

IDENTIFY CHALLENGES AND BEST MARKETING PRACTICE OF BUSINESS-TO-BUSINESS (B2B) IT ERP (ENTERPRISE RELATIONSHIP PLANING) SOFTWARE INDUSTRIES IN SOUTH EAST ASIA (SEA)

Natacha Maswichian

Abstract

This paper highlighted on challenges, objectives and trend of marketing activities in business-to-business (B2B) market. We used the survey tool to collect the data from ERP (Enterprise Resources Planning) professional IT partners from South East Asia (SEA) including India, Sri Lanka, Maldives, Thailand, Vietnam and Myanmar around 50 respondents. In addition, we analyzed the information with SPSS Program. They have their own sale and marketing teamwork together with agencies to run the marketing activities. Old partners strongly agreed that they did not concern budget and staffs but new partners strongly agreed that they are very concerned for the budget and their own team, because they are new and do not have a lots of fund investment. They have to combine the digital marketing and offline marketing activities including Paid Search (PPC, SEM), Social Media, SEO (Google), Customer Success Stories, (Video) Content Creation, Online Content Creation such as blog post, Email Campaign, Display Advertising, and Tele marketing Physical Event to generate the leads and build the awareness. They strongly agreed on that trends of the social Medias are Facebook, LinkedIn and YouTube. So, to make marketing activities drives the revenue successfully they strongly agreed that they also must have to good marketing contents including Blogs Videos, White Papers, Case Studies, Info graphics, Webinars, Blog Posts and Tele Script. All the partners will use the free marketing contents from suppliers and for only old partners will create their own marketing content by themselves for the marketing activities.

1. Background of the study

As digital marketing is essential for all companies. It is the best way of marketing to help your company growth increase profits, raise brand awareness in the long run. Digital Marketing is offered in the different activities including search engine optimized (SEO), email campaign, website revamp, Pay-Per-Click (PPC) Advertising, Content creation, content creation, social media marketing, affiliate marketing, video marketing, SMS Messaging, etc.

Business-to-business marketers have been using Internet applications widely for several years now (Leek, Turnbull & Naude 2003), and there is an extensive body of knowledge around the use of web-based branding in the sector. However, the web has moved on: what was largely didactic, one-way computer-mediated communication has now changed with the evolution of social media platforms and what have been termed Web 2.0 applications. Constantinides and Fountain (2008: 231) defined Web 2.0 as “a collection of open-source, interactive and user controlled online applications expanding the experiences, knowledge and market power of the users as participants in business and social processes... [supporting] the creation of informal users' networks facilitating the flow of ideas and knowledge by allowing the efficient generation, dissemination, sharing and editing/refining of informational content.” At the time of writing, the most successful example of this type of

thinking is the social networking site Facebook, a media phenomenon that is widely discussed in terms of the speed of its adoption and the sheer breadth of its reach. Marketers of consumer goods and services, particularly of products targeted at younger age groups, have had no option but to develop social media marketing strategies, because their target audience spends a great deal of time online, interacting with friends and family through such media. Consequently, consumer marketing is now a highly visible part of what is being described as the social media revolution – examples abound, but the Coca Cola FaceBook presence is a highly regarded example (www.facebook.com/cocacola). Where once a company of this importance would have directed audiences from conventional advertising channels towards corporate web pages, it now highlights the FaceBook URL instead, recognizing perhaps that this is the space inhabited by its most attractive target markets. Business-to-business marketers have to decide whether, and how, to employ such media, both those purpose-built for business professionals (such as LinkedIn) and more generic media (such as Face Book and Twitter), in their branding strategies.

Most people seem to agree that the Social Media (SM) revolution and phenomenon is not a fad or hype (Bodnar 2009). Business that has not started to approach the social media scene are already seriously behind the technology adaption life cycle curve (Thomas & Barlow 2011). Activities on social networks and blogs are now the fourth most popular internet activity, and the ad spending will exceed \$2 billion during 2011 (AG 2010). For marketers, social media provides new ways of thinking since consumer connects with brands in new channels, often out of control of the manufacturer (Edelman 2010), they also consider social media less biased (Spekman 2010). Typically, people now tend to engage in the brand even after the purchase, sharing their experience with millions of people (Edelman 2010). The social media channels provide businesses with an opportunity to network and generate deals (Campbell 2010). In respect to marketing and sales, the B2C companies seem to be ahead of the B2B companies, but considering the characteristics of the sales in B2B markets, long sales cycles and strong personal relationships, the social media tools should logically support the B2B markets to a greater extent (Kho 2008). Social media is by its nature about connecting people, bringing value and building relationships (Thomas & Barlow 2011). B2B relationships are in turn not about companies but about people (Gillin & Schwartzman 2011). Our research aims at extending the knowledge currently available within the B2B environment but also to discover and explain if there are key factors of certain importance for B2B companies. We argue that research within this area is important and we hope to contribute to the subject by providing more understanding of how companies should implement successful social media programs.

However, the digital Marketing also faced the limitation in the term of sensitive information from negative feedback, security issue, cannot achieve target in the short term and increase the competition. According to The 2112 Group (2014), the volume and severity of cyber-threats and malware represent the second highest operational risk for small and mid-sized businesses, behind only economic uncertainty. Yet, four out of five such businesses have no cybersecurity plans, meaning there is a substantial market opportunity for cybersecurity providers. One of the most effective ways to reach these numerous potential customers is to leverage the power of downstream channels (cf. Sreenivas & Srinivas, 2008; Chung et al., 2012). Value added resellers are systems integrators that can work either with a single vendor that offers most of the technology needed to build end-to-end offerings, or multiple vendors to integrate and craft more comprehensive solutions. Although many value-added resellers prefer working with a single vendor, a growing number show better returns by creating holistic solutions using multiple “best-of-breed” technologies (The 2012 Group, 2014). Given that value-added resellers have choices in sourcing, assembling, and deploying hardware and software solutions for customers, cybersecurity suppliers need to build brand awareness to maximize the popularity of their products as a part of the reseller's total solutions.

According to D. K. Gangeshwer (2013), there is no actual face-to-face contact involved in the Internet communication and it can lead to the lack of trust of the customers. For example, the products that rely heavily on personal relationship between buyers and sellers such as the life insurance or the product that requires physical examination, Internet marketing might be less appropriate since prospect buyers are unable to touch, smell, taste or try the products through Internet marketing.

Besides, D. K. Gangeshwer (2013) also argued that some of the disadvantages of Internet marketing are highly dependent on technology. There are many cases, technology breaks down and produce erroneous results that can severely affect Internet marketing campaigns. There are also several disadvantages, such as security, privacy issues, maintenance costs due to a constantly evolving environment, higher transparency of pricing, increased price competition, and worldwide competition through globalization.

The Internet is a public network, anyone could access any information from the Internet and this causes the problem of security. Others might copy any new Internet marketing strategies. Therefore, the price will also increase for developing an Internet marketing if there are a lot of marketing development toward online. Moreover, there are also some places lack of technology, people who do not have the device to access the Internet or do not have Wi-Fi in their place can't access or receive the message and information through online.

This paper probes to identify is the digital marketing activity is the best marketing practice for Business-to-Business (B2B) IT Industry in South East Asia (SEA). The researcher was designed to collect the data by the survey tool from Business to Business (B2B) IT Industry in South East Asia (SEA).. The finding in this survey is referred to the key challenges and the result from the digital marketing activities in Business to Business (B2B) IT Industry in South East Asia (SEA).. Finally, the researcher will explore the resultant from the survey result and suggest for developing the marketing activity to get a better result for Business-to-Business (B2B) IT Industry in South East Asia (SEA).

2. The objectives are therefore as follows:

1. To define the digital marketing activity
2. To analyze the challenges Business to Business (B2B)
3. To observe the digital marketing activity is the best marketing practice for Business-to-Business (B2B) IT Industry in South East Asia (SEA).

3. Problem Statement

A Return of Investment (ROI), content marketing generating, Trends of Social media and Digital marketing, and website management also the main issues for Business-to-Business (B2B) (Exceedion, 2015).

3.1 Sale Challenges

B2B sales face a number of challenges in today's environment, such as increased competition, slowed world economy, commoditization of products, and qualified lead generation, to name a few. Because sales organizations lose customers every year for a variety of reasons, a steady need exists to expand the customer base by building the sales pipeline (Jolson and Wotruba 1992). One of the constant obstacles in B2B sales is finding the right type of clients through prospecting efforts, and then discovering the decision makers within the network of external stakeholders. A growing challenge for B2B sales is the implementation of technology and its impact on the sales process. Current research has tested the influence sales technology has had on developing deeper customer relationships (Hunter and Perreault 2006; Rodriguez and Honeycutt 2011) and

improving internal administrative performance (Hunter and Perreault 2006; Stoddard, Clopton, and Avila 2006). Focus has also rested upon specific sales technology, such as CRM (Rapp, Agnihotri, and Forbes 2008; Tanner et al. 2005) and sales force automation tools (SFA) and their impact on performance (Keramati et al. 2010). Ahearne, Jelinek, and Rapp reported that CRM systems improve the sales professional's ability to communicate clearly with clients and "improve the ability to win business" (2005, p. 380). Other research has shown that CRM technology has helped sales professionals improve closing rates and generate revenue faster (Erffmeyer and Johnson 2001). Building on this existing SFA and CRM literature, sales technology, in the form of social media, has been used by organizations to enhance the performance of sales tasks (Panagopoulos 2010). With the evolution of the Internet and Web 2.0, the use of social media within the Business-to-Business (B2B) environment has progressed from a simple tool used for connecting with friends to an important platform for reaching new buyers and developing deeper relationships with customers.

3.2 Budget Limitation

Various marketing strategies and activities should be analyzed and reported in order to control their effectiveness and efficiency. King (2015) said that the marketer should choose only a few important metrics to reach his goals; otherwise, it is just not possible to report all of them monthly, quarterly or year-over-year. The most central marketing metrics are called key performance indicators (KPIs) and usually in fact related to impact on revenue. For instance, it can be a number of leads, cost per lead or number of new customers. (King 2015.)

The following metrics can be used for each of mentioned above marketing activities according to King (2015).

Paid Search- "Number of impressions, clicks, and converted clicks; average cost per click, cost per converted click, and click conversion rate; average cost per thousand impressions, total cost, and average position." The percentage of traffic that paid search has driven to the site is also a significant aspect.

Trade Shows - "Number of shows, leads per show, the total number of leads from all shows and average cost per lead for all shows; the number of deals and associated revenue per show and the total number of deals and associated revenue from all shows."

Social Media - "Number of followers, likes, shares, retweets, comments and link clicks."

Organic Search- "Number of searches, popular search queries, and percentage of organic search traffic to your site."

E-mail - "Number of subscribers, percentage growth year-over-year, delivery rate, open rate, click through rate, and unsubscribe rate."

Webinars- "Number of registrants, number of attendees, the percentage of registrants to attendees, and number of leads and opportunities generated per webinar and for all webinars."

As a part of business strategy planning procedure, the expected financial outcome should be reflected as well. The expected financial return or return on investment (ROI) of marketing activities is necessary to display based on market realities. At the end of marketing assessment process, the marketer would be able to analyse the contribution of marketing activities considering the expected financial return. (Fitzpatrick 2017.) Return on investment (ROI) in marketing is basically measured by the formula "marketing-sourced revenue minus marketing expenses = marketing ROI" (King 2015).

3.3 Technology Adoption – Digital Marketing

Seeing that the strength of internet & social media will not decrease the upcoming few years, this topic will be crucial to every organization (Giedd & Chief, August 2012). The power of smartphones in combination with social media is a constant expanding threat to many companies (Felt & Robb, 2016). The second big point of consideration is related to the continuing trend of children, adolescents, and teenagers using digital and social media more and more excessively (Giedd & Chief, August 2012).

Internet is one of the main drivers of the increasing gap between markets and companies (Day, 2011) and one of the biggest challenges for marketing (Leeflang, et al, 2014). Digital marketing has transformed the way companies manage and communicate with their customers and society worldwide. It is becoming a key and necessary instrument to face the challenges that still exist in the field of marketing.

The significant challenges in Business-to-Business (B2B) trends are the ROI (Return of Investment), lack of marketing budget and marketing technology improvement have impacted to the Business-to-Business (B2B) marketers struggle to grow in the market.

4. Research Statement

I am a student business program at Limkokwing University with an interest in contributing to a deeper understand of digital marketing with Business-to-Business (B2B) IT Industry in South East Asia (SEA).. The author will use the survey tool to collect the data from samples of Business-to-Business (B2B) IT Industry in South East Asia (SEA). This data will help to researcher better understand about trend of digital marketing activities, challenges and result of digital marketing activities which adopted with Business-to-Business (B2B) IT Industry in South East Asia (SEA). Although the research will analyze the data with SPSS, tool and will find the theory to support this information. This research statement is organized as follows: the first section discusses the research of business-to-business (B2B) in the objectives, area of challenges, role of digital marketing activities and the outcomes of digital marketing activities. These sections include plans for future research in the respective areas.

5. Research Questions

The entire thesis is divided into five chapters. Each chapter contains necessary subchapters. The study involves all about the entire Business-to-Business (B2B) digital marketing activities, marketing strategies, challenges, and sale opportunity, which were found valuable to analyze by the author. The introduction and theoretical part are determined to show the convincing motive for the study, its purpose and desired outcome, the methodology of gaining information and explanation of necessary terms.

1. *Is digital marketing is a best marketing practice for Business-to-Business (B2B) for IT Industries in South East Asia (SEA)?*

This question will help us predict the trends in internet marketing and make suitable suggestions to Business-to-Business (B2B) for IT Industries in South East Asia (SEA).

To answer this question, the researcher decided to use my own skill communication based on my experience in IT Business-to-Business (B2B) Companies in South East Asia (SEA). The researcher will use the survey to ask the questions about the

challenges and best digital marketing practice in Business-to-Business (B2B) companies from professional of IT ERP (Enterprise Resource Planning) Software Industry in South East Asia (SEA).

The analytic part and the conclusion were drawn based on the information from the survey, professional journals, and own expert interviews. The researcher also will use SPSS program to analyze the data and provide the recommendation to Business-to-Business (B2B) companies from the IT industries in South East Asia (SEA). It could be able to help the Business-to-Business (B2B) IT Companies improve their marketing planner, reduce the useless marketing activities and be able to handle the problems in the Business-to-Business (B2B) in further. The last chapter “Discussion” covers the author’s own assessment of the accomplished work and comments about knowledge development and study’s reliability.

6. Literature Review

6.1 Business to business marketing

According to Ryan & Cook (2015), business-to-business (B2B) marketing “concerns marketing activities between organizations: companies, governments, institutions”. The main concept characteristics are fewer customers’ relations but “more stakeholders, more complex decisions, larger quantities, and higher sums of money involved, product customization, and the prevalence of rational motivations, oriented either for profit or for the public interest”, as Ryan & Cook (2015) note. Then, King (2015) defined B2B marketing as “simply businesses selling at scale to buyers in other companies”. To tell that other words, business-to-business marketing associates products’ marketing between two businesses.

6.2 Marketing challenges:

A survey conducted by Tiago and Verissimo (2014:705) shows that managers identifies benefits of online marketing in improving information gathering and feedback, potential to increase knowledge, potential to increase the promotion of firms, expanding internal and external relationships, knowing consumers’ consumption habits and preferences.

And since marketing executives are confronted with rapidly changing markets which are beyond their control, (Leeflang, et al., 2014) identified 4 important challenges based on their survey for 777 marketing executives from the US, Europe, and Asia.

These challenges are: (1) The ability to generate and leverage deep customer insights, (2) Managing brand health and reputation in a marketing environment where social media plays an important role, (3) Assessing the effectiveness of digital marketing, (4) The increasing talent gap in analytical capabilities within firms.

In the next section, I continue with a critical discussion for those challenges:

6.2.1 Customer insights:

The ability to track consumer behavior across online platforms led to a large and complex data sets, forming what termed to be big data. Hence, “the most important challenge in a digital marketing world is the ability to generate and leverage deep customer insights” (Leeflang, et al., 2014: 5). The challenge requires implementing an efficient tracking to capture, store, share, transfer, analyze, and visualize data.

Implementing a proper tracking system will allow marketers and decision makers to follow consumers during their customer journey. And companies that track and analyze data are said to outperform competitors (Davenport 2006, cited in Leeflang et al. 2014: 3).

However, overreliance on data and hard facts decision making, might lead to reduction in creativity and out-of-the-box thinking. Hence, it is important to define the allowed degree of innovativeness, as well as using big data to leverage utilizing

several data sources in an innovative fashion. For example, Dutch railways used their own data combined with data by TomTom navigation systems to inform customers on their expected travel time by train and by car. This helps customers to make more informed decisions on their choice of travel mode (Leeflang, et al., 2014, p. 6).

6.2.2 Social media & brand health:

Traditionally, companies use fully controlled mass advertising to build and sustain brand reputation. A successful marketing campaign requires sufficient reach and attention. In the digital landscape, social media offer a great opportunity to reach large audience easily and at a relatively low cost. But as mentioned before, that comes at a price of a weaker control over brand reputation online or what termed to be e-reputation. The risks of lack of control increases proportionally with the size and strength of the brand.

Consumers can easily become value destroyers instead of value creators for brands. And since creative consumers like to network with other consumers with similar interests, marketers can leverage that by campaigns that either create the communities or participate in existing communities. Taken as a whole, companies are struggling to build successful engagement strategies that can make real and measurable impact.

Additionally the social media impact reflects also in a dynamic and interconnected international environment, were "local events rarely remain local and global events are likely to be (re)interpreted locally" (Berthon et al. 2012: 261). Hence, managing e-reputation became a complex challenge for marketing executives charged with formulating and implementing marketing strategies internationally.

Moreover, the brand health challenge magnifies the importance of customer insights, where a proper monitoring for brand mentions and sentiments must be implemented.

6.3 Digital Marketing Technology

A number of research papers and articles provide a detailed insight on Internet Marketing. The findings from the literature are presented below -

Internet marketing has been described simply as 'achieving marketing objectives through applying digital technologies' (Chaffey et al., 2009). Digital marketing is the use of technologies to help marketing activities in order to improve customer knowledge by matching their needs (Chaffey, 2013). In the developed world, companies have realized the importance of digital marketing. In order for businesses to be successful they will have to merge online with traditional methods for meeting the needs of customers more precisely (Parsons, Zeisser, Waitman 1996). Introduction of new technologies has creating new business opportunities for marketers to manage their websites and achieve their business objectives (Kiani, 1998). Online advertising is a powerful marketing vehicle for building brands and increasing traffic for companies to achieve success (Song, 2001). Expectations in terms of producing results and measuring success for advertisement money spent, digital marketing is more cost-efficient for measuring ROI on advertisement (Pepelnjak, 2008).

Today, monotonous advertising and marketing techniques have given way to digital marketing. In addition, it is so powerful that it can help revive the economy and can create tremendous opportunities for governments to function in a more efficient manner (Munshi, 2012). Firms in Singapore have tested the success of digital marketing tools as being effective and useful for achieving results. (Teo, 2005). More importantly, growth in digital marketing has been due to the rapid advances in technologies and changing market dynamics (Mort, Sullivan, Drennan, Judy, 2002).

In order for digital marketing to deliver result for businesses, digital content such as accessibility, navigation and speed are defined as the key characteristics for marketing (Kanttila, 2004). Other tried and tested tool for achieving success through digital marketing is the use of word-of-mouth WOM on social media and for making the site popular (Trusov, 2009). In addition, WOM is linked with creating new members and increasing traffic on the website which in return increases the visibility in terms of marketing.

Social media with an extra ordinary example Facebook has opened the door for businesses to communicate with millions of people about products and services and has opened new marketing opportunities in the market. This is possible only if the managers are fully aware of using the communication strategies to engage the customers and enhancing their experience (Mangold, 2009). Marketing professional must truly understand online social marketing campaigns and programs and understand how to do it effectively with performance measurement indicators. As the market dynamics all over the world are changing in relation to the young audience accessibility to social media and usage. It is important that strategic integration approaches are adopted in organization's marketing communication plan (Rohm & Hanna, 2011). With the above reviews we can assume that GST is a tax reform which will change the scenario of the country as a support for this review study.

Blogs as a tool for digital marketing have successfully created an impact for increasing sales revenue, especially for products where customers can read reviews and write comments about personal experiences. For businesses, online reviews have worked really well as part of their overall strategic marketing strategy (Zhang, 2013). Online services tools are more influencing than traditional methods of communication (Helm, Möller, Mauroner, Conrad, 2013). As part of study, it is proven that users experience increase in self-esteem and enjoyment when they adapt to social media which itself is a motivating sign for businesses and marketing professional (Arnott, 2013). Web experiences affect the mental process of consumers and enhance their buying decision online (Cetină, Cristiana, Rădulescu, 2012).

The Internet is the most powerful tool for businesses (Yannopoulos, 2011). Marketing managers who fail to utilize the importance of the Internet in their business marketing strategy will be at disadvantage because the Internet is changing the brand, pricing, distribution and promotion strategy.

6.4 Traditional Marketing versus Digital Marketing

Traditional marketing is the most recognizable form of marketing. Traditional marketing is non-digital way used to promote the product or services of business entity. On the other hand, digital marketing is the marketing of products or services using digital channels to reach consumers. Some comparisons are presented below (Tamzidul, 2016). :

| Traditional Marketing | Digital Marketing |
|--|---|
| <ul style="list-style-type: none"> • Traditional marketing includes print, broadcast, direct mail, and telephone • No interaction with the audience • Results are easy to measure • Advertising campaigns are planned over a long period of time • Expensive and time-consuming process | <ul style="list-style-type: none"> • Digital marketing includes online advertising, email marketing, social media, text messaging, affiliate marketing, search engine optimization, pay per click • Interaction with the audience • Results are to a great extent easy to measure • Advertising campaigns are planned over short period of time |

| | |
|---|---|
| <ul style="list-style-type: none"> • Success of traditional marketing strategies can be celebrated if the firm can reach large local audience • One campaign prevails for a long time • Limited reach to the consumer due to limited number of consumer technology • 24/7 year-round exposure is not possible • No ability to go viral • One way conversation | <ul style="list-style-type: none"> • Reasonably cheap and rapid way to promote the products or services • Success of digital marketing strategies can be celebrated if the firm can reach some specific number of local audience • Campaigns can be easily changed with ease and innovations can be introduced within any campaign • Wider reach to the consumer because of the use of various consumers technology • 24/7 year-round exposure is possible • Ability to go viral • Two ways conversation |
|---|---|

Table 1.1: Traditional marketing and digital marketing comparison

7. Methodology

The research is allocated to use two methods to gain necessary information: quantitative and qualitative. This chapter will start with the theory behind quantitative and qualitative research and leads into the in-depth explanation of theoretical data and interviews.

Quantitative and qualitative methods are crucial terms to understand before starting the actual research. Both of them have their own advantages, but when they are used together they can provide a type of mixed-mythology research. (British Library 2014.)

The qualitative research is focused mostly on understanding the phenomena from the closer perspective. By contrast, the quantitative research leans to approximate phenomena from a larger number of individuals using survey mythology. (Dr Ben-Eliyahu 2014.)

The qualitative research is a methodology, which concentrates on the personal opinion of people, their feelings and analysis why they made certain choices (British Library 2014.). It concentrates on explaining the phenomena in a deep wide manner. This is normally made in interviews, open-ended questions or focus groups. The qualitative research normally covered by a small number of participants since it takes a lot of time and resources for the researcher to accomplish it. Therefore, the findings from such research cannot be popularized to all groups of people because of the relatively low number of participants. However, qualitative research is functioning for a deeper understanding of a topic and larger studies that can notify theory, practice, and particular situations. For instance, the interview can be highly structured and consists of open-ended questions or less structured and be in the way of a conversational interview. Thanks to the open-ended questions, the researcher can understand how the individuals are doing in answering the questions because the test persons can answer open questions with their experiences, which is very difficult or even impossible to archive with pre-determined questions. (Dr Ben-Eliyahu 2014.)

As the benefits of the qualitative approach according to Dr Ben-Eliyahu (2014) can be mentioned the following:

- Identification of new and unknown topics
- Can provide a deeper understanding of the theme
- Gives a communicative information

The existing limitations by Dr Ben-Eliyahu (2014) are following:

- Cannot apply to the general population
- Hard to transfer in the statistic
- Challenging to standardize relations between characteristics

The qualitative research in this study is presented by conducting two interviews with experts. It was really important to understand the experts` point of view since they are experienced marketers in

B2B companies. The interviewees` personalities and their relationship to the topic are described in more detail in the following subchapter “Interview and Literature Research”. The quantitative research focuses on statistical techniques and approaches a large number of individuals. It is actually used in the form of the survey, which allowed applying for different groups and then comparing the results. (Dr Ben-Eliyahu 2014.)

Quantitative research can be either paper-based or computerized as an online survey. This is really important to have a sample size of the survey, which means that it should be a particular minimum of answers for each area of interests. This is used for providing the most reliable quantitative data. (British Library 2014.)

A quantitative questionnaire is the easiest way to collect numerical data. The results of the survey are often presented in such formats as bar charts and graphs to make it easier to understand. (British Library 2014)

Benefits of the quantitative approach by Dr Ben-Eliyahu (2014) are following:

- Enables to collect data from a relatively large number of people
- Can be used in groups and make a comparison of both results
- Generalizing to the wide population
- Supply numerical or rating information
- Possible for instantiating policy or guidelines

The limitations defined by Dr Ben-Eliyahu (2014) are following:

- Hard to recognize new and unknown phenomena
- Could be difficulties in interpretation without a control group

The conduction of a sufficient survey of B2B marketers to make a clear conclusion could be an issue to move forward the research because of special security requirements from their companies. Hence, I have decided to rely on the results from the companies with the professional research experience and focus groups, who providing the open data. For instance, I found necessary to use the different reports and surveys from Demand Generation, Chief Marketers, Software Advice, Direct Marketing Association, and etc.

To sum up, the qualitative and quantitative research methods allow looking from a different perspective on situations or actual phenomena. These two approaches are extremely informative, especially in combination. The researcher should use the benefits out of quantitative and qualitative research and try to keep in mind listed above limitations. (Dr Ben-Eliyahu 2014.)

8. Data Analysis

8.1 Data Collection and response analysis

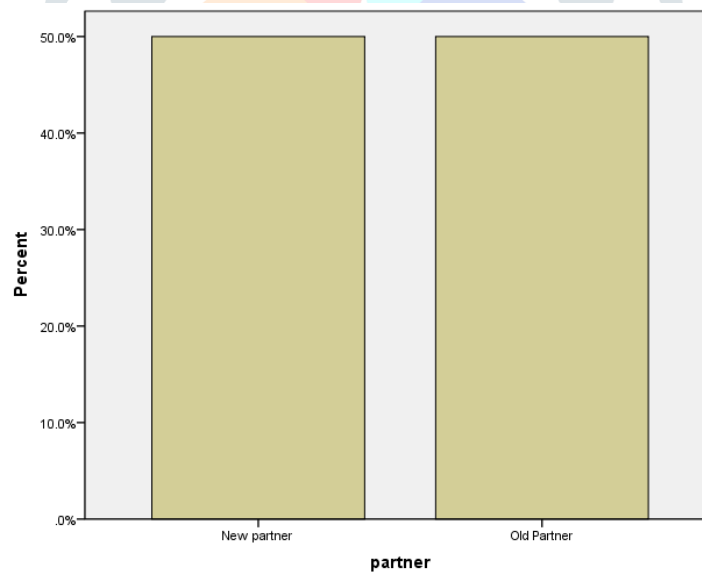
The researcher surveyed about 50 B2B Marketing Professional based in South East Asia (SEA) from marketing and sale team to C-Level Executives. Despite representation from a various group of IT ERP (Enterprise Resource Planning) Software Industry. The researcher used SPSS Program to generate the findings of the confirmatory factor analysis.

8.1.1 Demographic profile of respondents

In the demographic profile of the respondents, the researcher using SPSS software program to describe the statistic of the respondent’s demographic profile (n=50) is shown in the table below. To exploring the survey demographic questionnaire, which address the respondents, are type of partner, country, size of company, job title, and highest education.

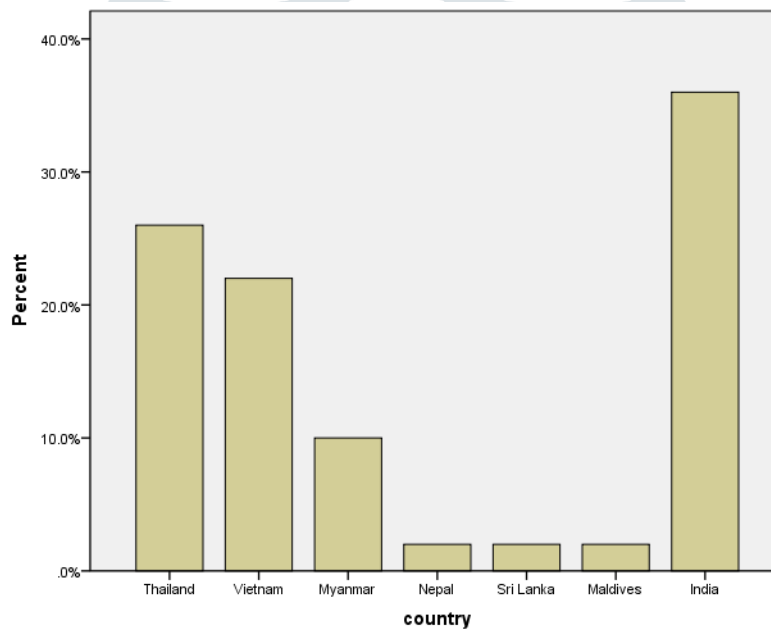
Table 1.2: Overview of frequency and percentage of respondents based on type of partner, country, and size of company, job title, and highest education.

| | | Type of partner | | | |
|-------|-------------|-----------------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | New partner | 25 | 50.0 | 50.0 | 50.0 |
| | Old Partner | 25 | 50.0 | 50.0 | 100.0 |
| Total | | 50 | 100.0 | 100.0 | |



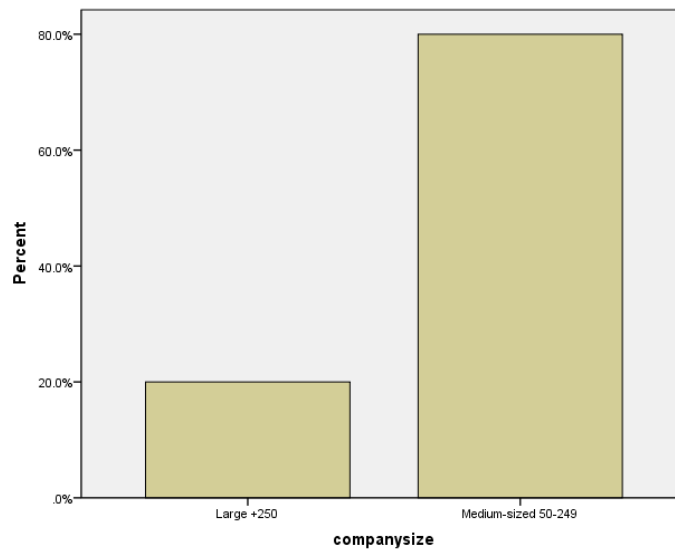
Country

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|-----------|---------|---------------|--------------------|
| Valid | Thailand | 13 | 26.0 | 26.0 | 26.0 |
| | Vietnam | 11 | 22.0 | 22.0 | 48.0 |
| | Myanmar | 5 | 10.0 | 10.0 | 58.0 |
| | Nepal | 1 | 2.0 | 2.0 | 60.0 |
| | Sri Lanka | 1 | 2.0 | 2.0 | 62.0 |
| | Maldives | 1 | 2.0 | 2.0 | 64.0 |
| | India | 18 | 36.0 | 36.0 | 100.0 |
| | Total | 50 | 100.0 | 100.0 | |



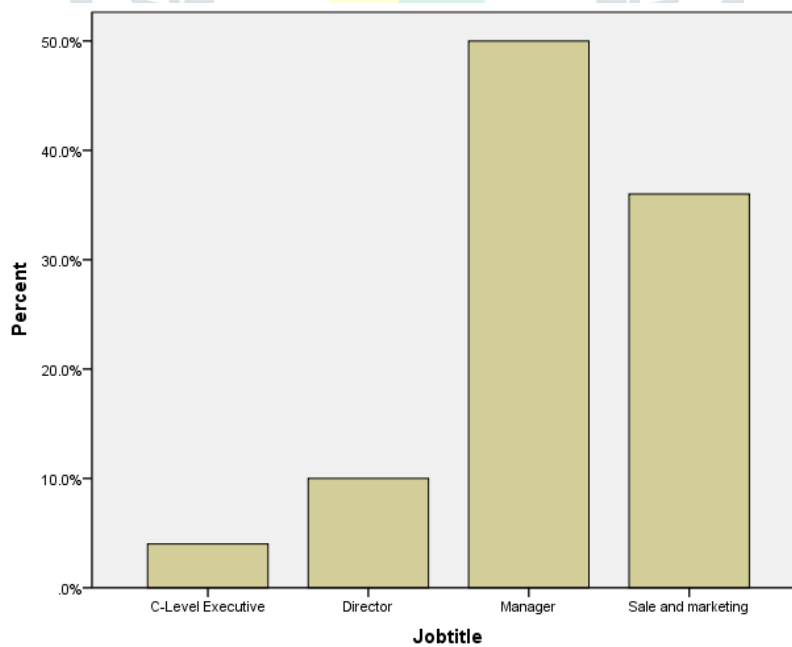
Company size

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | Large +250 | 10 | 20.0 | 20.0 | 20.0 |
| | Medium-sized 50-249 | 40 | 80.0 | 80.0 | 100.0 |
| | Total | 50 | 100.0 | 100.0 | |



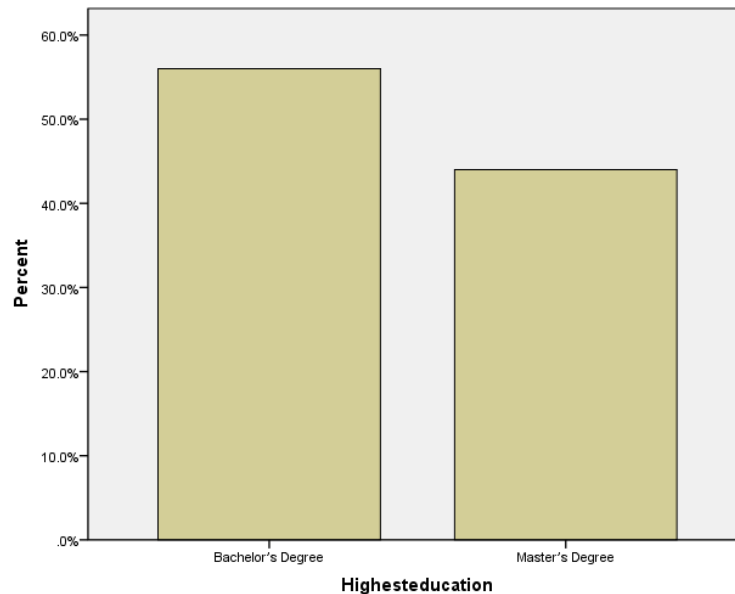
Job title

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------------|-----------|---------|---------------|--------------------|
| Valid | C-Level Executive | 2 | 4.0 | 4.0 | 4.0 |
| | Director | 5 | 10.0 | 10.0 | 14.0 |
| | Manager | 25 | 50.0 | 50.0 | 64.0 |
| | Sale and marketing | 18 | 36.0 | 36.0 | 100.0 |
| | Total | 50 | 100.0 | 100.0 | |



Highest education

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Bachelor's Degree | 28 | 56.0 | 56.0 | 56.0 |
| | Master's Degree | 22 | 44.0 | 44.0 | 100.0 |
| | Total | 50 | 100.0 | 100.0 | |



9. Discussion

They are 50 respondents are the new and old partners for IT ERP (Enterprise Resource Planning) Software Industry who are focusing on B2B business to business market in South East Asia (SEA).

9:1 Demographic Discussion

- **Type of partner:** the number of respondents are 50 percent of new partners and old partners equally.
- **Country:** Most of the respondents based in India for 36 percent, following partners based in Thailand around 26 percent, Vietnam is 22 percent, Myanmar is 10 percent and other countries such as Nepal, Sri Lanka and Maldives are 2 percent.
- **Size of company:** Most of company size of respondents is Medium size (50 to 249 staffs) which is around 80 percent and large size of company more than 250 staffs around 20 percent.
- **Job title:** There are 50 percent of the respondents are manager, team of sale and marketing about 36 percent, Director is 10 percent and C-Level Executive is around 4 percent.
- **Highest education:** Most of respondents graduated highest education in bachelor degree for 56 percent and master degree is 44 percent.

9:2 Marketing activities and Challenges Discussion

Question 1: The objective of your marketing efforts?

Most of the old and new partners strongly agreed on the Drive more leads and Increase ROI (Return of Investment) are the main objectives for them around 90 percent. In addition, the old partners agreed on Deliver quality leads, Improve brand awareness and increase website traffic respectively. However, the old partners agreed on Improve Brand Awareness, Increase Website Traffic and Deliver quality of the leads respectively.

Question 2: What is your biggest marketing challenges?

Most of the old and new partners strongly agreed on the big challenges for them are generating enough leads, measuring and providing ROI (Return of Investment) for 95 percent. Moreover, old partners agreed on Deliver quality leads, producing quality content, Database are also the main challenges for them, the securing staff and budget are not main challenges for them. But new partner

Question 3: Do you have database?

99 percent of the old partners strongly agreed on their database is not updated since last year, 95 percent of new partners strongly agreed on they do not have a database, and they did not clean database yet.

Question 4: Which of following marketing channels are the part of your marketing activities mixed?

80 percent of old partners and new partners strongly agreed on Physical Event - Offline, Website Revamp, SEO (Google) – Digital marketing, Social Media, Email Campaign and Customer Success Stories are the main mixed marketing activities.

However, partners from Myanmar, Thailand and Vietnam disagreed that Webinar and Lead Generation can help partners to generate the leads. However, they will use the Tele marketing with email campaign to clean database and follow up after the digital marketing activities and physical event.

Question 5: Do you think these challenges below are important to generate the leads and increase ROI (Return of Investment)?

98 percent of Both of old and new partners strongly agreed that Database, Marketing Planner, Marketing Budget, Content Creation, Skill of Staffs and product knowledge are very important to generate the leads and close the deals. However, for some of old and new partners agreed on online marketing activities, Offline marketing activities are important to close deals as well.

Question 6: Which of following marketing channels generate leads and drive revenue?

Old partners strongly agree on that they generated the hot leads from offline marketing activity around 8 to 12 hot leads per event and online activities 12 to 20 hot leads per month. They will spend time every quarter to check the results of the hot leads and it will takes time to close the sale around 3 to 6 months.

90 percent from the entire partners strongly agreed Website could build the trust for them, and the main marketing activities can generate the hot leads and brand awareness including good website, Google Ads (SEO and SEM), Social Media (FB and LinkedIn), email campaign and other content creation.

In addition, they also agreed on, Display Advertising– Digital marketing, Paid Search (PPC, SEM) – Digital marketing, Online Content Creation such as blog post– Digital marketing, PR Online– Digital marketing, Landing page– Digital marketing, (Video) Content Creation – Digital marketing also can help partners to generate the new leads and build the awareness the short term (3 to 6 months).

New partners did not get any leads yet because they just started to be partners, but they believed that they have to focus on online and offline activities including Website Revamp, SEM, SEO, Social media (Facebook and LinkedIn) and Physical Event.

Question 8 : Which marketing activities do your internal team create, or you hire agencies to help to do it?

Most of old partners around 80 percent have their own marketing and sale team and they will work closely with agencies to run the marketing activities such as Paid Search (PPC, SEM), Social Media, SEO (Google), Customer Success Stories, (Video) Content Creation, Website Revamp, Online Content Creation such as blog post, Display Advertising, PR Online, Physical Event, and Landing page. Because they believe that, the agencies have ability to provide the effective results rather than their own team.

In addition, both old and new partners will use their own team to send out email Campaign and follow up their customers by themselves.

Partners in India, Sri Lanka, and Nepal will also use agencies to help them create the Webinar and Lead Generation for 40 percent, but for the rest 60 percent will use their own team because it is expensive.

Question 9 : Which of the following social media type are the part of your marketing activities mixed?

Old and new partners in India agreed that LinkedIn and Facebook are the best effective social media marketing tool for business-to-business market, but old and new partners in Thailand, Myanmar and Vietnam agreed on that only Facebook is useful for them, because most of people in their country will use LinkedIn for searching the job opportunity.

Both of new and old partners strongly agreed on that Customers would use YouTube to learn about the SAP Products, but to get lots of view that it is very costly. Therefore, they will use this social channel to publish their products and customer success stories to build the awareness with the English and localize versions. And Twitter, Instagram, Snapchat, Pinterest are not really useful to build the brand awareness and generate the leads for business-to-business (B2B) Market, it might be worked just only Business-to-customers (B2C) market only.

Question 10 : Which of the following social media type generate leads and drive revenue for you?

Both 100 percent of old and new partners strongly agreed that Social Media is not a main marketing tool to help to generate the leads, but it can help to build the awareness only.

New partners do not have any experience to generate the leads or the revenue yet, because they have just started to launch the business.

Question 11 : Which social media channels do your internal team create, or you hire agencies to help to do it?

Old partners and new partners strongly agreed for 80 percent will use their own team to post the content in the Facebook, LinkedIn and YouTube, but will use agencies to create the content and ads for them

Question 12 : Which of the following content marketing type do you create?

Old partners strongly agreed on blog posts, tele script, case studies are the main part of their marketing content. And they agreed on that for the white paper, Webinar, Infographic, blog videos will create for sometimes which depend on the marketing planner in that quarter.

New partners agreed on that they did not create any marketing contents yet, because they are the new partners not really understand the products very well.

Question 13 : Which of the following content marketing type generate leads and drive revenue for you?

90 percent of the old partners strongly agreed on that marketing contents including Blogs Videos, White Papers, Case Studies, Info graphics, Webinars, Blog Posts, Tele Script, Blogs Videos and Tele Script are very important to build the brand awareness and generate the leads, but have to use with marketing activities as well.

So, most of marketing contents old partners strongly agreed that Case Studies, Info graphics, Webinars, Blog Posts, Tele Script are the most important for them to generate the leads and build the awareness.

Most of the new partners strongly agreed that they could not generate any leads from the marketing contents yet, because they did not start to create any contents and not familiar with any products yet.

Question 14 : Which content marketing do your internal team create, or you hire agencies to help to do it?

90 percent both of old partners agreed on that they would use their own teamwork with the agencies to create the marketing content for them, because of the barrier of languages and product knowledge. However, for the all the contents, which they can download free from supplier, will use them frequently.

100 percent of new partners strongly agreed that they would focus on all the marketing contents including Blogs Videos, White Papers, Case Studies, Info graphics, Webinars, Blog Posts, Tele Script, Blogs Videos, Tele Script, which are the free from the supplier.

10. Suggestion for future study

The findings of this study as well as the limitations could provide recommendations for potential researchers in similar field. Among the recommendations for future research is to expand the new digital marketing activities for the business-to-business (B2B) Market. Furthermore, future research may wish to consider using a bigger population by conducting the research in other trends of South East Asia in the term of the internal and external. One aspect that future research could examine is using this study's research proposition to longitudinal and case study designs.

11. Conclusion

The researcher used the survey form to analyse the challenges, objectives and trend of online and offline marketing activities. It found that they are old and new partners who understand about the ERP Products very well and know trend of marketing activities very well. The new partners do not have much experience on the marketing activities and the solution much. In addition, they prefer to use their own teamwork together with agencies because agencies are not familiar with ERP Products and their own team are not expert in the marketing activities too. Only new partners agreed on they concern about the limited marketing fund budget and teamwork.

It also found that database is very important for all the partners because it will help partners to reach out the right target. However, most of these old partners agreed on that, they did not update the database since last year and new partners do not have a good database. Therefore, it will make the crisis on to increase ROI and generate the leads.

Both of them agreed on that generate the new leads and improve ROI are very challenges and it has their objective. Moreover, old partners also agreed on that most of the leads are not qualified because these leads cannot be closed the sale soon and it might takes times to compete with another competitors as well. But the new partners agreed on creating marketing content is more concern than qualified the leads, because they are lack knowledge on the product solution and marketing content.

Partners in India, Sri Lanka and Nepal agreed on that they also have to use the lead generation mixed with other online and offline marketing activities as they can generate the leads as usual. But partners based in Thailand, Vietnam and Myanmar did not use with lead generation with other marketing activities because their customers do not like to pick up the call as they see the tele marketing activity is scam. Therefore, they will use the marketing activity only for the confirmation and follow up activities.

All the partners strongly agreed on that they must have good website, make sure their website will be in the first page in the google, content creation such as blog posts, video customer success stories publish in their website and other social media will help partners generate the leads and build the awareness. They also agreed on that they would create physical events quarterly because they want to show case and demo to their leads that it will close the deals faster.

Partners strongly agreed that Social Medias are also very important for them to build the brand awareness and best channels to communicate with their customers perfectly. Facebook and LinkedIn are very popular for the B2B Business-to-business market in every countries. However, Thailand, Myanmar and Vietnam they prefer to use Facebook more because most of the people who used the LinkedIn always searching for the new job opportunity rather than business opportunity. And they used YouTube to publish their marketing video content, customer success stories and product knowledge. Lastly, the marketing content creation are effectives including Blogs Videos, White Papers, Case Studies, Info graphics, Webinars, Blog Posts, Tele Script, Blogs Videos and Tele Script respectively.

Thailand Vietnam Myanmar Nepal
 Sri Lanka Maldives India Other

References

- Bodnar, K. (2009). 5 reasons social media for b2b is not "a fad in search of a purpose", Technical report, Social Media B2B. <http://socialmediab2b.com/2009/03/socialmedia-b2b-fad>.
- Thomas, D. B. & Barlow, M. (2011). *The Executive's Guide to Enterprise Social Media Strategy: How Social Networks Are Radically Transforming Your Business*, John Wiley & Sons, Inc, wiley.com.
- AG, S. (2010). How social media is revolutionizing the apparel industry - one message at a time, *Apparel Magazine* 52(4).
- Spekman, R. E. (2010). Using social media in the b2b context, Technical Report Darden Case No. UVA-M-0778, Darden Business Publishing.
- Edelman, D. C. (2010). Branding in the digital age: You're spending your money in all the wrong places, *Harvard Business Review* 88(12): 62–69.
- Campbell, D. (2010). Whats your social media strategy?, *Black Enterprise* 41(4): 74–76.
- Kho, N. D. (2008). B2b gets social media, *EContent* 31(3): 26–30.
- Gillin, P. & Schwartzman, E. (2011). *Social Marketing to the Business Customer*, John Wiley & Sons, Inc, wiley.com.
- Kaplan, A. M. & Haenlein, M. (2010). Users of the world, unite! the challenges and opportunities of social media, *Business Horizons* 53: 59–68.
- Blanchard, O. (2011). *Social Media ROI*, Pearson Education International, pearsoned.com.
- Angel, R., & Sexsmith, J. (2009). Social networking: The view from the C-suite. [online]
 URL:<http://www.gilfordgrp.com/files/Social%20networking;%20The%20view%20from%20the%20C-Suite.pdf>
- Michaelidou, N., Siamagka, N. T., & Christodoulides, G. (2011). 'Usage, barriers and measurement of social media marketing: An exploratory investigation of small and medium B2B brand', *Industrial Marketing Management*, 40(7), 1153–1159.

ICI magazine [online] URL: <http://www.iso.org.tr/Sites/1/content/500-buyukliste.html?j=5024132>

Järvinen, J., Tollinen, A., Karjaluoto, H., & Jayawardhena, C. (2012). 'Digital and social media marketing usage in B2B industrial section', *Journal of Marketing Management*, 22(2), 102–117. Kasavana M. L., Nusair K. & Teodosic K. (2010). 'Online social networking: redefining the human web', *Journal of Hospitality and Tourism Technology*, Vol. 1 Iss: 1, pp.68 – 82.

Leek, S., Turnbull, P. and Naude, P. (2003). How is Information Technology Affecting Business Relationships? Results from a UK Survey. *Industrial Marketing Management*, 32(2): 119-126.

Jolson, Marvin A., and Thomas R. Wotruba (1992), "Prospecting: A New Look at this Old Challenge," *Journal of Personal Selling & Sales Management*, 12 (4), 59–66.

Hunter, Gary, and William D. Perreault, Jr. (2006), "Sales Technology Orientation, Information Effectiveness, and Sales Performance," *Journal of Personal Selling & Sales Management*, 26 (2), 95–113.

Rodriguez, Michael, and Earl Honeycutt (2011), "CRM's Impact on B2B Sales Professionals' Collaboration and Sales Performance," *Journal of Business-to-Business Marketing*, 18 (4), 335–356.

Stoddard, J.E., S.W. Clopton, and R.A. Avila (2006), "An Analysis of the Effects of Sales Force Automation on Salesperson Perceptions of Performance," *Journal of Selling and Major Account Management (Winter)*, 38–56.

Rapp, Adam, Raj Agnihotri, and Lukas P. Forbes (2008), "The Sales Force Technology Performance Chain: The Role of Adaptive Selling and Effort," *Journal of Personal Selling & Sales Management*, 28 (4), 335–350.

Erfineyer, Robert C., and Dale A. Johnson (2001), "An Exploratory Study of Sales Force Automation Practices: Expectations and Realities," *Journal of Personal Selling & Sales Management*, 21 (2), 167–175.

Panagopoulos, Nikolaos (2010), *Sales Technology: Making the Most of Your Investment*, New York: Business Expert.

Keramati, Abbas, Salman Nazari-Shirkoughi, H. Moshki, and E. Maleki Berneti (2010), "A Hierarchical Structure to Evaluate Risk of Customer Relationship Management (CRM) Projects," *International Journal of Elec*

The 2112 Group. 2014. *The Power of Multiples: Best Practices for Selling Best-of-Breed Solutions*. Port Washington, NY: The 2112 Group.

Sreenivas, M., & Srinivas, T. 2008. Effectiveness of Distribution Network. *International Journal of Information Systems and Supply Chain Management*, 1(1): 80-86. <http://dx.doi.org/10.4018/jisscm.2008010105>

Rapp, A., Beitelspacher, L. S., Grewal, D., & Hughes, D. E. 2013. Understanding Social Media Effects Across Seller, Retailer, and Consumer Interactions. *Journal of the Academy of Marketing Science*, 41(5): 547-566. <http://dx.doi.org/10.1007/s11747-013-0326-9>

Holden-Bache, A. 2011. Study: 93% of B2B Marketers Use Social Media Marketing. *Social Media B2B*. October 1, 2014: <http://socialmediab2b.com/2011/04/93-of-b2b-marketers-usesocial-media-marketing>

Kalyanam, K., & Brar, S. 2009. From Volume to Value: Managing the Value-Add Reseller Channel at Cisco Systems. *California Management Review*, 52(1): 94-119. <http://www.jstor.org/stable/10.1525/cmr.2009.52.1.94>

Jerman, D., & Zavrsnik, B. 2012. Model of Marketing Communications Effectiveness in the Business-to-Business Mark

Gangeshwer, D. K. (2013). E-Commerce or Internet Marketing: A Business Review from Indian context. *International Journal of u- and e- Service, Science and Technology*, vol 6, no.6. Retrieved from http://www.sersc.org/journals/IJUNESST/vol6_no6/17.pdf

Day, G.S. Closing the Marketing Capabilities Gap. *J. Mark.* 2011, 75, 183–195.

Leeflang, P.S.H.; Verhoef, P.C.; Dahlström, P.; Freundt, T. Challenges and solutions for marketing in a digital era. *Eur. Manag. J.* 2014, 32, 1–12.

Bodnar, K. (2009). 5 reasons social media for b2b is not "a fad in search of a purpose", Technical report, *Social Media B2B*. <http://socialmediab2b.com/2009/03/socialmedia-b2b-fad>.

Thomas, D. B. & Barlow, M. (2011). *The Executive's Guide to Enterprise Social Media Strategy: How Social Networks Are Radically Transforming Your Business*, John Wiley & Sons, Inc, wiley.com.

AG, S. (2010). How social media is revolutionizing the apparel industry - one message at a time, *Apparel Magazine* 52(4).

- Spekman, R. E. (2010). Using social media in the b2b context, Technical Report Darden Case No. UVA-M-0778, Darden Business Publishing.
- Edelman, D. C. (2010). Branding in the digital age: You're spending your money in all the wrong places, *Harvard Business Review* 88(12): 62–69.
- Campbell, D. (2010). Whats your social media strategy?, *Black Enterprise* 41(4): 74–76.
- Kho, N. D. (2008). B2b gets social media, *EContent* 31(3): 26–30.
- Gillin, P. & Schwartzman, E. (2011). *Social Marketing to the Business Customer*, John Wiley & Sons, Inc, wiley.com.
- Kaplan, A. M. & Haenlein, M. (2010). Users of the world, unite! the challenges and opportunities of social media, *Business Horizons* 53: 59–68.
- Blanchard, O. (2011). *Social Media ROI*, Pearson Education International, pearsoned.com.
- Angel, R., & Sexsmith, J. (2009). Social networking: The view from the C-suite. [online]
URL:<http://www.gilfordgrp.com/files/Social%20networking;%20The%20view%20from%20the%20C-Suite.pdf>
- Michaelidou, N., Siamagka, N. T., & Christodoulides, G. (2011). 'Usage, barriers and measurement of social media marketing: An exploratory investigation of small and medium B2B brand', *Industrial Marketing Management*, 40(7), 1153–1159.
- ICI magazine [online] URL: <http://www.iso.org.tr/Sites/1/content/500-buyukliste.html?j=5024132>
- Järvinen, J., Tollinen, A., Karjaluoto, H., & Jayawardhena, C. (2012). 'Digital and social media marketing usage in B2B industrial section', *Journal of Marketing Management*, 22(2), 102–117. Kasavana M. L., Nusair K. & Teodosic K. (2010). 'Online social networking: redefining the human web', *Journal of Hospitality and Tourism Technology*, Vol. 1 Iss: 1, pp.68 – 82.
- Leek, S., Turnbull, P. and Naude, P. (2003). How is Information Technology Affecting Business Relationships? Results from a UK Survey. *Industrial Marketing Management*, 32(2): 119-126.
- Jolson, Marvin A., and Thomas R. Wotruba (1992), "Prospecting: A New Look at this Old Challenge," *Journal of Personal Selling & Sales Management*, 12 (4), 59–66.
- Hunter, Gary, and William D. Perreault, Jr. (2006), "Sales Technology Orientation, Information Effectiveness, and Sales Performance," *Journal of Personal Selling & Sales Management*, 26 (2), 95–113.
- Rodriguez, Michael, and Earl Honeycutt (2011), "CRM's Impact on B2B Sales Professionals' Collaboration and Sales Performance," *Journal of Business-to-Business Marketing*, 18 (4), 335–356.
- Stoddard, J.E., S.W. Clopton, and R.A. Avila (2006), "An Analysis of the Effects of Sales Force Automation on Salesperson Perceptions of Performance," *Journal of Selling and Major Account Management (Winter)*, 38–56.
- Rapp, Adam, Raj Agnihotri, and Lukas P. Forbes (2008), "The Sales Force Technology Performance Chain: The Role of Adaptive Selling and Effort," *Journal of Personal Selling & Sales Management*, 28 (4), 335–350.
- Erffineyer, Robert C., and Dale A. Johnson (2001), "An Exploratory Study of Sales Force Automation Practices: Expectations and Realities," *Journal of Personal Selling & Sales Management*, 21 (2), 167–175.
- Panagopoulos, Nikolaos (2010), *Sales Technology: Making the Most of Your Investment*, New York: Business Expert.
- Keramati, Abbas, Salman Nazari-Shirkoughi, H. Moshki, and E. Maleki Berneti (2010), "A Hierarchical Structure to Evaluate Risk of Customer Relationship Management (CRM) Projects," *International Journal of Elec*

Appendix A: Questionnaire Copy

Questionnaire: Identify marketing practice of business to business (B2B) IT Industries in South East Asia (SEA)

21th July 2019

Dear Participants,

My name is Natacha Maswichian, currently studying in Limkokwing University of Creative Technology, Malaysia. I am pursuing a business in Management. As partial fulfilment of this course, I am conducting a study on challenges and best digital marketing activities in Business-to-Business (B2B) IT Industries in South East Asia (SEA). This questionnaire is part of the study. Your responses are important in enabling me to achieve my research proposal.

The questionnaire is anonymous and will take you around ten minutes to fill in. Please answer all the questions as required. The findings from your questionnaires will be need, as the primary will be used as the primary data for my study.

I hope you will enjoy filling in the questionnaire. Please return the questionnaire to the once completed. If you have any questions, please do not hesitate to contact me.

Thank you

Yours sincerely

.....
Natacha Maswichian

Section A: Your Demographic Profile

(Please put x in the answer of your choice)

1) Type of partner

New Partner Old Partner

2) Country

Thailand Vietnam Myanmar Nepal
 Sri Lanka Maldives India Other

3) Size of company

Large +250 Medium-sized 50-249 Small 10-49 Micro 1-9

4) Job Title

C-Level Executive Director Manager Sale and marketing Trainee

5) Highest Education

High School Diploma Bachelor's Degree Master's Degree Doctoral Degree

Section B: Variables under Study

(Please cross-appropriate answer in terms of your experience with business-to-business (B2B) in IT Industries market)

| Strongly Agree(SA) | Agree (A) | Neutral (N) | Disagree (D) | Strong Disagree (SD) | Not Sure |
|--------------------|-----------|-------------|--------------|----------------------|----------|
| 1 | 2 | 3 | 4 | 5 | 6 |

1) The objective of your marketing efforts?

| Description | Strongly Agree(SA) | Agree (A) | Neutral (N) | Disagree (D) | Strong Disagree (SD) | Not Sure |
|-------------------------------------|--------------------|-----------|-------------|--------------|----------------------|----------|
| Deliver Quality Leads | | | | | | |
| Drive More Leads | | | | | | |
| Increase ROI (Return of Investment) | | | | | | |
| Improve Brand Awareness | | | | | | |
| Increase Website Traffic | | | | | | |
| Other | | | | | | |

2) What is your biggest marketing challenges?

| Description | Strongly Agree(SA) | Agree (A) | Neutral (N) | Disagree (D) | Strong Disagree (SD) | Not Sure |
|--|--------------------|-----------|-------------|--------------|----------------------|----------|
| Deliver Quality Leads | | | | | | |
| Measuring and Providing ROI (Return of Investment) | | | | | | |
| Generating Enough Leads | | | | | | |
| Producing Quality Content | | | | | | |
| Securing Staff and Budget | | | | | | |
| Database | | | | | | |
| Other | | | | | | |

3) Do you have database?

| Description | Strongly Agree(SA) | Agree (A) | Neutral (N) | Disagree (D) | Strong Disagree (SD) | Not Sure |
|-------------------------|--------------------|-----------|-------------|--------------|----------------------|----------|
| Yes – updated | | | | | | |
| Yes but not yet updated | | | | | | |
| No have data base | | | | | | |

4) Do you think these challenges below are important to generate the leads and increase ROI (Return of Investment)?

| Description | Strongly Agree(SA) | Agree (A) | Neutral (N) | Disagree (D) | Strong Disagree (SD) | Not Sure |
|---------------------------------------|--------------------|-----------|-------------|--------------|----------------------|----------|
| Database | | | | | | |
| Budget | | | | | | |
| Content Creation | | | | | | |
| Marketing Planner | | | | | | |
| Skill of Staffs and product knowledge | | | | | | |
| Online marketing activities | | | | | | |
| Offline marketing activities | | | | | | |

5) Which of following marketing channels are the part of your marketing activities mixed?

| Description | Strongly Agree(SA) | Agree (A) | Neutral (N) | Disagree (D) | Strong Disagree (SD) | Not Sure |
|--|--------------------|-----------|-------------|--------------|----------------------|----------|
| Paid Search (PPC, SEM) – Digital marketing | | | | | | |
| Social Media– Digital marketing | | | | | | |
| SEO (Google) – Digital marketing | | | | | | |
| Customer Success Stories– Digital marketing | | | | | | |
| (Video) Content Creation – Digital marketing | | | | | | |
| Online Content Creation such as blog post– Digital marketing | | | | | | |
| Email Campaign– Digital marketing | | | | | | |
| Display Advertising– Digital marketing | | | | | | |
| Webinar– Digital marketing | | | | | | |
| PR Online– Digital marketing | | | | | | |
| Website Revamp– Digital marketing | | | | | | |
| landing page– Digital marketing | | | | | | |
| Lead Generation - Tele marketing | | | | | | |
| Physical Event | | | | | | |
| Other | | | | | | |

6) Which of following marketing channels generate leads and drive revenue?

| Description | Strongly Agree(SA) | Agree (A) | Neutral (N) | Disagree (D) | Strong Disagree (SD) | Not Sure |
|--|--------------------|-----------|-------------|--------------|----------------------|----------|
| Paid Search (PPC, SEM) – Digital marketing | | | | | | |
| Social Media– Digital marketing | | | | | | |
| SEO (Google) – Digital marketing | | | | | | |
| Customer Success Stories– Digital marketing | | | | | | |
| (Video) Content Creation – Digital marketing | | | | | | |
| Online Content Creation such as blog post– Digital marketing | | | | | | |
| Email Campaign– Digital marketing | | | | | | |
| Display Advertising– Digital marketing | | | | | | |
| Webinar– Digital marketing | | | | | | |
| PR Online– Digital marketing | | | | | | |
| Website Revamp– Digital marketing | | | | | | |
| landing page– Digital marketing | | | | | | |
| Lead Generation - Tele marketing | | | | | | |
| Physical Event | | | | | | |
| Other | | | | | | |

7) Which marketing activities do your internal team create, or you hire agencies to help to do it?

| Description | In house | Agency | Not sure |
|--|----------|--------|----------|
| Paid Search (PPC, SEM) – Digital marketing | | | |
| Social Media– Digital marketing | | | |
| SEO (Google) – Digital marketing | | | |
| Customer Success Stories– Digital marketing | | | |
| (Video) Content Creation – Digital marketing | | | |
| Online Content Creation such as blog post– Digital marketing | | | |
| Email Campaign– Digital marketing | | | |
| Display Advertising– Digital marketing | | | |
| Webinar– Digital marketing | | | |
| PR Online– Digital marketing | | | |
| Website Revamp– Digital marketing | | | |
| landing page– Digital marketing | | | |
| Lead Generation - Tele marketing | | | |
| Physical Event | | | |

8) Which of the following social media type are the part of your marketing activities mixed?

| Description | Strongly Agree(SA) | Agree (A) | Neutral (N) | Disagree (D) | Strong Disagree (SD) | Not Sure |
|-------------|--------------------|-----------|-------------|--------------|----------------------|----------|
| Facebook | | | | | | |
| LinkedIn | | | | | | |
| Twitter | | | | | | |
| Instagram | | | | | | |
| YouTube | | | | | | |
| Snapchat | | | | | | |
| Pinterest | | | | | | |
| Other | | | | | | |

9) Which of the following social media type generate leads and drive revenue for you?

| Description | Strongly Agree(SA) | Agree (A) | Neutral (N) | Disagree (D) | Strong Disagree (SD) | Not Sure |
|-------------|--------------------|-----------|-------------|--------------|----------------------|----------|
| Facebook | | | | | | |
| LinkedIn | | | | | | |
| Twitter | | | | | | |
| Instagram | | | | | | |
| YouTube | | | | | | |
| Snapchat | | | | | | |
| Pinterest | | | | | | |
| Other | | | | | | |

10) Which social media channels do your internal team create, or you hire agencies to help to do it?

| Description | In house | Agency | Not sure |
|-------------|----------|--------|----------|
| Facebook | | | |
| LinkedIn | | | |
| Twitter | | | |
| Instagram | | | |
| YouTube | | | |
| Snapchat | | | |
| Pinterest | | | |
| Other | | | |

11) Which of the following content marketing type do you create?

| Description | Strongly Agree(SA) | Agree (A) | Neutral (N) | Disagree (D) | Strong Disagree (SD) | Not Sure |
|---------------|--------------------|-----------|-------------|--------------|----------------------|----------|
| Blogs Videos | | | | | | |
| White Papers | | | | | | |
| Case Studies | | | | | | |
| Info graphics | | | | | | |
| Webinars | | | | | | |
| Blog Posts | | | | | | |
| Tele Script | | | | | | |

12) Which of the following content marketing type generate leads and drive revenue for you?

| Description | Strongly Agree(SA) | Agree (A) | Neutral (N) | Disagree (D) | Strong Disagree (SD) | Not Sure |
|---------------|--------------------|-----------|-------------|--------------|----------------------|----------|
| Blogs Videos | | | | | | |
| White Papers | | | | | | |
| Case Studies | | | | | | |
| Info graphics | | | | | | |
| Webinars | | | | | | |
| Blog Posts | | | | | | |
| Tele Script | | | | | | |

13) Which content marketing do your internal team create, or you hire agencies to help to do it?

| Description | In house | Agency | Not sure |
|---------------|----------|--------|----------|
| Blogs Videos | | | |
| White Papers | | | |
| Case Studies | | | |
| Info graphics | | | |
| Webinars | | | |
| Blog Posts | | | |
| Tele Script | | | |
| Blogs Videos | | | |