the specific discount, instead of in the whole brand (Lee, Hosanagar and Nair, 2018).

Advertising on social media is being increasingly used, and sometimes instead of media spend. Organisations who struggle to advertise in the mass media for financial reasons have found in social media their solution: paid media (Fulgoni, 2015).

Paid content on social media not only includes the advertising of posts and stories, but also the creation of social media campaigns in which you can select the target audience (by interests, behaviours or demographics), choose a concrete objective (reach, traffic, engagement or app installs), define a budget and even decide where the ads will be displayed on the social network.

Another way of advertising on social media is collaboration with other organisations and with influencers: earned media. As pointed out by Vyatkina (2020, p. 1),

The use of the Internet opinion leaders, who integrate product or brand information into their content, has become an alternative to the traditional marketing tools and is in direct competition with the related field of paid social media marketing in every company's marketing budget. Consumers trust less brand ad on the Internet and prefer peer-to-peer communications. (Vyatkina, 2020, p. 1)

Vyatkina explains how, nowadays, nearly 75% of marketing specialists use social media influencers to spread word of mouth (WOM) about their products and brands on social media. Social media influencers are Internet users with a lot of subscribers across different social networks, who have significant influence on their followers and this is a way of e-WOM. Vyatkina (2020) distinguishes between 4 types of influencers: mega-influencers, macro-influencers, micro-influencers and nano-influencers (cf. Table 14).

Types	Influence
Mega-influencers	Social superstars who have more than a million subscribers. They are often famous because of their background in the “real” world. Their reach is used to increase brand awareness.
Macro-influencers	Influencers with between 100,000 and 1 million followers. Their advantages: high targeted coverage in a particular market, quality of content and openness to cooperation.
Micro-influencers	Someone who has between 1,000 to 100,000 followers. While the quantity of followers may be small, their authenticity is high. A small but loyal audience provides such influencers with a high level of trust and involvement. Due to the low price, it is more profitable for brands to make ad with the participation of several micro-influencers than to contact a passive audience of “stars”
Nano-influencers	Somebody with fewer than 1,000 followers, who has immense influence in a special community. For instance, a nano-influencer may be the person with the most credibility in a particular neighbourhood. Their advertising looks like friendly advice, so they have the highest level of engagement, but do not provide much coverage.

Table 14: Types of influencer (Vyatkina, 2020, p. 2)

Although collaborating with mega-influencers might seem to be the best option, it does not really benefit all brands. The coverage is very wide, but people will not necessarily

trust these influencers. Instead, nano-influencers have been shown to manage to transmit the brand's values in a more effective way and for a more specific niche, and their followers consider this type of collaboration more authentic and original (Khamis, Ang, & Welling, 2016). According to Vyatkina (2020), 45.8 % of marketing specialists, who work in luxury, fashion and beauty spheres, are convinced that micro-influencers with 10k - 100k followers guarantee much more profit than other types of influencers.

Additionally, even if most influencers prefer to be paid, some of them accept *tryvertising*: "By using tryvertising campaigns, firms do not only provide information about the new product themselves via social networking websites, but select certain consumers that are given the new product and are to tell others about their experiences" (Baum et al., 2019). In other words, sometimes influencers accept getting the product for free in exchange of giving a positive (or negative) feedback about it to their community.

1.3.2.2. Hashtags

The Oxford English Dictionary included the word *hashtag* as a neologism in 2014. It is defined as a "a word or phrase with the symbol '#' in front of it, used on social media websites and apps so that you can search for all messages with the same subject"⁸.

In social media posts, hashtags always go together with a short message and an image. They are a complement to the message and they work as keywords to attract audiences who look for those concrete keywords or hashtags.

Visual content + message + #keyword(s) = post

In 2007, a user from Twitter suggested using the pound sign to tag topics on the network (Parker, 2013)⁹. Since then, it has become very popular among other social networks such as Facebook or Instagram, as it allows potential addressees to navigate through the endless flow of information on the Internet by choosing keywords.

Hashtagging is the equivalent of SEO on social media as hashtags work in a very similar way. Just like keywords on SEO, hashtags are meant to be used as a way of categorizing content on social media. As highlighted by Orlova (2019),

Hashtags have become an indivisible part of communication via social networking with the main function to structure and arrange posted information according to thematic rubrics within one social networking service. Hashtagging facilitates both information search and the flow of communication. Communicants intentionally add hashtags to their messages to attract attention to their posts, to stay in trend, to attract more users to their personal profile, or to create the sense of community. (Orlova, 2019, p. 34)

However, the growing popularity of hashtags has also caught the attention of advertisers, who have "started displaying hashtags on screen to create brand awareness, increase the visibility of content, gain new audience, boost shares and likes, and to get

⁸ <https://www.oxfordlearnersdictionaries.com/definition/english/hashtag?q=hashtag>

⁹ <https://www.nytimes.com/2011/06/12/fashion/hashtags-a-new-way-for-tweets-cultural-studies.html? r=1&pagewanted=all>

audience involved” (Orlova, 2019). They have started using this feature to post their slogans on social campaigns, and also commercial ones.

As Orlova explains, to fulfil these intentions users employ hashtags within the I-, You-, or We-strategy. These strategies are detailed in Table 15.

Strategy	Example
I-strategy Users post to attract attention to their personal profiles on social networking services, to be trend, and to show that they are in trend.	#10YearChallenge Users upload photos of themselves 10 years ago compared with their photos these days to see the difference.
You-strategy Users employ different verbal tactics to trigger a conversation. Used by companies to receive feedback for example.	#DoUsAFlavour Lay’s asked their followers to share their experience and comment on their favourite chip taste, using this hashtag.
We-strategy This one is associated with building up a sense of community.	#DeclareYourStyle Forever21 launched a contest and the users had to participate by using the hashtag. Although the competition came to an end, brand’s devotees still post messages on that tag as it now is associated with the brand.

Table 15: Hashtag strategy (Orlova, 2019, p. 34)

Hashtags can also be used as a tool to attract concrete audiences. By using hashtags from various languages, organisations can internationalise and make their social media profiles attractive and inviting to people from a myriad of cultures (Sukunesan, Selvarajah and Mellstrom, 2020). There are useful online tools that help identify the most used hashtags by country and topic such as: [Tagsfinder](#), [Iconosquare](#), [Displaypurposes](#), etc.

1.3.3. Newsletters

Since the dawn of the Internet, email marketing, i.e. sending a commercial message through email, has traditionally been one of the most effective communication tools for building customer loyalty (Ramos, 2013).

By sending newsletters with ads, digital catalogues, deals, new products or whatever information about the company, companies strengthen trust with their customers, and they may even acquire new ones. The question arises: how can more subscribers be reached? Table 16 includes the strategies proposed by Ramos (2013), his ideas include offering incentives, using “call to action” buttons or organising giveaways to reach new readers.

NEWSLETTER CONTENT

Offer incentives and added value to visitors	Providing benefits will be the best way to increase subscriptions: a free ebook, a course, a specialized report, a discount coupon or private access to certain information are gifts that will undoubtedly boost the subscription rate. Also, understanding the motivations that lead someone to give their email address to a company should be considered.
Make your followers feel part of an exclusive community	Make your subscribers feel special and privileged to be part of a community that shares common interests.
Use a “call to action” button	Always use call to actions, as they produce a higher enrolment and conversion rate. An example of a direct call to action could be: “Click here to buy!”
Implement a contact form everywhere	Don't just place forms on your website or blog, also in all your social networks.
Import your list of customers	Add the customers who have requested more information about your products or services.
Organize contests and giveaways	Organizing contests and giveaways that require an email address to participate is a technique that usually achieves good results. In the case of e-commerce, giving discount coupons or free items in exchange for the customer's registration is effective.

Table 16: Newsletter content (Ramos, 2013, p. 15-17)

About the newsletters' sending times and frequency, Ramos suggests paying particular attention to immediacy, working hours and key-dates (cf. Table 17).

NEWSLETTER FREQUENCY

Immediacy	Since most readings happen on the same day our subscriber receives the email, it is best to send our communications at times when most of our audience is connected. If the user hasn't read the mail before 24 hours, it will accumulate with the next day's emails and the chances of reading it will be almost zero.
Working hours	Opening rates tend to be much better in working hours from Monday to Friday than on weekends, when it is more than likely that our email will be forgotten until the following Monday.
Key-dates	Sending newsletters close to special social events such as Christmas or Black Friday is also useful.

Table 17: Newsletter frequency (Ramos, 2013, p. 20-21)

Weiss (2005, p. 120) suggests adapting the tone of the newsletter depending on the e-mail culture of the international clients:

- “Countries with a long tradition of letter writing, in which the art and craft of the letter are key parts of a young person's education, may be expected to find Western e-mail culture brusque and unsophisticated.

- Countries with a tradition of exceptional postal service (like the UK) or with an official government commitment to preserving correct diction and grammar (like France) might be put off by receiving important correspondence in the casual, plaintext e-mail style.
- When using English as the language in international e-mailing, it is better to use an informal style: no formal formatting and easy understandable words.”

Free online tools that can be used to carry out a newsletter strategy include: Mailchimp, Sender, Hubspot or Mailjet.

Once the newsletters are sent and received by the target audience, analysing the results is essential for the constant optimization of the newsletter campaigns. They must be measured through objective metrics. According to Ramos (2013, p. 8-9), the statistical indicators that will allow companies to learn about the success or failure of their campaigns and optimize their future emailing strategies are:

- Open rate: It is obtained by dividing the number of open emails by the total of sent emails.
- Percentage of casualties: percentage of users who unsubscribed from the newsletter.
- Bounce rate: Metric that refers to the number of emails that did not finally reach their recipient among the total shipped emails.
- Click-through rate (CTR): it is the number of clicks received by the links in the email.

Chapter 2: Methodology

This chapter explains the methodology behind the present study.

2.1. Case study and research questions

The main question addressed in this dissertation is how a communication plan needs to be designed to expand the market of an existing Spanish online store – Bohémicas – on a European Union level.

The various steps needed to design such a plan (identified in the literature about communication strategies) will be followed (e.g. how to select the new audience I want to address, the language, style and tone of communication I should use, and which communication channels are more appropriate in this specific case of study).

Moreover, it is essential to explore this study from a qualitative perspective in order to thoroughly understand how cultural differences affect the communication decisions and how digital marketing communication should be used to address these new audiences, since Bohémicas is a digital store and a digital approach is needed.

2.2. Data and method

The followed methodology in this paper consists of two phases. A first phase that includes the study of the documentation collected about communication strategy, intercultural communication, and digital marketing communication, in which a qualitative research approach is adopted as a solid theoretical background is needed to understand the challenges of business internationalisation and to create a plan with fruitful results. The second phase includes the whole process of preparing the plan itself, following step by step the literature to make the correct decisions in each phase of the communication plan.

The purpose of this thesis is to understand the elements that are key to the design of a communication plan for the expansion of an online store to the European Union market. In this approach a comparison will be made with other similar organisations and their communication strategies.

Chapter 3: Case study

3.1. Creation of a communication plan for the expansion of Bohémicas to the European Union market

3.1.1. Background

Bohémicas is an online store of handmade jewellery that uses natural resources such as stones, minerals or plants to create its products. In fact, it lacks a physical point of sale so its only showcase is its website www.bohemicas.es and its social networks. It was created in Spain in 2015 and it was not internationalized when it was created. All its content was in Spanish until 2019, when a localisation¹⁰ project was embarked on as a first step to open it to new markets. This project was conducted as my bachelor's thesis for the degree in Translation and Interpretation.

As a result, an investigation about the linguistic and digital marketing aspects of Bohémicas took place to find the best way to translate Bohemicas' website from Spanish to English. The objective was to expand the store from a local (Spanish) market to the European market. As a translator, it was challenging to address topics I had never studied before, such as IT aspects (e.g., choosing a domain for the translated site, adding new currencies, applying SEO correctly etc.), legal aspects (e.g., learning about the General Data Protection Regulation (GDPR) in Europe, creating the Privacy Policy page and the Cookie Policy page, etc.) and marketing, digital marketing and advertising aspects (e.g. studying the persuasive and advertising language, analysing audiences, etc.).

After translating Bohemicas' website, the time is right to continue this project and create a communication plan that allows its internationalisation.

3.1.1.1. General overview of the project

According to Webrouck's recommendations, the creation of a communication plan to expand Bohémicas' market internationally needs to start by answering a series of questions to help clarify the project. This has been done in Table 18.

While answering the questions, it was a challenge to forecast the possible situations in which the internationalisation could be involved and to face the risks of the project even before starting it. However, the questions also threw light on the positive aspects and advantages of the project, allowing me to have a clear overview.

WH-Questions (Webrouck, 2020)

¹⁰ "Localisation involves taking a product and making it linguistically and culturally appropriate to the target locale (country/region and language) where it will be used and sold." (Esselink, 2003, p.67)

Why launch the project and what is its goal?	Its main goal is to increase the sales of this online store. A communication plan is needed to reach the European audience, as the store's current market is only the Spanish one.
Who needs to be involved in the project and how?	Bohemicas is composed only of one person, who is the creator and administrator. The communication plan will be developed by this same person.
Are there critical stakeholders?	The current stakeholders are the customers and suppliers.
Is there a project team?	No, there is only one person involved.
What are the risks of this project? How could it fail?	The project would fail if it did not manage to create a European audience. The only risk is to invest time, effort and money in vain.
Are there potential opportunities? What could boost the project?	Collaborations with big social media accounts and influencers, giveaways, participation in social events...
What will happen? When? When will this project be a success?	It is expected that there will be a significant follower churn in a 3-month period following the implementation of the communication plan.
What are the key milestones that will be visible for your target audience?	The main milestones or moments of truth will be: 1. Language change: the language used for social media will be English, instead of Spanish. 2. Collaborations will take place on social media. 3. The store will participate in events that will be visible through social media.
What are the resulting advantages and disadvantages of your project for your target audience?	Advantages: - Getting to know a new and cheap jewellery store. Disadvantages: - None.
How do we organise the working moments? Is there a specific governance foreseen for the project?	The milestones or moments of truth and, consequently, the working moments will be organised in a calendar.

Table 18: WH-Questions (Webrouck, 2020)

3.1.1.2. Similar cases

This background analysis also includes an investigation of other organisations' communication techniques to expand their businesses to worldwide markets.

Román-Morán (2016) conducted a study in which she surveyed and interviewed communication officers, CEOs and founders of a selection of Spanish start-ups. The main findings of the study include:

- Only half of the start-ups have a defined communication strategy or a communication plan: three out of four have a general communication plan, 8% have an annual plan and two out of four, plan on a three-monthly basis.
- They focus their communication strategies on two areas to get recognition: nine out of ten start-ups work on media relations and 80% of them in developing their

digital communication. They also carry out other activities like the organization of events, corporate identity and brand management, institutional relations, studies or publications about the start-up, etc.

- They almost exclusively develop advertising actions on the Internet (banners, blogs), half of them invest in magazines, a fifth advertise on the radio and 12% on television.
- Social media plays a key role in their communication strategies. They devote most of their economic and human resources to achieving the social media objectives.
- The social media objectives are focused on improving their customer service, creating a community, driving traffic to their websites, releasing new products or services, spreading corporate information, connecting with influencers, attracting customers, increasing recognition and generating engagement with their followers.
- Eight out of ten start-ups use social networks as their main channel in their communication strategy, followed by email, newsletters and blogs.
- The preferred social networks are Twitter, Facebook, Youtube, Linkedin and, increasingly, Instagram.
- They measure the traffic and the number of people who attend the activities they organise. The most cited social media measurement tools are Hootsuite (80% use it), Google Analytics, Twit Analytic and Twitonomy.

The results of this study will be considered in the decision-making of the communication plan.

3.1.1.3. Delimitations of the project

The delimitations of this project will cover three different areas: economic, human resources and time delimitations. In fact, these limits will be established by comparison with other similar organisations and their communication projects.

HUMAN RESOURCES DELIMITATIONS

A study by the European Communication Monitor (2021)¹¹, where communication professionals from 46 European countries were interviewed, identifies five different roles that communication practitioners take on simultaneously in their daily work: communicator, ambassador, coach, manager and advisor (cf. Figure 4).

¹¹ <https://www.communicationmonitor.eu/2021/05/21/ecm-european-communication-monitor-2021/>

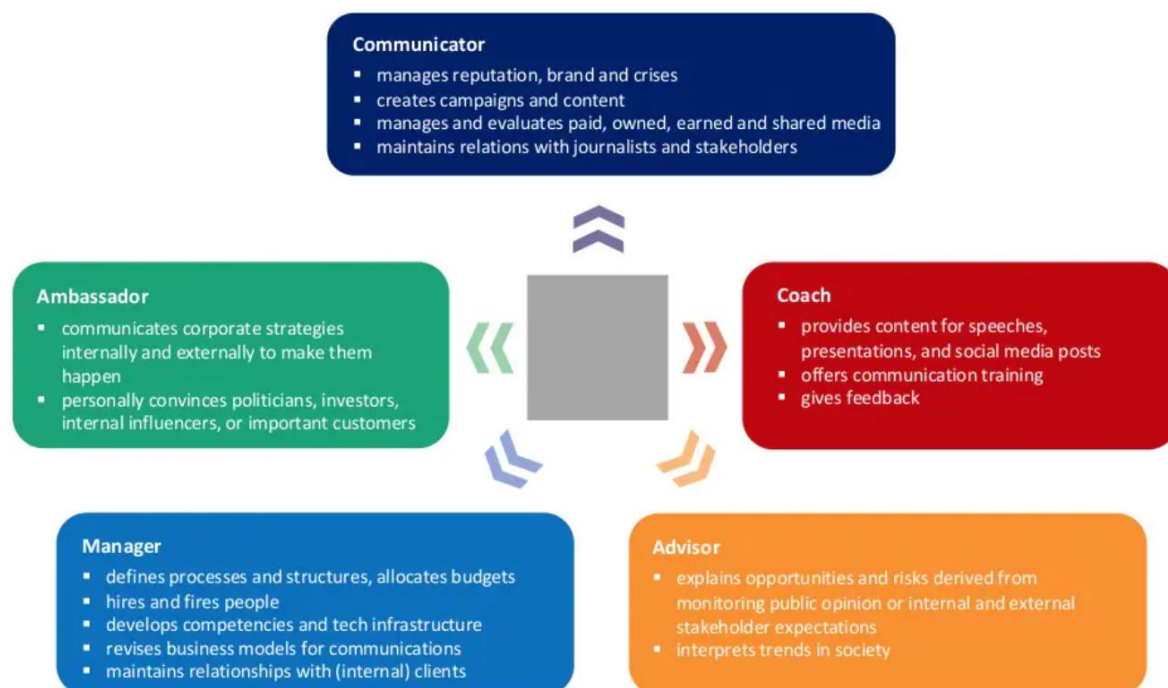


Figure 4: Communication practitioners' roles (European Communication Monitor, 2021)

In the case of Bohémicas, there is only one person in charge of the communication activities and their roles are:

- **Communicator:** creates campaigns and content for social media, the e-commerce, and newsletters, manages the store reputation, brand and crises and evaluates paid, owned, earned, and shared media.
- **Ambassador:** is in touch with influencers and customers through social media and email.

ECONOMIC DELIMITATIONS

Given that Bohémicas is a start-up, its financial means are rather limited. However, as the communication plan is a priority, a flexible budget has been drawn up. It is discussed below.

Item	Expense/month	Notes
A. Communication practitioner	€2,500 per month for 3 months = €7,500 in total	Employee who develops and conducts the communication plan.
B. Localisation	€0	Website localisation from Spanish to English [already completed].
C. Paid media	€750 SEA for three months €1,660 SM for three months	Web advertising, social media advertising.
D. Earned media	€2,115 for three months	Paid collaborations with influencers.
E. Owned media	€0	Website maintenance.
F. Shared media	€3,375 only the second month	Discounts for customers.
Total expense	€15,400 in total for the 3-month campaign	

Table 19: Budget of the 3-month communication plan

A. Communication practitioner

According to the European Communication Monitor's study (2021)¹², communication practitioners have very variable salaries (cf. Figure 5).

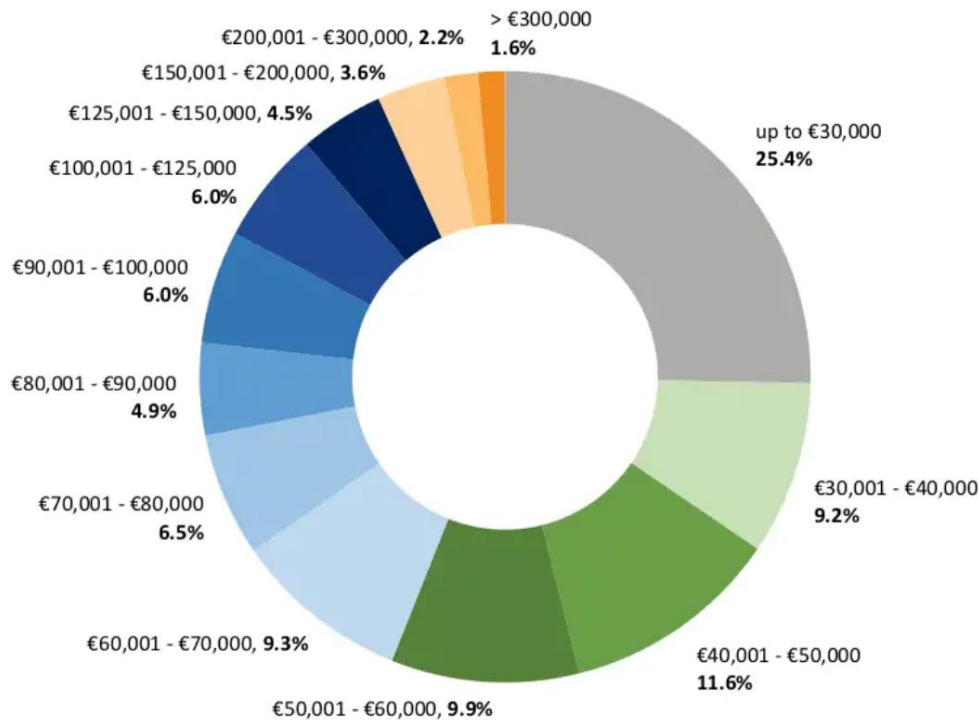


Figure 5: Basic annual salary of communication practitioners in Europe 2021 (European Communication Monitor, 2021)

Following this, for the 3-month internationalization communication project, the communication practitioner's salary will be €30,000 a year (€2,500 a month), which is the most common salary that this kind of employee earns.

B. Localisation

The localisation project of Bohémicas' website was conducted before the internationalisation communication plan started. It will therefore not be considered in the budget.

C. Paid media

Following Google Ads Help, I calculated the adequate CPC bid for Bohémicas. As the benefit of an average purchase is about €15 and 1 in 10 visits to Bohémicas' website results in a purchase, to make even the advertising costs and the sales, I should spend less than €1.50 to get a click on an ad in google. This means my maximum CPC bid should be below €1.50.

Consequently, having 500 visits per month to my website and wanting to duplicate this amount with the internationalization project, the total budget for search engine advertising would be 750€ per month.

For social media, the purchase visits rise to 1 in 9. Considering the same €15 average purchase and 1000 visits per month from social media, my maximum CPC bid should be

¹² <https://www.communicationmonitor.eu/2021/05/21/ecm-european-communication-monitor-2021/>

below €1.66 in social media to duplicate the amount of purchases. Therefore, the total budget for social media advertising would be 1,660€ per month.

D. Earned media

To help increase the presence of targeted people asking fashion microinfluencers to collaborate with our brand seems to be the best way forward. Microinfluencers have between 10000 and 1000000 followers. They have the 'art' of convincing people to buy products.

49% of the brands surveyed in a 2021 study said they spend less than \$10K annually on influencer marketing (The State of Influencer Marketing 2021: Benchmark Report, 2021)¹³.

Considering an average amount of €705 (\$833) spent per month on nanoinfluencers whose average cost per post is €254 (\$300), a total of €2,115 will be used for the complete 3-month campaign, that is, to publish a total of eight posts distributed along the period.

E. Owned media

The maintenance of the website is already considered in the general budget of the business, as it has been active since the creation of the store.

F. Shared media

Provided that during the first month of the communication strategy, Bohémicas manages to increase to 1500 international visits thanks to paid media, the second month a discount strategy could be implemented.

Taking into account the average purchase benefit (15€), by giving a 15% discount to those 1500 new visits if they brought a new customer, a maximum of 3,375€ should be considered in shared media budget per month. As it is a big investment, this strategy will only be applied the second month.

TIME DELIMITATIONS

The communication plan is built around a 3-month time lapse: from 15th October 2021 to 15th January 2022. The reason for choosing these dates is because of all the social and commercial events that take place during these months (cf. Table 20) and because 50% of the Spanish start-ups organise their communication plans on a 3-monthly basis (Román-Morán, 2016).

October	December
31 st – Halloween	10 th – International Animal Rights Day 24 th – Christmas 31 st – New Year's Eve
November	January
26 th – Black Friday 29 th – Cyber Monday 30 th – Influencer's Day	1 st > 15 th – Sales in Europe

Table 20: Social and commercial events from October 2021 to January 2022

¹³ <https://influencermarketinghub.com/influencer-marketing-benchmark-report-2021/>

The communication strategy will take advantage of each social and commercial event to create campaigns on the three communication channels selected (e-commerce, social media and newsletters) and attract the new target market. A timeline of the events of the communication plan can be found in [Annex I](#). The posts prepared for each event will be alternated with entertaining and informative posts about the store and products.

3.1.2. Goals and objectives

Bohémicas is an online store that is only present in the Spanish market and whose main objective is to expand its client base to the European market, which is the most important factor affecting the goals and objectives of the communication plan.

As stated in Section 1.1.1.2. the goals and objectives can be clustered into three groups: knowledge, behaviour, and attitude. A summary of the goals and objectives for this specific communication plan is presented in the following table.

Goals and objectives of the communication plan		
	GOAL	OBJECTIVES
Knowledge	Create a presence of the brand in the European market.	Let the new audience know that: • The shipping is Europewide. • Bohémicas sells jewellery. • Bohémicas has affordable prices.
Behaviour	Persuade the European audience to buy.	Persuade the new audience to: • Follow Bohémicas' social media accounts. • Interact with the store (improve engagement: reactions, likes, comments and shares). • Subscribe to the newsletters. • Buy Bohémicas products.
Attitude	Create an image of a reliable and approachable store.	Demonstrate the audience that they can trust the company by: • Asking for feedback to the customers and publishing it (reputation). • Being ready to attend to every customer need even if they have

		concrete needs or demands (customisation). • Showing expertise in the administration process. • Maintaining contact with the client before, during and after the time of sale. • Not sharing confidential information.
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Table 21: Goals and objectives of Bohémicas' communication plan

The informational goals and objectives are to inform or educate people, so the question is "What do we want the new audience to know?". Bohémicas' principal knowledge goal would be to make the European market know about the existence of the store. The aim is thus to create a presence for the brand in European countries. To create this presence, the audience should also learn more about the store, like that the shipping is Europewide, that what is sold is jewellery and that their prices are affordable. These would be the informational objectives.

The behavioural goals and objectives are used for altering people's behaviour. In this case, we would need to ask ourselves "What do we need them to do?" and the clear goal is to persuade the European audience to buy Bohémicas' products. For that, there are other behavioural objectives such as to make them want to follow the accounts on social media, subscribe to the newsletters and have a bigger interaction with the store which would lead to a closer relationship between the business and the customer.

With respect to the attitudinal goals and objectives, it is important to bear in mind that it is difficult to attempt to change people's beliefs, but not impossible. The good thing about this specific case is that there is no preconception: there is still no opinion about the brand in Europe because there is no audience yet. So, the only beliefs we could try to change is the idea that the selling companies are not reliable or approachable and build trust in the customer-business relationship. Consequently, the attitudinal objectives would be to demonstrate the company can be trusted through personalised attention to the customer before, during and after the time of sale, the publishing of positive feedback from other customers, etc.

3.1.3. SWOT analysis

To conduct the SWOT analysis for the Bohémicas communication plan, I considered both internal and external environments of the organisation:

- Internal factors
 - Human resources: one employee.
 - Budget for the communication plan: €15,400
 - Time delimitation: 3 months.
- External factors
 - Social events during the established period: Halloween, Black Friday, Cyber Monday, Influencer's Day, International Animal Rights Day, Christmas, New Year's eve, Sales in Europe.
 - Competition: other jewellery stores in Europe

- Market trends: a research work (internet, trade shows, specialised magazines, etc.) about the market trends of hippy and boho jewellery is needed.

By following LaBelle and Waldeck's (2020) analysis of strengths, weaknesses, opportunities and threats, I drew up Bohémicas S.W.O.T. analysis (cf. Table 22):

S.W.O.T.	
Strengths 1. What are the best qualities we have as an organisation? 2. What does our organisation do better than other organisations? 3. What is our organisation's unique selling proposition, or thing that we offer that our competitors cannot offer?	1. Beautiful and cheap products, good photography on social media, quality website, good and quick customer service. 2. High engagement rate, managed to create a very engaged community in Spain. 3. Free shipping. Special handmade products and personalised products that you cannot find in other stores.
Weaknesses 1. What is something that we could improve on as an organisation? 2. What would outsiders say is a weakness of our organisation? 3. What do our competitors do better than we do?	1. More variety of products, more constant presence on social media and better organisation adding more members to the team. 2. Not a great variety of products and not having a constant presence on social media. 3. They manage to gain followers quicker than us and they post daily. They seize the event opportunities better (Mother's Day, Black Friday, etc.)
Opportunities 1. Who are potential organisations we can partner with? 2. Are there any political, economic, technological, or social trends existing that support our cause? 3. Are there any policy changes that support what our organisation does?	1. Fashion influencers, other jewellery stores, decoration stores, art influencers, plant-content accounts, life-style accounts, horoscope accounts, geology accounts and astrology accounts. 2. Social trends: boho, bohemian style, bohemian decoration, bohemian fashion, esotericism, astrology, geology, against animal cruelty. 3. No.

Threats 1. What are barriers to our organisation's achieving its goals? 2. Are there any political, economic, technological, or social trends that exist that do not support our cause? 3. Are there any policy changes that prevent our organisation from achieving its goals?	1. Too much work for a single person working in the project and economic barriers. 2. Social trends: anti-astrology and anti-esotericism. 3. No.
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Table 22: Bohémicas SWOT analysis

After linking the four parts of the SWOT analysis and the internal and external factors, I was able to draw up Weihrich (1982)'s TOWS Matrix, by answering his 4 questions (cf. Table 23):

T.O.W.S. Matrix	Strengths (Internal, Positive)	Weaknesses (Internal, Negative)
Opportunities (External, Positive)	Strength-Opportunity (SO) Strategies <i>Which of the company's strengths can be used to maximize the opportunities you identified?</i> • Show our products in other accounts and in influencers' accounts (collaborations). • Paid media to reach audiences with specific interests.	Weakness-Opportunity (WO) Strategies. <i>What action(s) can you take to minimize the company's weaknesses using the opportunities you identified?</i> • To improve the presence in social media and gain new followers by collaborating with other accounts and influencers. • Participate in social events (Mother's Day, Black Friday, etc.)
Threats (External, Negative)	Strength-Threat (ST) Strategies. <i>How can you use the company's strengths to minimize the threats you identified?</i> • Organise giveaways in which the engaged community bring new people to the social media accounts. Having more followers will	Weakness-Threat (WT) Strategies. <i>How can you minimize the company's weaknesses to avoid the threats you identified?</i> • New types of products will bring new followers and consequently more sales. • More sales will imply more work and more money to

	increase the income and I will be able to hire employees.	engage new members for the team.
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Table 23: Bohémicas TOWS Matrix

Wehrich's Matrix (1982) has allowed me to find the way of minimizing negative aspects such as threats and weaknesses (e.g., increasing the followers will increase the income, which will allow me to hire employees and lower my workload) and to maximize strengths and opportunities (e.g., using paid media to reach audiences that are interested in similar stores).

3.1.4. Audience

Defining the audience is crucial in order to determine the messages and type of content involved in the communication plan. Depending on the type of segmentation (Renard, 2020), the communication techniques will be different:

- A Geographic segmentation will determine the cultural traits of each audience, and the message will need to be adapted according to the information in point 1.2.
- When segmenting by socio-demographic traits, I will take into consideration that age and sex may slightly change the way the audience should be addressed.
- By behaviour, I will select the audiences interested in my type of product: natural and handmade jewellery.
- Psychographic segmentation was the most effective according to Renard, the audience can be narrowed down by lifestyle, interests and hobbies related to Bohémicas: for instance, hippy lifestyle, esoteric topics, minerals and stones collectors, etc.

These types of segmentation will be considered mostly on paid media, as I can organise campaigns according to specific traits.

3.1.4.1. Current audience

Bohémicas' current primary means of attracting customers is Instagram. Other social media are also used, such as Twitter and Facebook, but the community that interact the most is on Instagram.

According to Instagram Insights (cf. Figure 6), 66% of the followers on this social network are connecting from Spain, 6% from the United States and 11% from Latin American countries. Most followers come from Spain as the algorithm attracts accounts by language and physical closeness. Followers from Latin America may come because of the chosen language for the keywords or hashtags. The percentage of followers who connect from the United States can also be explained even if the posts are not in English, because it ranks first in the worldwide ranking of countries with the greatest number of Instagram users, with 120 million users (Statista, 2018). In addition, in this country we can find a large Spanish-speaking community.

With 66% of users connecting from Spain, the cities with the most influx of users are all Spanish (cf. Figure 7).

91% of the Instagram page followers are women while 9% are men, which is not surprising because the type of product that is sold is more appealing to women (cf. Figure 8).

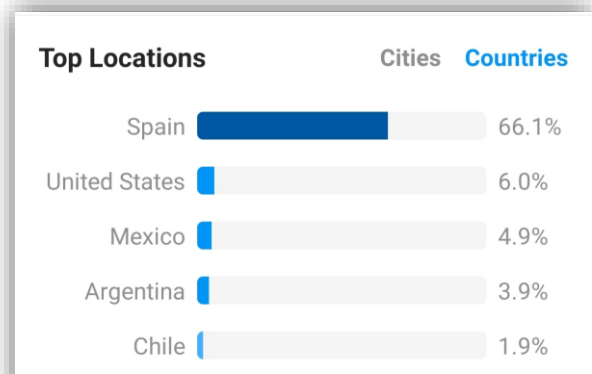


Figure 6: Audience by country (Source: Instagram Insights)



Figure 7: Audience by city (Source: Instagram Insights)

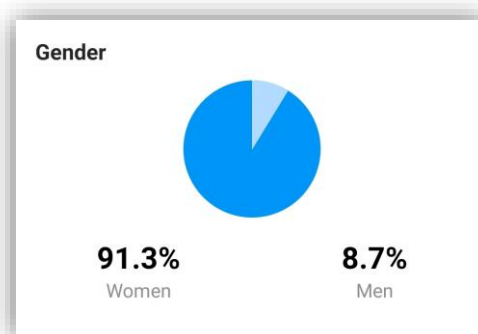


Figure 8: Audience by gender (Source: Instagram Insights)

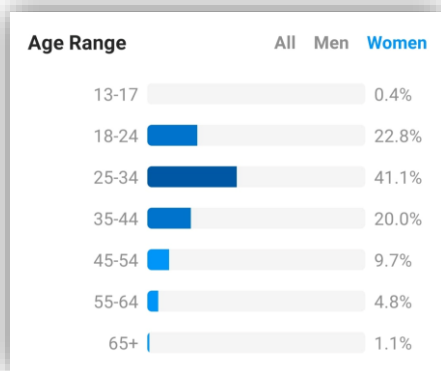


Figure 9: Female audience's age range
(Source: Instagram Insights)

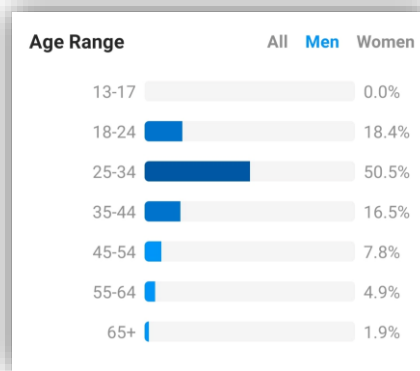


Figure 10: Male audience's age range
(Source: Instagram Insights)

We find that most of the female audience is between 25 and 34 years old (cf. Figure 9). Most of the male audience is also between 25 and 34 (cf. Figure 10).

According to Google Analytics, which conducts a statistical study of the Bohémicas website, 63.4% of the public comes from social networks (and 77% of it comes specifically from Instagram). 19.7% have direct access to the website without going through any search engine, demonstrating the percentage of people who enter with some regularity. 16.9% access from search engines and these searches stem from looking up the store as such by the word “Bohémicas” or by having carried out searches related to the products of the store (cf. Figure 11).

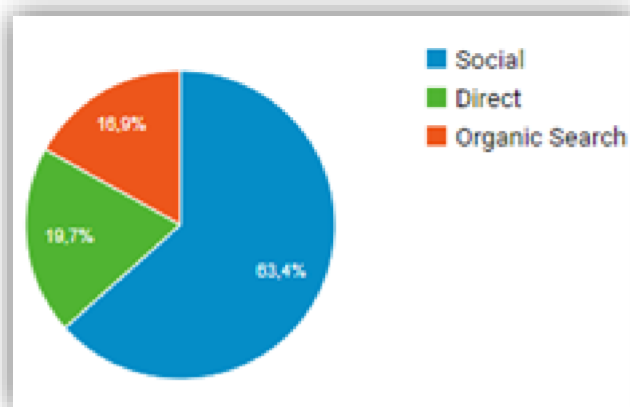


Figure 11: Main channels (Source: Google Analytics)

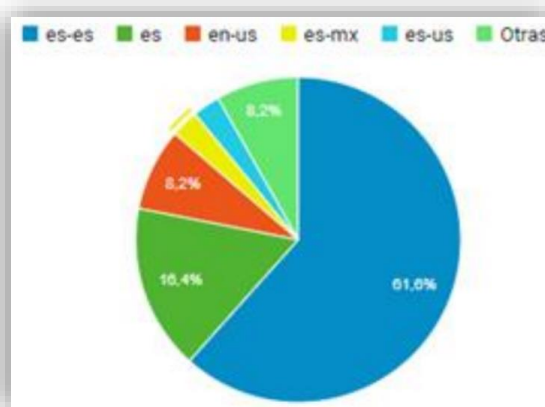


Figure 12: Users by language (Source: Google Analytics)

Depending on the language of the browser from which users connect to the website, 61.6% connect from a European Spanish browser, 16.4% from a Spanish browser without specifying the geographical area and 8.2% from an English browser in the United States. Other browsers through which Bohémicas is accessed, although to a lesser extent, are browsers in Spanish from Mexico, in German from Germany and in English from Great Britain (cf. Figure 12).

As for Bohémicas' sales, almost 100% of them are made from Spain, except for sporadic purchases from France or Belgium.

3.1.4.2. Target audience

The market that I would like to reach is that of the European Union because it has a similar culture, by geographical proximity, by the unification of member countries in legislative matters, tax system and free trade. These are issues that facilitate trade between countries.

Considering the current audience of Bohémicas, it would be interesting to reach the European Union market and more specifically females between the ages of 18 and 34, as they are the sex and age of those who are currently interested in Bohémicas' products.

Even if the general target audience is people from the whole European Union, the communication strategy will be geared toward the wealthiest countries, for merely economic reasons. These are: Sweden, Finland, Denmark, Ireland, Germany, the Netherlands, Belgium, Austria, and France (Eurostat, 2019)¹⁴ (cf. Figure 13).

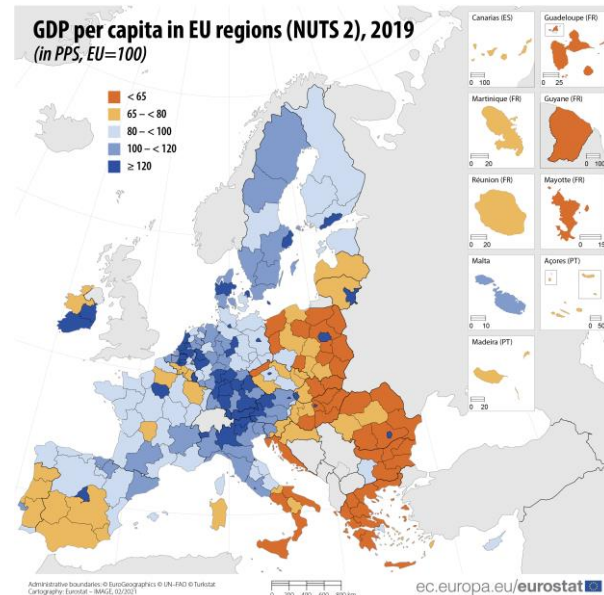


Figure 13: GDP per capita in the EU (Eurostat, 2019)

Culturally, there are some traits that need to be taken into account about these regions to develop an adequate communication strategy:

Cultural traits	Characteristics (point 1.2.)
Relationships: individualistic	- Independent and self-reliant - personal recognition and achievement is valued - the children are: -autonomous -think for themselves -assume responsibility for decisions -accountable for their actions
Social framework: low-context	- Low context cultures rely on explicit/direct verbal messages: less emphasis on the context (yes and no answers) - Tasks viewed as separate from relationships. - Individual initiative and decision-making - Facts and statistics - Written contracts by lawyers

¹⁴ <https://ec.europa.eu/eurostat/web/products-eurostat-news/-/ddn-20210303-1>

Time: linear	- Monochronic: one major activity at a time - Time is a precious commodity and is not to be wasted - Control time: measured - Focus on the future: schedules are respected - Focus on the task/meeting
Power distance: democratic/low	Low PD countries tend to view subordinates and supervisors as closer together and more interchangeable, with flatter hierarchies in organizations and less difference in salaries and status. Equality is expected and generally desired.
Femininity	Cooperation, modesty, caring for the weak.
Uncertainty avoidance: low	The cultures with low uncertainty avoidance are threatened by ambiguous or unknown situations.

Table 24: Cultural traits of Bohémicas' target audience

By analysing Table 24, it is clear that Bohémicas' target audience expects direct and explicit messages (low-context culture), a detailed explanation about each product (low uncertainty avoidance), regular posting on social media respecting schedules (linear time culture), clear and easy to find information as they do not enjoy wasting time (linear time culture).

Following Renard's (2020) suggestion, Bohémicas' *persona* would be:

Target audience: <i>Persona</i>		
Alena Hauer 	Socio-demographic traits	Sex: Woman Age: 18-34
	Geographic traits	Nationality: German
	Behavioural traits	Purchasing interests: natural and handmade jewellery
	Psychographic traits	Social status: worker and independent
		Lifestyle: hippy, boho Interests: fashion, travel, esoteric, music Hobbies: minerals and stones collection, gardening

Table 25: Bohémicas' *persona*

A *persona* is a way of narrowing down an audience, it helps to visualise the buyer in order to build a more personalised message. According to the current audience of Bohémicas, I chose a woman aged between 18 and 34 years old, worker and independent. She has the German nationality as a representation of a wealthy central European country in which the population speaks English (concretely 62% of the population)¹⁵ (cf. Table 25).

¹⁵ <https://www.europelanguagejobs.com/blog/English-Speaking-Countries-Europe>

Considering this *persona*, when developing the communication strategy, will help the organisation to create a coherent message in the internationalisation communication plan.

3.1.5. Communication channels

As Bohémicas is an online store, all their communicational activities are performed on new media. Digital communication makes it possible to reach an international audience more easily than other types of communication. 80% of the Spanish start-ups prefer to focus their communication strategies in developing their digital communication rather than working on media relations (Román-Morán, 2016).

The selected channels for the internationalisation communication plan will be the ones that the store has been using so far: e-commerce, social media and newsletters.

3.1.5.1. E-commerce

Bohémicas' website, which is its window onto the world, is now translated and localised to English. There, the customer can find information about any product and purchase it. It is accessible from any part of the world and, when the user does not come from Spain, the content is automatically displayed in English.

It was created in Spanish following the Search Engine Optimisation (SEO) guidelines and localised to English based on the most frequently used keywords in Europe in this language for the jewellery area ([Annex II](#) presents the list of keywords) to make it easier to find Bohémicas in the search engines.

As most Spanish start-ups (Román-Morán, 2016), Bohémicas almost exclusively develops advertising actions on the Internet (banners, blogs), rather than investing in magazines, the radio or television.

To reach the European Union's market, an advertising strategy in Google Ads will be implemented to reach the target audience specified in point 3.1.4.2. A different campaign will be created for each social event during the internationalisation communication strategy, but an example is displayed below (cf. Table 26):

Black Friday Google Ads campaign

1. Campaign type	Search campaign: to reach people while they are searching for keywords on Google
2. Budget	CPC max: 1,5€
3. Advertisement	Title: Bohémicas Witchy & natural jewellery URL: www.bohemicas.es/en Description: FREE shipping to Europe & up to 70% off for Black Friday!
4. Keyword list	Witchy, natural, jewellery, free, free shipping, % off, Black Friday
5. Campaign duration	22 nd – 28 th November
6. Target audience	European Union, female and between the ages of 18 and 34

Table 26: Example of Google Ads campaign

3.1.5.2. Social media

Social media plays a key role in the communication strategies of the Spanish start-ups (Román-Morán, 2016). They devote most of their economic and human resources to achieving the social media objectives. Eight out of ten start-ups use social networks as their main channel in their communication strategy, followed by email, newsletters and blogs. The preferred social networks are Twitter, Facebook, Youtube, Linkedin and, increasingly, Instagram.

Bohémicas has, to this day, 2,325 followers on its Instagram account, 2,314 on Twitter and 70 on Facebook page. As part of the internationalisation communication plan, social media will be used to reach new audiences.

The store's objectives for its social network strategy do not differ from the objectives of other Spanish start-ups (Román-Morán, 2016): improving their customer service, creating a community, driving traffic to their websites, releasing new products or services, spreading corporate information, connecting with influencers, attracting customers, increasing recognition, generating engagement with their followers and, through this internationalisation plan, to attract new international audiences.

Bohémicas has an active communication on its social media (every week, minimum 5 items are posted on all social networks simultaneously) namely Instagram and Facebook posts, Instagram stories and reels, and tweets, and they are mostly categorized as informative posts. As it is a jewellery store, the products are constantly shown in social media, to attract potential customers. To balance the informative posts, entertaining content that is less related with the company is also shared, but with less frequency.

In addition to these two types of content, promotional remuneration posts and advertising posts are going to be key to attracting new audiences in the internationalisation communication project, as these target audiences can be targeted. Special discounts will be given to the new European Union followers, and contests and giveaways will be organised (promotional remuneration media), as well as collaborations with nano-influencers and paid targeted posts (advertising media).

Finally, we will be paying special attention to the hashtag strategies in English, as it is a free way to reach new users. I, You and We-strategies will be exploited during the 3-month strategy. An example can be found in the following table:

Strategy	Example
I-strategy Users post to attract attention to their personal profiles on social networking services, to be trend, and to show that they are in trend.	#BohemicasAmbassador For the International Influencer's Day, a contest will be organised. All the participants will have to use the hashtag to post a picture "being an influencer" showing or talking about a Bohémicas product. They will have to ask their followers to like the picture, because most liked one will win a pack of jewellery.

Table 27: Hashtag strategy example

By using an I-strategy in which the users participate by posting a picture using a concrete hashtag, we favorise e-WOM (Electronic Word of Mouth). As this social event (the International Influencer's Day) takes place halfway through the whole plan, the international followers reached on the first two months will attract other international users that are connected to their network. This hashtag strategy, combined with other I, You and We-strategies will be applied in the different social media posts of the communication plan, seizing the social and commercial events that will take place during the 3-month plan.

3.1.5.3. Newsletters

A newsletter will be sent for each event of the communication plan with the objective of providing information about it and making the follower engage and participate. Apart from sending newsletter in the key-dates, the newsletter strategy will include the 6 propositions exposed by Ramos (2013) (e.g., using call to actions, sending discount coupons, etc.) which you can find on table 28 below:

NEWSLETTER CONTENT

Offer incentives and added value to visitors	• Discount coupons • Private access to certain information like when a collection is dropped, hints about the collections before they are launched...
Make your followers feel part of an exclusive community	• Show the common interests of the community by sending informational and entertaining newsletters
Use a "call to action" button	• "Click here to buy!" • "Wanna know more?" • "See the complete collection here!"
Implement a contact form everywhere	• Offer the possibility of subscribing to the newsletter not only on Bohémicas' website but also in all its social networks
Import your list of customers	• Add the customers who have requested more information about the products or collections.
Organize contests and giveaways	• Organizing contests and giveaways that require an email address to participate • Giving discount coupons or free items in exchange for the customer's registration

Table 28: Bohémicas' newsletter content

Following Ramos' (2016) suggestion concerning frequency, the newsletters will be sent at the times when most of the audience will be connected (this information will be found on Google Analytics and Mailchimp when the first international customers are subscribed) and on working hours from Monday to Friday.

As Weiss (2005) suggests, the tone of the newsletter will be adapted to the new audience's culture. As this author explains, western e-mail culture is simple and direct, so the style will not include a formal formatting and will pay attention to using easy and understandable words for the non-native English speakers.

3.1.6. Message

Concerning the 4 communication approaches proposed by LaBelle and Waldeck (2020), Bohémicas tend to communicate targeting their audiences, the Mass Communication Approach is therefore never used. When communicating through their e-commerce, social media and newsletters, Bohémicas uses –and will use in the internationalisation communication plan– the Targeted Communication Approach focusing on their current audience and other audiences with similar characteristics. In addition, when using paid media or Search Engine Advertising (SEA), the Tailored Communication Approach will be used in order to reach women between the ages of 18 and 34 from the European Union. Each ad will target different ages and the messages for each ad will be personalised to the unique needs and characteristics of the individuals of that target audience. Finally, when communicating personally with the existing or new potential clients through social media chats or email, the Single Person Method is and will be used to offer a personalised service.

Persuasion is key in Bohémicas' messages as the store's main objective is to convince the audience to buy its products. However, as pointed out by LaBelle and Waldeck (2020), persuasion can threaten an audience's feeling of freedom, so persuasion will be combined with elements that enhance credibility. Concretely, Bohémicas will be using the following credibility strategies proposed on table 6 by LaBelle and Waldeck (2020):

- Encouraging feedback by offering a discount code if they leave a transparent review.
- Creating a similar and consistent style of visual and textual contents through all the communication channels.
- Communicating transparently about the origins of the products.
- Using a simple language, avoiding slang, regionalisms, complicated vocabulary, sarcasm, or irony.
- Creating specialised content that will interest the target audience (useful audience-centred content).

To make persuasion more effective, logical and emotional appeals will be used (LaBelle and Waldeck, 2020). Concerning the logical appeals, facts and data that are considered accurate in the world of esoterism will be used (e.g., the properties of stones and minerals, horoscope, tarot, etc.). Some emotional appeals will also be applied, specially the use of narratives and storytelling (e.g., the story of the store, of the jewellery creator, clients' experiences, etc.), and some traits of humour too (e.g., jokes about horoscopes, etc.).

In order to create an effective content strategy for the communication plan, it is essential to have a complete understanding of the target audience, which in this case has a slightly different culture than the current Spanish one. This is why, the target audience's cultural traits are taken into consideration to design an appropriate message (cf. Table 29).

Cultural traits	Images	Text
Relationships: individualistic	The images will show individuals using the products.	Use of second person singular, addressing directly to the receiver.

	They will also show young independent women as models.	Stress the fact that the purchase decision is on the customer.
Social framework: low-context	Images in which the product is the main element, and its details are clearly shown.	Detailed description of the product (e.g., colour, sizes...). Clarity in the store information (e.g., shipping costs and delivery times).
Time: linear	The first image shows as much information as possible to save time for the client.	Clear organisation of the information (e.g., headings, bold fonts, bullet points, etc.).
Power distance: democratic/low	Avoid strict beauty standards by embracing diversity when choosing models to promote equality.	Use of a close language (i.e., friend to friend, not company to client).
Femininity	Show modesty, normal people, not opulent sceneries, etc. in the pictures.	Closeness in the message makes the customer feel comfortable to ask for help to choose products, to make the purchase, etc.
Uncertainty avoidance: low	The images show as much detail as possible about the product.	Detailed explanations about the store, products, shipping, etc.

Table 29: Bohémicas' message

The message will be transmitted in English, as it is the first most widely spoken foreign language in the European Union in 19 of the 25 Member States where it is not an official language¹⁶ and because English is the official language of 2 Member States (Malta and Ireland). The language must be used following the principles of Simplicity, Clarity, Correspondence and Cultural Adaptation proposed by Weiss (2005) to avoid communication problems with non-native English speakers (e.g., adopting a reduced dictionary, avoiding slang, sarcasm and irony, organising clearly the text with subject lines, and being polite and formal).

3.1.7. Moments of truth and tactics

The communication strategy must foresee each moment of truth of the consumer, as in each moment of truth the customer makes different decisions.

In this plan, Bohémicas is prepared for when international users search for a product on google or social media (Zero Moment of Truth), as advertising campaigns will be placed all over the 3-month lapse and SEO and hashtagging are used to make the store appear among the competition.

¹⁶ https://ec.europa.eu/commission/presscorner/detail/en/IP_12_679

When the new international users arrive to Bohémicas' website or social networks and search for information about the product they want to buy, the shipping conditions or the store in general (First Moment of Truth) a clear communication of the value proposition will be all over the store's communication channels to persuade the user and ensure the sale.

The moment when the new user purchases the product and becomes a customer (Second Moment of Truth) will also be covered with a personalised client service through social media, email and automatic newsletters. The communication with the store is always recommended to the client during the purchasing process in case any doubt arises. When the customer finally buys a product or products, an automatic email is received confirming the purchase.

A few days after buying the product, the customer receives another automatic email asking for feedback in exchange of a discount code, forcing the Third Moment of Truth. This follow-up communication facilitates a quick reaction to positive feedback (e.g., thank the customer for their words) and negative feedback (e.g., saying sorry for the inconvenience and offering a solution if possible).

3.1.8. Measurements

The measurement of communication is one of the main concerns of Spanish and European communication managers to be able to justify their work and ROI (return on investment) of the communication decisions (Román-Morán, 2016).

The evaluation of the internationalisation communication plan will take place at the end of the established 3-month period, and it will follow the premises of the Directorate-General for Communication of the European Commission (2017)¹⁷ presented in point 1.1.1.8. (cf. Figure 2).

Firstly, the scope of the communication needs to be defined. The next activities will be measured following the day that the communication plan ends (16th January 2022):

- E-commerce activities: content creation and advertising campaigns.
- Social media activities: post, stories, reels creation, customer service, giveaways and contests, influencer campaigns and advertising campaigns.
- Newsletter activities: content creation, discount coupons, contests and giveaways.

Before the communication activity is implemented, the objectives and target audience have been set and in order to be measured logically it is necessary to have a clear understanding of them.

- The store's knowledge, behaviour and attitude objectives are defined in point 3.1.2.
- As it is explained in point 3.1.4.2. Bohémicas' target audience is the European Union females between the ages of 18 and 34 years old.

¹⁷ https://ec.europa.eu/info/sites/default/files/communication-evaluation-toolkit_en.pdf

Finally, the indicators (KPIs) must be chosen to measure each objective of the communication plan (cf. Table 30), taking into account that the main purpose of this plan is to reach new audiences in the European Union.

OBJECTIVES	KPIs
Let the new audience know that the shipping is Europewide.	Reach of the shipping information page after the 3-month campaign.
Let the new audience know that Bohémicas sales jewellery and has affordable prices.	Reach of Bohémicas website and of social media profiles after the 3-month campaign.
Persuade the new audience to follow Bohémicas social media accounts.	New followers on each social network.
Persuade the new audience to interact with the store (improve engagement).	New reactions, likes, comments, mentions or shares / total interaction in the 3-month campaign.
Persuade the new audience to subscribe to the newsletters.	New subscribers to the newsletter in the 3-month campaign / total invitations to the newsletter in the 3-month campaign.
Persuade the new audience to buy.	Number of new international clients that have purchased in the 3-month campaign.
Demonstrate the audience that they can trust the company by asking for feedback to the customers.	Total feedback comments / total sales in the 3-month campaign.
Demonstrate the audience that they can trust the company by maintaining the contact with the client before, during and after the time of sale.	Number of customer care contact per order in the 3-month campaign.

Table 30: Objectives and KPIs of the communication plan

Objectives and actions can be measured by country, audience, or devices, through KPIs using social media measurement tools such as Hootsuite (according to Román-Morán's study (2016) 80% of the Spanish start-ups use it), Google Analytics, Twit Analytic or Twitonomy.

Conclusion

Internationalising an online store should be an easy task for someone who has been trained in translation and business communication. Even though communicating to sell to a local market through my online store has always been something inherent in my nature, when I tried to reach new markets, before starting my master's degree in Multilingual Communication, it became a challenge.

This master's degree made me realise that the translation/localisation of an e-commerce is not enough to guarantee a successful expansion. During these 2 years, I have deepened my knowledge in communication strategies, digital marketing and cultural traits which may affect any international business. This is why this dissertation has sought to answer the question of how a communication plan needs to be designed in order to expand my local online store to new markets.

After an exhaustive theoretical investigation, I managed to answer this question, by answering other less extensive ones. To make a detailed communication plan for the expansion of Bohémicas to the European Union market, I merged the recommendations of different communication experts. I started by conducting an analysis of the initial state of my business and its strengths and weaknesses to define the threats and opportunities in the goals and objectives of the communication plan. I learnt how to target the appropriate audience for my plan geographically, socio-demographically, by behaviour or psychographically by using advertising campaigns on Google Ads and social media. The consulted literature clarified how to use English as a global language to communicate through the different online channels (e-commerce, social media and newsletters) and persuade the audience to engage with the store and buy products. I was able to verify that all the consumer's moments of truth were already covered before the internationalisation. Finally, I made a measurement plan that will take place when the internationalisation campaign ends to define if the communication plan was effective.

Concerning how cultural differences affect communication decisions, I was surprised to learn that these decisions not only involve the textual message, but also the organisation of a website or the choice of images on social media. As a Spaniard, it was fascinating to see how within Europe, cultural traits differ so much between North and South that I had to use different communication strategies, like the ones mentioned above, to address my new target audience.

The keystone of reaching new international audiences for online stores lies in digital marketing communication, because thanks to the progress made in the last few years concerning Search Engine Advertising (SEA) now it is possible to choose the concrete characteristics of the audience you want to reach with your ads.

Communication and marketing are closely related. During the drafting of my communication plan, I had to make a special effort to not to go beyond its limits and choose marketing and sales objectives (e.g., increase sales, increase the conversion rate, etc.), while the objectives relied in how to reach and communicate to a new European Union audience, and persuade it to make purchases. I noticed this limitation at the end of the development of my communication plan when defining KPIs to measure my objectives, because I missed a detailed economic measurement, but I found that it was

not meant to be part of a dissertation about communication studies. It could be more appropriate to include it in a marketing plan.

Regarding the economic aspect of the plan, I was slightly worried to find out that a 3-month communication plan with one employee is so expensive and that it is a big barrier for a self-employed entrepreneur as I am. Although it is an investment that could boost my business.

Assuming the success of the internationalisation communication plan, the next investigation steps for this concrete project would include creating a marketing plan to convert the maximum amount of new international followers in purchases, and to engage them to build customer loyalty.

In this dissertation a communication plan has been designed for a real and active online store. I consider it a privilege to be able to continue developing my personal project, this time under the guidance of a communications professional and to be able to put into practice the theoretical research, making each decision by myself, as there are no other stakeholders involved. I realised that the digital world has broken geographical barriers, but at the same time created cultural ones that can only be overcome by professionals with expertise in linguistics, cultural awareness, digital marketing and communication.

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Annex

I. Timeline of events during the 3-month communication plan

31st OCT.
HALLOWEEN

Halloween discount

When: from 15th to 31st October.

Advertisement: Yes, SEA on social media.

Objective: attract new female customers from the European Union between the ages of 18-22 years old.

Channels: E-commerce, social media posts, stories and reels, tweets, newsletter.

Message: Offer a discount to the “witches” who want to wear esoteric jewellery on Halloween.

26th NOV.
BLACK FRIDAY

Black Friday discounts

When: During the week before and the same day.

Advertisement: Yes, SEA on social media and e-commerce.

Objective: attract new female customers from the European Union between the ages of 22-34 years old.

Channels: E-commerce, Social media posts, stories and reels, tweets, newsletter.

Message: Discounts on the store during the whole week.

29th NOV.
CYBER MONDAY

Cyber Monday discounts

When: The same day.

Advertisement: Yes, SEA on social media and e-commerce.

Objective: attract new female customers from the European Union between the ages of 18-34 years old.

Channels: E-commerce, Social media posts, stories and reels, tweets, newsletter.

Message: An extra discount, as a second opportunity for the audience who did not buy during the Black Friday week.

30th NOV.
INFLUENCER'S DAY

Influencer's Day contest

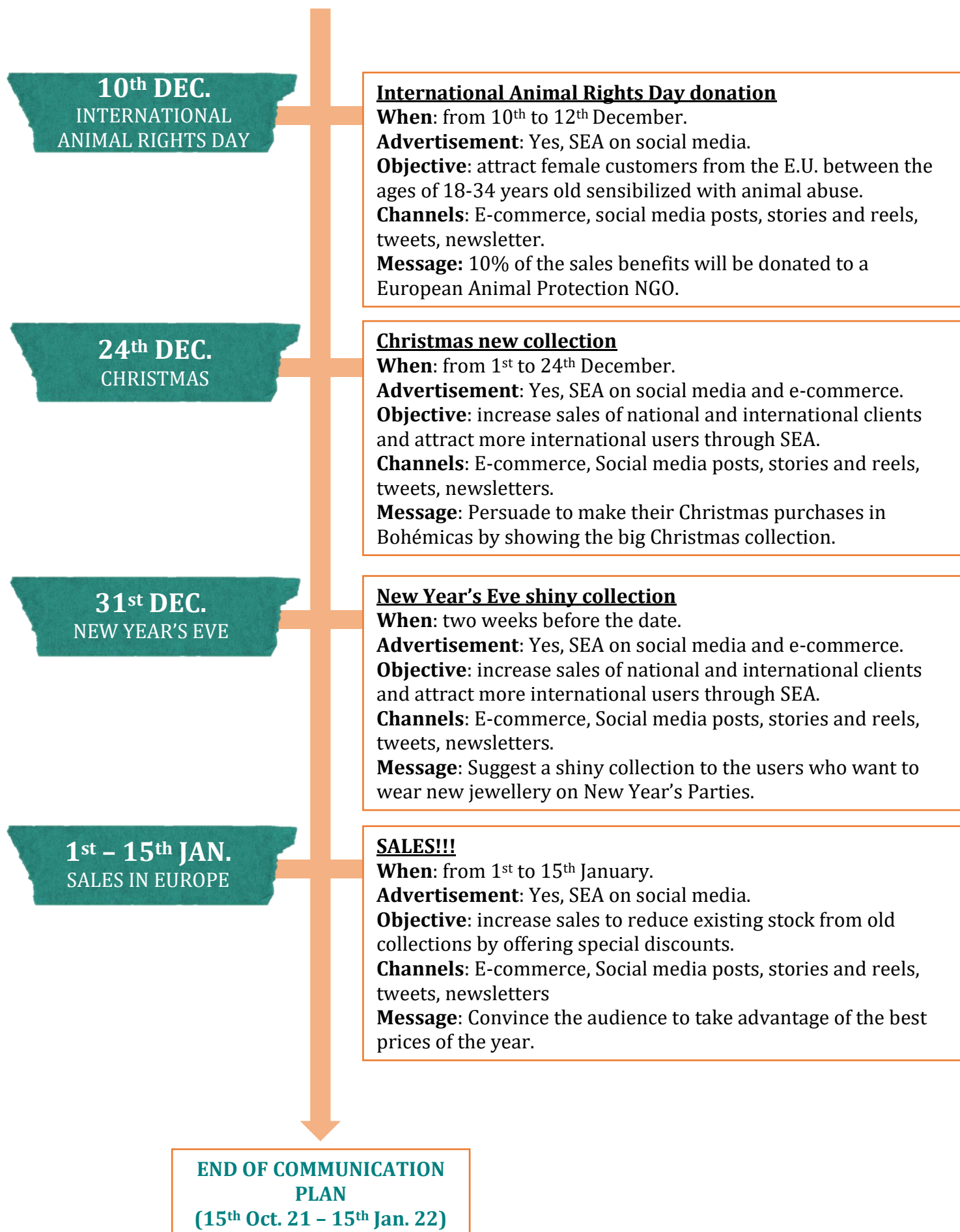
When: During the whole month, the winner is announced the 30th November.

Advertisement: Yes, SEA on social media.

Objective: the international participants reached through the previous events, will attract other international users that are connected to their network.

Channels: E-commerce, Social media posts, stories and reels.

Message: All the participants will have to use the hashtag #BohemicasAmbassador to post a picture “being an influencer” showing or talking about a Bohémicas product. They will have to ask their followers to like the picture, because the most liked one will win a pack of jewellery.



II. Keyword list for SEO and SEA

The keyword list was created when translating/localising Bohémicas website from Spanish to English using keyword searching tools such as Google Analytics. These are also keywords used on a day-to-day basis on the business's social networks as hashtags.

Keywords

Stone jewellery	Necklaces	Sterling silver	Feathers	The four elements	Earth
Crystal jewellery	Rings	Gold plated	Plants	Handmade	Air
Jewellery	Bracelets	Silver	Unique jewellery	Resin necklaces	Horoscope
Mother nature	Earrings	Golden	Special stones	Clear resin	Boho
Stones	Bags	Bronze	Simple jewellery	Energy	Hippie
Crystals	Jewellery shop	Fabric	Minimalist jewellery	Water	Fashion
Happy	Design	Nacre	Nature	Fire	Colour
Quartz	Rose gold	Handcrafted	Moon	Witch	Natural
Amethyst	Agate	Opalite	Moonstone	Selenite	Aragonite
Accessories	Tarot	Geode	Fluorite	Aventurine	Turquoise

Table 31: Bohémicas' keywords

UNIVERSITÉ CATHOLIQUE DE LOUVAIN
Faculté de philosophie, arts et lettres

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