



yeaply

Attracting high-quality leads on the French market

Bachelor Thesis

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ABSTRACT

This research has been conducted to tackle the problem of lead conversion on the French market, for the Spanish company YeePLY. The marketing strategy has been studied and the quality of the leads generated by it assessed. The research has been done by analysing dataset grouping information on the leads that reached the platform in the past, and by interviewing marketing and sales employees of the company. The marketing strategy used by YeePLY has been analysed and issues of targeting have been discovered. The company must also use a wider variety of channels and strategies to reach the obtain high-quality leads. The strategy as of now attracts mainly leads of low quality and it is recommended to the company to hire specialists in terms of online paid advertising, to redefine content targeting and to make use of some traditional marketing strategies explained in this paper.

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1. Introduction

1.1 Background

Mobile application development is a booming business nowadays. Years after years, the number of apps created are increasing exponentially. In the third quarter of 2017, \$17 Billion of revenues have been generated from mobile applications worldwide, which was three times higher than a year before (Roche, 2017). In France, the revenues grew from \$540 Million in 2016 to \$770 Million in 2017. These numbers remain small in comparison to the revenues creation in the USA (\$8.4 Billion) and in Japan (\$8.2 Billion) which are the largest markets in terms of mobile application (Ronfaut, 2017).

The growing number of mobile device users and the increasing amount of time spent facing our screens interdependently motivate app creation: The more apps are created; the more time is spent using them and vice-versa. The accessibility of new technologies makes app creation more and more exciting for companies, as the possibilities offered add up. With the evolution of consumer needs, the trends of 2017 are expected to grow further this year. Food-delivery, vocal assistance but also mobile payment and peer-to-peer payment apps are expected to gain popularity. Moreover, the sector of financial services, in Europe particularly, is expected to explode on mobile as a recent European Directive (PSD2) is opening the market to non-banking institutions (Hellström, 2017).

A study from Gartner in 2016 showed that 73% of technological companies had engaged in mobile app development against 60% in 2015 (Gartner, 2017). This trend shows the increasing interest of companies in mobile application development. While 2018 celebrates the 10th anniversary of the Google Play store (previously known as Android market) and the App Store, the interest in mobile application development keeps on growing.

1.2 Company and product description

YeePLY is a Spanish company founded in 2012 by Luis Picurelli and Héctor Badal. The company offers a premium marketplace for mobile and web development, by matching offer and demand. The clients of the service, having for objective the creation of a website, a mobile application or a game, define their project. YeePLY sends them a price estimation after analysing the request and supports them personally to answer any questions the clients may have. Once the project is sufficiently detailed, an algorithm picks the best fit within YeePLY's database of developers, and suggests various options, at various price. Each option includes the delivery dates, functionalities, guarantees, maintenance and conditions for the clients to select the most suitable solution. Once the option is selected and the contract signed, YeePLY supervises the whole development process by appointing a project manager, which will ensure the smooth development of the app or game. Payments are done step by step, after reaching milestones and reviewing progresses and mock-ups.

The company strives on delivering a high-quality service at a competitive price. One of the aspects differentiating YeePLY from their competitors lies in the fact that the team of developers are selected and certified beforehand, ensuring the customers professional and reliable results: 1% of the certification requests are eventually accepted after filtration, interview, background check and first-project test. In addition to the benefits of project supervision, YeePLY strengthens their relationship with the clients and discusses continuously to improve the product. Although the company is young, YeePLY has already achieved significant results. More than 400 projects have been brought to fruition as of today, leading to more than 20 Million downloads, which proves the quality of the work delivered. In 2015, the company's turnover passed for the first time the milestone of 1 Million euros. Two years later, it reached 3.5 Million thanks to a growing demand for their service. YeePLY possesses offices in Valencia, Madrid, Paris and London and has 15 employees.

1.3 Literature review

The literature review part covers the terms and theories that must be explained to understand the research. The terms' definitions are stated, in order to avoid confusion in the global comprehension of this thesis.

Leads:

There is not a generally accepted definition of leads. Opinions differ in the criteria needed to qualify and differentiate leads and prospects. For the sake of clarity, in this plan of approach, we will understand a lead as a legal person that has shown interest in a product or service and has given contact details to a company (Investopedia, 2010). The leads are qualified as soon as the action of providing their contact information is done. It means that anyone can be qualified as a lead; they are not always real opportunities for the company. At this stage of the sales process, there is only a one-way interaction: from the lead to the company.

Lead generation (= lead acquisition):

Lead generation is generally a marketing activity, that has the objective of stimulating customer interest for them to provide contact information (Marketo.com, 2016). It is the first step of the sales process. Lead generation used to happen mainly at trade shows and via newspaper advertising in the past but has now been replaced by company's websites and blogs, as well as social media channels. Online presence and activity in general are used to attract potential leads and arouse their interest in the product or service offered. As explained by Harbour, arousing potential leads' interest is done by stimulating them with "the opportunity to save time or money" (Harbour, n.d.). The tactics of online lead generation include SEO (Search Engine Optimization), which has the objective of optimizing the ranking of a webpage for certain keywords. Alternatively, Pay-per-Click ads can be implemented in a marketing strategy. This technique will display sponsored ads on search engines for

the keywords targeted, depending on a variety of variables defined by Google. Display ads can also be used; they are shown on targeted web pages on which leads will potentially spend time, or on any pages they visit after visiting the one of the company implementing this technique (Marketo.com, 2016).

Lead qualification

Lead qualification is the step of the sales process in which the salesperson assesses a lead as a sales prospect. The salesperson can evaluate whether the lead is suitable by applying the BANT opportunity identification criteria (IBM, n.d.). The acronym stands for Budget, Authority, Need and Timeline. The salesperson will evaluate if the person has the budget and the authority to contract the service, but also what are the needs and in what time-frame the project should be implemented. This widely used framework, however, faces criticism as new ones are arising and deemed more suited to recent developments. The CHAMP framework (Challenges – Authority – Money – Prioritization) focuses primarily on the challenges faced by the organization, or, simply put, the problem they want to solve. The interesting aspect of this reasoning is that the salesperson will make sure their service can offer a solution before moving forward in the qualification of the lead (Matias & Carroll, 2017).

Sales prospect:

Sales prospects also have different definitions. For the sake of clarity, we will identify a sales prospect as a lead that has been judged suitable by the company, following lead qualification. They represent a real sales opportunity and match a set of criteria defined by the company; they have a sufficient level of authority, resources and show intent to purchase. They have entered the second phase of the sales process, and there is now a two-way interaction between them and the company (Leap, 2015).

Lead conversion:

Conversion, in online retail particularly but more extensively in online business, refers to the ratio of orders in relation to the number of visits of a website (Ayanso & Yoogalingam, 2009). In the case of YeePLY, the definition of conversion is adapted to lead conversion, which represents the number of deals closed in relation to the number of leads generated. If, for example, 1 deal is closed out of 100 leads generated over a certain period, the lead conversion rate for this period will be of 1%. The conversion rate usually remains below 5% in online retail. This number can be explained by a variety of factors such as the ease of online research for visitors, which will reach a website with no intention of purchase, but only to seek information. Moreover, one will only have to type a few keywords on a search engine to receive a multitude of options. In addition, another factor that can influence lead conversion is the quality of the landing page, which will negatively affect the chances of purchasing if it is poorly designed, and result in frustration from the side of the visitor (Ayanso & Yoogalingam, 2009). The lead conversion is generally affected by the many factors inherent to each step of the sales process.

Sales process:

The sales process can be defined by a succession of steps which start with the generation of a lead (step 1). The leads are recruited, evaluated and eventually qualified as prospects (step 2). The interaction between the salesperson and the sales prospect (step 3) eventually end up in a deal, which closes the sale (step 4). The product or service is then delivered by the company and closes the sales process (step 5) (Oakes, 1990).

Factors:

Factors are elements that influence and contribute to a result (Oxforddictionaries.com, n.d.). In the five steps of the sales process defined above, many factors can have an impact on the result. The objective of closing a sale is, therefore, sensitive to the elements interacting with each step of the process.

Mobile applications:

Mobile applications are software programs that run on mobile devices (Oxforddictionaries, n.d.). These devices can be smartphones or tablet computers. The role of mobile applications (also referred as “mobiles apps”, “web apps”, “online apps” or simply “apps”) is to provide users with services similar to the ones accessible on personal computers. Mobile applications are usually individual software units which fulfil a specific function such as giving directions, taking pictures or finding bike stations in the area (Techopedia, n.d.). Mobile applications are complementors of mobile devices, since they add value and allow users to make the best out of their smartphones and tablets. Alternatively, apps need these devices to be used.

Marketing Strategy:

Strategy is a long-term oriented plan to achieve an aim (Oxforddictionaries.com, n.d.). Porter (1996) adds that strategy involves the creation of a unique and valuable position. This position is built by involving a different set of activities, which in turn create a synergy that makes the position valuable and unique (Mazzucato, 2002). Strategy falls into three categories: Corporate, divisional and functional (Samson, Donnet & Daft, 2018). The strategy is an extensive topic that has seen countless books and theories being written and developed.

Marketing strategy encompasses the actions that will be done by the company in order to attract customers. In the case of start-ups, marketing strategies must be as cost efficient as possible, due to the fact that starting businesses tend to have limited resources. Merisavo argues that “digital channels in marketing is becoming an essential part of strategy” (Merisavo, 2008). Additionally, Urban (2004) suggests about the relationship between traditional and online marketing that “digital

marketing uses the internet and information technology to extend and improve traditional marketing functions”.

Online marketing:

Guedj (2013) explains that online marketing is a new form of marketing and communication. It concerns any marketing strategy operation aimed at promoting products and services through an online media or communication channel. In order to acquire customers and leads, several techniques can be used: search engine optimizations (SEO), search engine marketing (SEM), e-mail marketing, social media marketing, mobile marketing, viral marketing and revenue partnership (Durmaz & Efendioglu, 2016). Digital channels, according to Merisavo, offer cost efficient opportunities (Merisavo, 2008).

SEO:

Xing & Lin (2006) explain that SEO has the aim of improving the rankings of pages on search engines. Google and other search engines use intelligent algorithms to rank the pages displayed when a research is made. The results offered by search engines are labelled as “organic” as they are supposed to show the most relevant results from the point of view of the user. The higher the rank of a URL (or web page) in the search results, the more likely it is to receive clicks and visits. (see Appendix 1)

SEM:

According to Zhuofan Yang, Search Engine Marketing is meant to promote sales by offering better visibility to webpages (Yang, Shi & Wang, 2015). SEM does so by increasing specific keywords exposure. Basically, a list of keywords is selected and the ads are shown when the keywords are researched. The best bids and other variables are computed by Google to decide which ads will be shown the user of the search engine. The companies pay every time someone clicks on the ad (PPC). The advantage of AdWords is that the ads are displayed above the organic results, and are automatically catching the eye of the search engine user. Xing & Lin (2006), however, point that organic results tend to be favoured by searchers as they are considered more “objective and unbiased” than paid ads. A survey indicates that over 70% of users prefer to click on organic results provided by search engines instead of sponsored pages (Georgia Tech., 1998)

SMM:

Felix, Rauschnabel & Hinsch (2015) present social media marketing as a powerful way to achieve several marketing objectives: stimulating sales, increasing brand awareness, improving brand image, generating traffic to online platforms, reducing marketing costs, and creating user interactivity on platforms by stimulating users to post or share content.

Sales and marketing activities are highly intertwined. The first step of the sales process, as defined by Oakes (1990), involves the generation of a lead, which is a marketing task. The strategy chosen by the marketing department and the decisions made in regard to marketing activities influence the types of lead generated. Understanding the marketing possibilities and analysing their effect for a particular sector or company is important to help salespeople to achieve better results.

1.4 Problem analysis

YeePLY is a young growing start up and faces various issues at various levels. One of the problem that YeePLY is facing today lies in the fact that the number of leads per month is increasing for the French market (growing from 150 leads per month in 2016-2017 to 270 on average over the past 12 months), but the sales figures are not increasing accordingly. Exception made of April and May 2018, the revenues amounted on average for €10.000 per month in France over the past 12 months. It could be expected that with a higher interest in their service, the sales revenues would follow. However, they are stagnating despite the growing number of leads entering. This lack of lead conversion is affecting YeePLY on various levels; First, the leads that are not being converted into sales can be seen as wasted opportunities. Second, it affects the internationalization of the company as they cannot reinforce their brand image in French-speaking countries. The lack of successful cases to present to potential clients does not help in convincing them. Finally, the company is affected financially as they are missing out on sales from one of their most profitable market. The profit generated from these sales could be invested in other areas of the business. The persons that are the most affected or most closely related to the problem are the sales team for the French market, and the marketing team working on generating leads and helping the company get visibility and credit. The company in general is also naturally affected. The company knows that the problem comes into being during the sales process, between the moment visitors become leads and the moment deals are closed. However, the exact factor(s) influencing the lack of conversion is unknown and, therefore, the location of the problem remains blur. This problem is rather recent and appeared in 2017, after the number of leads entering from the French market increased. In the meantime, the previous salesperson in charge of the French-speaking markets had to be dismissed. The sales techniques used were not delivering convincing results and a new sales team has been hired. The transition has been delicate, and the current sales team has had to start over from scratch. This period of transition did not help in meliorating sales figures and lead conversion for this market and it ultimately worsened the gap between leads entering and closed sales. The combination of both changes ultimately led to today's situation. This thesis will have the objective of understanding the effect of the marketing strategy and its influence on sales. As marketing is the activity generating leads, the idea of YeePLY strategy being imperfect will be investigated.

1.5 Problem statement

The problem YeePLY is facing today is that the lead conversion rate is too low on the French market. France and the francophone market more generally, are the most attractive markets for the company now, due to a high amount of leads generated and an above-average budget available for the clients. The sales issues are affecting the internationalization, growth and expansion of YeePLY.

1.6 Research questions

The following research question and sub-questions have been derived from the problem:

How can YeePLY's marketing strategy be designed to attract high-quality leads on the French market in 2018 in order to increase revenues by 15%?

- **Which strategy is employed by YeePLY to acquire their leads on the French market?**

The objective of this sub-question will be to understand which tactics are used by YeePLY to generate leads for the sales team. A large amount of leads, a priori, is reaching the platform. The channels of acquisition will, therefore, be investigated.

- **What are the profiles of the French leads reaching YeePLY's platform?**

The objective of this sub-question will be to understand how leads can be classified depending on their characteristics. The classification in categories and their analysis will be useful to understand what types of lead result from the marketing activities

1.7 Research aim and objectives

The aim of this research is to provide YeePLY with a solution to improve lead conversion rate on the French market. Another aim of this research is to give opportunity to the HZ University of Applied Sciences to evaluate my capacity to deliver a professional product, satisfying the requirements of a Bachelor graduation project.

The first objective of this research will be to study the marketing strategy employed by the company on the French market to find whether this strategy is capturing leads of sufficient quality. The second objective will be to evaluate the quality of the leads reaching the platform. The third objective will be to identify solutions for improving the lead conversion. The conclusion of this research will provide the CEO and COO with recommendations on how to adapt their marketing strategy on the French market.

1.8 Environmental and ethical aspects

The scope of this research will not address any environmental concern or provide solutions related to the environment preservation.

Concerning the ethical aspect of the research, several points must be mentioned and acknowledged by all the parties involved in the process. Concerning the data retrieved from the surveys and interviews, the identity of the participants has been kept secret. Initials have been used in the result and transcription parts of this report. The interviews have taken place during face-to-face meetings, individually. No pressure or influence has been exerted on the interviewees and they have been given the opportunity of refusing that certain part of their answers be erased. The data have not and will not be used for other means than conducting the research and writing the thesis. All the parties involved in the reading, correction, supervision or any other activities involved within the scope of this thesis will have to sign a confidentiality agreement, as stipulated by YeePLY. This confidentiality agreement (NDA) will ensure that the data provided will not be divulged or used under any circumstances outside the scope of the research and/or assessment of the student.

1.9 Reading guide

This thesis research is articulated around several parts. It follows a standardized structure: the “IMRaD”. Introduction, Method, Results and Discussion. The “Discussion” part is followed by “Conclusion” and “Recommendations”. You have now reached the last sub-chapter of the “Introduction”. In the “Method” chapter, you will be provided with the methodology used to gather and analyse information. You will be given a detailed explanation of the data collection and data analysis processes. Following the “Method”, the main results will be provided in the “Results” chapter. The information retrieved from the data analysis will be presented objectively. Later, these results will be discussed and compared against the literature findings. In the “Discussion” chapter, the research process will be critically assessed, and the researcher will interpret the results. This chapter is important as it appraises the previous steps from various angles. After discussing the takeaways of the investigation, the researcher will draw conclusions and answer the research questions in the chapter “Conclusion”. Finally, solutions will be offered in the “Recommendations” chapter to tackle the issue investigated. The list of sources will be included in the “Literature Review” and the elements supporting the research be included in the “Appendix”. The raw data will be available in this section to help the reader assess the veracity of the investigation.

2. Method

2.1 Research design

The method is a technical description of the research, explaining the steps to be taken to answer the research question. The research design that has been chosen to solve the problem faced by Yeeply is exploratory research. On-field research will be coupled with desk research to find complete information.

2.2 Research type

In order to find the reasons lying behind the stagnation of sales and, therefore, the decrease in conversion rate on the French market, sub-questions have been designed. They focus on different aspects of the problem and could not be answered entirely by means of a single research technique. Several research techniques have, therefore, been used to address the sub-questions, as some of them were better fitted than others depending on the information sought.

To address the first sub-question, concerning the acquisition of the French leads, the marketing strategy of Yeeply has been investigated. Qualitative research was used in the form of interviews. The objective was to gain insight about the marketing strategy used in the past and in the present to generate leads. Desk research was also used to retrieve numerical data and dive into the techniques used for the strategy. The tools, marketing campaigns and social networks have been looked at to enrich the interviews findings.

Concerning the second sub-question, desk research was used under the form of data mining. Data have been retrieved from Yeeply's database to define the profiles of the leads reaching the platform, whether they reached an agreement or not. The profiles were created based on the common properties of the different clients and leads. The idea was to group the leads in categories, according to their characteristics. Additionally, qualitative research has been used to check the results observed. The sales team was interviewed in a semi-structured setting to give them the opportunity of expressing their point of view and provide their insight about the problem faced by Yeeply. The reason why the two techniques have been used rest on the fact that the insights of the salesperson provides richer information than a dataset, as they are dealing with leads and clients on daily basis. The information gathered from the semi-structured interview has offered more details, while the data mining results have offered more density. By comparing the two, the validity of the main takeaways has been enhanced.

2.3 Research units

Some units were interesting to research, while other employees, not being the first concerned, have not been interviewed. The units of analysis, in the case of Yeeply's problem, were the leads that

have not reached a deal with YeePLY, the clients that have done so, the sales department for the French market and the marketing team of the company. The population for this research included the French persons that have reached the step of contracting with YeePLY (clients), as well as all the leads that have been in direct contact with the sales team, without contracting with YeePLY. This means that the population studied did not include the leads that had never been in contact with a salesperson and, therefore, did not express motivations about their exit from the sales process. Concerning the qualitative part of this research, saturation levels were to define due to the limited number of interviews possible. It was hardly possible to estimate exactly when saturation would occur. However, regarding the interviews with the salespersons of YeePLY, the saturation level was set at one interview. This number is justified by the fact that the team is composed of one person. The team was initially composed of two salespersons but one of them has been laid off. Another employee joined in later to replace them, but the interview had already been conducted and the research executed. In regard to the marketing aspect of this research, the same situation occurred as a maximum of three members of the company could be interviewed. The saturation levels for the marketing-related interviews was set at three interviews.

The research units have been selected according to the market to which they are related. As this thesis studies the French market, French-speaking leads are one of the units. The members of the marketing team are another research unit as they have provided useful insights in regards to the marketing strategy. The fact that the marketing department is rather small made it simple to select the members forming this research unit. As explained earlier, the last unit was the salesperson for the French market. This person has been selected because it was the only one working on the French market, and his insight was useful to analyse the leads and define the issues he was faced with.

2.4 Data collection

2.4.1 Interviews

In order to get insightful data related to the research question and sub-questions, interviews have been conducted, as explained in the previous sub-chapter. The interviews have taken place during face-to-face meetings and phone calls. The interviewees were contacted ahead of the meeting via Hangout or email to confirm their availability. The questions were also made available to the interviewees before the meeting. The time slot allocated to the interview was communicated and the location agreed upon. The person selected to conduct the interview was the researcher himself. The interviews took place in the offices of YeePLY in Spain, in rooms set up beforehand. The interviews were conducted one by one, in presence of the interviewee and the interviewer only. Small talk took place and a quick explanation of the objective of the interview was communicated to the interviewees. The interviews have been recorded using a voice recorder application on a mobile device owned by the researcher. The voice recording device was tested beforehand to ensure the audibility of the interviews for accurate transcription. The extended list of (relevant) material used to conduct the interviews is the following:

- Chairs;
- Meeting table;
- Computer screen with the interview questions for the interviewer;
- Voice recording device;
- Pen and paper to note any useful detail.

The interviews have been transcribed later on paper, to allow a natural flow of conversation and a complete focus on the discussion. The transcription was done manually by the researcher by listening to the recordings and typing the words on a Google document. No specific transcription tool was used for budget reasons but also for the variety of languages used to answer the interview questions (English, Spanish and French). The answers given were also researched further by the researcher to provide complete information.

2.4.2 Datasets

In addition to the interviews conducted, several data set from the sales department were used to investigate the leads attributes. Two sources of information have been used to identify the leads of the company. The first one is an Excel spreadsheet (Excel spreadsheet 01) used to record projects that were in a relatively advanced phase but were cancelled. The contract had not been signed yet but the leads appearing in this file were qualified as Sales prospects. This file includes 49 leads. The second and main dataset (Excel spreadsheet 02) is an Excel spreadsheet created from a CSV file which was extracted from the platform. This Excel spreadsheet includes a list of 6912 leads that had been lost since the implementation of this system in 2016.

The collection of data was done exclusively internally, thanks to the collaboration of internal stakeholders. They provided the researcher with useful answers and digital data that could be used to investigate the research question.

2.5 Data analysis

In order to extract information from the data collected, analysis of the content is mandatory. As explained in the previous sub-chapter, interviews and datasets were used for this research.

2.5.1 Interviews

To analyse the data provided by the interviews, a specific process was followed. The first step was to read all the transcripts at once to get a first impression. The transcripts were studied carefully later on with particular focus on the words and ideas mentioned. The relevant parts, sentences and words were highlighted and labelled to facilitate the analysis of information. The coding process helped understanding which aspects were important. Although Saldaña (2013) suggests that the material to be coded should be laid out in a particular format to facilitate the process, the interviews provided as Appendices were coded as they are presented. No specific program was used to code the interviews.

After hesitations about the way the coding process should be done to analyse thoroughly the texts, a mixed method was used. As stated by Saldana (2013), “each qualitative study is context-specific and your data are unique, as are you and your creative abilities to code them”. For this reason, coding techniques have been used but adapted to the preferences of the researcher. The coding techniques that were used as a frame of reference are initial coding and open coding. As described by Strauss & Corbin, the initial coding method separates qualitative data into “discrete parts” to examine them and find “similarities and differences” (Strauss & Corbin, 1998, p. 102). Charmaz adds that the method is “suitable for interview transcripts” particularly (Charmaz, 2006). The coding was done manually by the researcher as follows:

- The coding was done sentence by sentence.
- A word or short sequence of words was attributed to summarize the idea expressed in the sentences (e.g. Absence of strategy, not working, bad quality, good results, etc.).
- The ideas and opinions mentioned by one interviewee were compared against the saying of the others to find similarities or differences.
- The convergences and divergences were written down on paper to be expressed in the results later.

The convergence or divergence of opinion between two or more interviewees was also easier to notice after execution of this process.

2.5.2 Datasets

To analyse the datasets, Excel was the main tool to be used. The spreadsheet 01 included several tabs with different data for the French market. Statistical results were created via Excel, based on the information provided. The spreadsheet 02 (see Appendix 12) has been looked over to evaluate the information it provided. The leads included in the spreadsheet were not all relevant to the study, and the information were not coded clearly. Therefore, the content was analysed, filtered, labelled and encoded. The complete details are provided in the next paragraph. The analysis of the data was made using Excel and an online tool (www.wordcounter.com) in the aim of defining recurrent themes.

To make sure the analysis would be based on accurate information, the document was studied in detail. Several data from the set were found not to be relevant or to be incomplete. Therefore, the followings have been eliminated from the analysis:

- Leads belonging to a different market that had been included in the French list
- Leads with missing information, such as the type of business, or no reason for cancellation
- Leads that had been automatically cancelled by the platform
- Old data input from former salesperson that were hard to decipher

After filtering and eliminating the non-relevant and incomplete leads, the number of leads decreased to 2614. The information provided in each column were analysed. The information provided in the dataset were judged to be sufficient in defining the leads and study them. However, the “Reason for cancellation” column seemed vague. The information included in this column were written

manually by the salesperson cancelling the lead. No specific code was applied to the translation of information. As a result, the way of writing down information of each salesperson that had justified cancellations was making it hard to interpret. Consequently, coding the data was necessary to be able to make sense of it and measure it, in order to create groups and profiles for the leads.

After clearing the dataset of unusable data, the comments written under the “Reason for cancellation” header were extracted and analysed on wordcounter.com. The words were taken from the Excel file and transferred to the webpage, where the number of words and other information were summarized. This online tool has proved particularly useful in finding occurrences of words. After analysis of the occurrence report, several words or group of words emerged:

- [Pas sérieux] (= Not serious)
- [Budget] (= insufficient budget)
- [Etudiant] (= Student)
- [Afrique] (= Africa)
- [Faux numéro] (= Fake phone number)
- [NRP] (= Does not reply)

These words were looked up with the filtering tool of Excel to confirm the fact that they were being mentioned frequently. After validation, the words above mentioned were used as a basis to create categories. These categories were added as column titles on the right-hand side of the dataset:

Student	Budget	Not serious	Does not reply	Fake contact info	Others

The objective was then to identify rows that included words belonging to the lexical field of each category. To do so, the following process was used:

1. Search the term [X] in the “reason for cancellation” column
2. Filter the results to only show the rows in which the term [X] appears
3. Mark all the rows including the term [X] with a “1” (equivalent to “yes”) under the column “X”

This process has been repeated for all the categories. In addition to the original word used to define each of them, their variants were researched. The variants included plural forms, different spelling, typing errors, etc. Following this process, the categories were completed with terms from the same semantic field. The cells left blank in each category column were marked with a 0 (equivalent to “No”). Once the coding work finished, each row of the spreadsheet, representing a lead, had a succession of 0’s and 1’s. In addition, three columns were created to represent the type of leads most commonly encountered:

- Private
- Company
- Student

ID	Date of cancellation	Market	Reason for cancellation
31462	09/03/2018	FR	Particulier pas serieux pas de budget

Company	Private	Student	Budget	Not serious	Does not reply	Fake contact info	Others	Group number
0	1	0	1	1	0	0	0	17

Simplified example of lead coding (lead 31462, group 17)

After reflexion and concertation with the sales team, the type of leads “Students” have all been marked with a 1 in the columns “Insufficient budget” and “Not serious”. This decision was made as the salespersons only wrote [student] as a reason for cancellation for certain leads. They explained that this type of lead is never a potential client, due to lack of funds and seriousness. In addition, the term [Africa] has not been included as a valid reason for cancellation, due to the lack of clarity about its implications.

A table was created to detail the possibilities of combination of each succession of 0’s and 1’s (see Appendix 2). Contrary to the categories, only one lead type can be attributed to a lead. One cannot be “Student” and “Company” or “Private” and “Student” for example. Due to this fact, the maximum number of combination was 45. As a result, the table shows the 45 possible combinations that a lead can have. The spreadsheet including the leads data was filtered again according to the coding, and group numbers were attributed to the leads matching the group numbers’ code. With this last step, the dataset was made fully usable for statistical study.

The 45 groups are divided in three parts:

- Group 0-14: Companies
- Group 15-29: Private
- Group 30-44: Students

A second table was created with the groups occurring in the dataset. The number of leads belonging to each group was added to the table. By combining group numbers, their individual code and the number of leads per group, statistical results were calculated.

2.6 Operationalization

This part operationalizes the concepts that are addressed in the interviews. It allows to understand which indicators are used to define abstract concepts.

Concept	Dimension	Indicators
Lead	Type of lead	A company
		A private
		A student
Quality	Budget	The lead has enough funds to finance the development of the digital project
	Seriousness	The project is realistic and well defined
	Authority	The lead has the capacity and authority to start the project
Marketing strategy	Online marketing	Online marketing activities done
		Marketing channels used
	Traditional marketing	Use of traditional marketing strategies

2.7 Validity & Reliability

According to Saunders, the research must be replicable to be reliable. The methodology of analysis of the data as well as the detail of the collection process make the research completely replicable. As shown in the method part, the exact data collection and analysis processes are detailed. Baarda (2014) adds that the results must not be affected by chance. As the data were retrieved from internal sources of the company, the reliability of the information studied is maximum. By using several sources of information and mixed research techniques, the reliability of the results was enhanced. Statistical results have been compared with qualitative data and the information given studied in-

depth with desk research. Every calculation or information presented in this paper has been done by the researcher and no external service has been used. Although the interview questions were written in English, the translation has been provided and the interviewees have been given the choice of the language in which they wished to answer during the interviews (French, English or Spanish). One-to-one interviews have been done to avoid external influence and the results were translated on paper and coded for analysis.

The validity of the information is supported by the fact that the information was retrieved internally, and in various forms. They have been provided voluntarily by the company or their members, aware that they would be used to their benefit. The questions in the interviews were expressed clearly, neutrally and followed a logical order. The participants have been asked beforehand if they had any doubt about the meaning. Concerning the validity of the research in general, it has been supported by a thorough explanation and definitions of the terms used for the research. The various aspects of marketing strategies and lead-related term were fully understood by the researcher and the questions asked based on the initial findings. As mentioned earlier, the results have been generated by various research techniques and the findings resulting from data mining confirmed during the interviews. The various point-of-views from which the research was done support the validity of the results.

2.8 Limitations

The data collected was retrieved from internal sources. A first limitation to this study lies in the fact that only one salesperson of the French market was interviewed. Although their answers were compared with the ones of the marketing team interviewees, it remained the only source from this department. The fact that the second salesperson for the French market was let go hindered the possibility of having a second view on the situation. Concerning the other interviews, none of the interviewees was specifically working for the French market. The focus of this research was also put on the first step of the sales process: lead generation and the quality of the leads entering the platform. The rest of the sales process was not investigated. Finally, the dataset (spreadsheets) used and analysed were created based on manual inputs. The salesperson manually rejected or cancelled leads and justified their motivation without following a standardized process. The coding of these spreadsheet was left to the decision of the researcher. Therefore, the transformation of raw information into significant and exploitable data may have altered the results. Another researcher may have used a different strategy to understand the spreadsheet or investigated the questions from another angle. In general, other sources of information and other investigation techniques may have been used to study the same research questions.

3. Results

In this chapter, the main takeaways from the interviews and data analysis will be given.

3.1 Marketing techniques used by Yeeply

3.1.1 SEO

The traffic received by Yeeply's French webpages comes for around 80% from organic search, as shown in Appendix 3. This is explained by a strategy that was implemented in the early days of the creation of the company: SEO. Several aspects are considered in SEO. These aspects "set by Google" influence the rankings such as the semantic of the page, the number of backlinks and their quality, the length of text, the weight of the page, etc. The most important one, however, is the words mentioned on the page. It is highly unlikely - even impossible - that a page talking about car parts will be showed in the results of a research like "cheap flights to Miami", no matter how great this page is and how perfect it is in the eyes of search engines.

Yeeply has been using several strategies to make sure to appear in the results for interesting keywords search. The first one was to create several "tech blogs", as explained by L. B., in different languages and write articles focused on specific keywords "that basically describe our core business" such as "price mobile app". By appearing frequently on page 1 of search results for interesting keywords to the company, the blog posts are bringing traffic to the website. (see Appendix 4)

In order to transform these blog posts' visits in leads, a call-to-action (CTA) banner is inserted at the end (see Appendix 5). The URL linked to this CTA banner is the landing page prompting the visitor to communicate their project and contact details.

The blog represents 90% of the whole traffic received by Yeeply France (see Appendix 6). As the blog and the website have the same domain, it also helps enhancing the ranking of the website on search engines. In addition, other webpages exist, belonging to Yeeply, to estimate the price of a mobile app project (www.combiencoutemonapp.com) or website (www.combiencoutemonsite.com). After selection of the options required, a price is computed to give an estimation of the budget needed for their project to the visitor. A CTA is also included on the result page, as in the blog articles, to convert the visitors in leads. These webpages have been optimized to have a high Search Engine Ranking Position (SERP) and are bringing 20% traffic to Yeeply's website (see Appendix 4). The website is constantly optimized and redesigned to make it user-friendly and to offer a unique experience to the visitors and users.

3.1.2. Search Engine Marketing (SEM)

Search Engine Optimization, however, is not always easy to achieve due to the high competition on the borderless World Wide Web. Some highly valued websites monopolize the top of the Search Engine Ranking Positions and ranking higher than them is tough.

YeePLY uses SEM as another channel to acquire leads. In contrast with SEO, SEM means paid solutions. AdWords, the advertising platforms of Google, allows the creation of ads on a basis of cost-per-click (CPC). YeePLY has started using AdWords in May 2017. The ads displayed as of today target keywords but also persons that visited the website. Regarding keywords, two campaigns are set up: One of “branding”, meant to show ads to the persons searching for the terms “YeePLY”, “Yeepli” or “YePLY” for example, to make sure the website can be reached in case of mistyping (Appendix 7). The second campaign targets specific keywords related to the development of applications, or keywords targeted by the blog’s articles.

Regarding remarketing, targeting persons that visited the website, the ads are displayed to remind them of the company. Retargeting works thanks to the use of cookies, tracking the navigation and behaviour of visitors. L. B. explains that YeePLY has not “found the correct and ideal strategy” yet. She adds that the company “outsourced the AdWords part” this year but that it did not bring satisfactory results.

3.1.3. Content marketing

Content marketing is also used by YeePLY, via the blogs. The articles posted are related to specific keywords for which the company wants to position, as stated by F. S., but also have the objective of informing visitors. Several topics can be found on the blog such as mobile app development information, project definition, price indications, app development tools, options available, operating systems’ differences and more. L.B. mentioned that the effort made to generate content were useful and had brought “many leads thanks to the great positioning of keywords”. Some of these informational articles are receiving a lot of visits and promote the brand at the same time.

3.1.4. Social Media Marketing (SMM)

YeePLY accounts can be found on the most popular social media channels:

- Facebook (one account in multiple languages)
- Twitter (one account per language)
- LinkedIn (one account in English)
- Google+ (one account in Spanish)
- Pinterest (one account in English)

Facebook is used mainly to post the articles written on the blog and give them a “boost” when they are published. The targeting option of Facebook allows YeePLY to target the audience, but only based on very few characteristics. The audience can be refined according to the age, the location or the language in which the account is set up (Appendix 8). However, the Facebook page does not receive a lot of engagement. A few posts only are liked or shared, and only in mere amounts.

The Twitter accounts have the same functions as the Facebook page, although one account exists per language. The engagement on Twitter is barely existent, and there is no interaction with the followers.

LinkedIn offers various services which YeePLY takes advantage of. The first one is the tool LinkedIn Sales Navigator, which offers many options for accurate and advanced leads targeting. A list of filters is available to target the right persons, such as their position, the size of the company, the location, the type of company and much more. This paid tool is also used to “InMail” (send email on LinkedIn) directly potential leads, which is not possible on the free version of the platform where you must be connected to the person. Sales Navigator basically uses all the data provided by LinkedIn members to help others target them. As it is a professional network, the information provided are highly valuable. The second LinkedIn paid feature used is the LinkedIn Ads system. On the same principle as Google AdWords, it allows the creation of various types of ads. The interest of this tool in contrast with AdWords is that the ads do not appear after a keyword search but do so in the feed of the users targeted. The targeting options are somehow similar to the ones found in Sales Navigator: it allows a specific targeting depending on age, position, company size, etc. The targeting can also be defined based on a specific audience (a list of emails for example) (Appendix 9 & 9 bis). YeePLY started using this tool recently, in April 2018. It is currently used to retarget visitors of the website and remind them of the brand. Campaigns have been created to target large companies and start-ups, but they have not been launched yet for financial reasons; LinkedIn Ads costs are relatively high. According to L. B., the ads used in the past have not given positive results.

Google+, like Facebook and Twitter, is used almost only to post blog articles, exception made of a few posts talking about industry news. This platform equivalently shows almost non-existent engagement.

3.1.5. Email marketing

Email marketing is not intensively used by YeePLY. F. S. mentioned that it was used as a branding technique to ask clients for reviews (on Google Business and Trustpilot), in order to strengthen the image of the company, while L. B. mentioned the lack of use of email marketing techniques. A newsletter is expected to be created and sent out to the partners of YeePLY in the near future.

3.2. Profile of the leads reaching the platform

Several categories emerge from the data mining carried out on the data sets provided by YeePLY. This data set of “lost” leads identify the individuals having reached YeePLY’s webpage and having requested a price estimation of their project. As explained earlier, leads are considered as such as soon as they provide their contact information to the company. The leads’ information are collected through a landing page available in 6 languages, where the visitors are prompted to explain their mobile app project and to provide their contact details. According to Google Analytics, 42% of the visitors accessing this landing page do so by means of organic research (see Appendix 4). Organic research implies that search terms (keywords) have been entered in a search engine - the most popular being Google - and that the user has accessed the website from the results given by the search engine.

It is important to mention that organic research does not encompass paid ads, which are sponsored by organizations to gain visibility on search engines for the targeted keywords. The rest of the leads come mainly from direct research (access to the website without using search engines), paid advertising, or satellite websites. (see Appendix 4)

3.2.1. Spreadsheet 01

Out of the various information provided by this dataset, it can be seen that even after qualification of the lead, 18% of prospects disappeared or stopped replying. The main reasons for not contracting with YeePLY, according to this document, lied in the fact that the prospect did not have sufficient funds (22%) and/or preferred contracting local, or at least national, developers due to their geographical proximity (27%). (see Appendix 10)

3.2.2. Spreadsheet 02

Of the 45 generic groups (0 to 44) created, 18 appeared in the dataset while 27 did not. For example, the combination of Group 22: [Private] + [Insufficient Budget] + [Fake number], never occurred in the dataset (see Appendix 2).

Out of the 2614 leads studied, the types were represented as follows:

- 67,9% were Private
- 20,5% were Companies
- 9.8% were Students

Regardless of the type of lead, the dataset analysis showed various trends. Around 25% of the leads were qualified as not serious while 37% did not reply. In addition, almost 17% of the leads did not have a sufficient budget to realize their app project. The amount of leads providing fake details information remained very low with only 4% of the dataset being affected by this issue.

However, it is interesting to analyse in detail each type, as the numbers differ greatly or match depending of the type of leads studied. Only 7,5% of the companies did not have sufficient budget, and only 2,2% gave fake contact information. 8% of companies were qualified as “Not serious”. Alternatively, almost half of all the companies analysed did not reply or stopped responding (47%). Concerning privates, the amount of leads considered “Not serious” jumped to 20% while 39% did not reply or stopped responding. As for companies, the budget aspect and fake contact information amounted for a low percentage: 8% for “insufficient budget” and 5% for “Fake contact information”. As explained previously, students were automatically disqualified due to the lack of budget and seriousness of their projects. Although their projects may have been viable, their status implies a lack of funding. As a result, 100% of students have “insufficient budget” and are qualified as “Not serious”. All the numbers presented are included in Appendix 11.

It is important to mention that 28% of the 2614 leads analysed were cancelled for other reasons than the ones defined in the categories created. Reasons could be the non-completion of the

project description, for example. From this analysis, it can be seen that the 4 most recurrent profiles, excluding the ones cancelled for “Other reason”, are the following:

- Group 28: [Private] + [Does not reply]
- Group 23: [Private] + [Not serious]
- Group 32: [Student] + [Insufficient budget] + [Not serious]
- Group 13: [Company] + [Does not reply]

These 4 groups, therefore, represent the typical leads reaching the YeePLY platform and publishing their project.

The results shown by this analysis match the answer of R. G., business developer, who explained that the most recurrent low-quality leads were private that reach the platform “during the week-end”. As these datasets grouped the leads lost, the profile of the good leads could not be analysed. However, according to the French business developer, good leads are obviously reaching the platform. They are described, basically, as “the complete opposite of bad leads”. They usually are companies, they detail their project well and provide documentation to illustrate the project. If the company has a website, it is even better for the sales team as they can learn about the company and “make sure there is sufficient budget”. The high-quality leads that are the most recurrent on the French market now are businesses that need “internal apps for their employees, salespeople” to “deal with orders and accounting” or even access “product catalogues” that can be shown to the clients. There is also a high demand for “e-commerce and m-commerce websites” at the moment.

The opinions vary regarding certain points of the marketing strategy of YeePLY. However, the interviewees mentioned the good use of Search Engine Optimization techniques and content marketing. These aspects are combined within the French blog, which is the main source of traffic. In contrast, Search Engine Marketing is not completely mastered. Paid solutions such as LinkedIn (Ads & Sales Navigator) and Google AdWords are used but are not bringing significant results. Finally, Social Media Marketing (paid solutions not included) has been tried by the company but their social channels show low engagement. The company does not use traditional marketing strategy as it is believed not be fitted for the services offered by YeePLY.

After analysis of the datasets provided by the company, we can see that most of the leads are rejected for being unserious, lacking budget or simply because they stop replying or are not reachable. Two thirds of the leads generated are privates, while a tenth are students. These types of leads tend to be viewed as low-quality ones and are often acquired during the weekend. The leads defined as high-quality are usually companies with a well-defined project and sufficient budget, but they do not amount for a large part of the leads generated.

4. Discussion

The discussion part is meant for the researcher to discuss the results expressed in the Results chapter and compare them with the literature. In this chapter, in addition to comparing the results against the theories and ideas of other sources, the overall research process will be discussed. This chapter, instead of stating facts as in the previous one, is written to balance and interpret the results. It gives the opportunity of understanding the implications of the research outcomes and prepare for the conclusion chapter.

The findings of this study suggest that YeePLY's marketing strategy does not bring a sufficient quantity of high-quality leads. Despite good efforts made with their online marketing strategy, the target definition is too broad to acquire qualifiable leads. The results show that the marketing strategy and particularly the targeting aspects remain blur. Despite a satisfying quantity of leads reaching the platform, the quality remains too low. Although the quantity of leads generated can always be increased, the marketing strategy seems to be working satisfactorily in terms of traffic. The issue comes when quality is regarded, which make us question the targeting strategy more than the channels used.

4.1 Marketing strategy

Concerning the marketing techniques used by YeePLY, several points are interesting to discuss. The results section showed that the company is fully focused on online marketing.

The SEO and SEM strategies mentioned by Durmaz & Efendioglu (2016) are seriously used by the company.

YeePLY has understood the importance of SEO and are proved efficient on this aspect, by frequently positioning on the first page of Google search, and even in the first spots for important keywords in France. The efficiency of SEO strategies used by YeePLY are supported by the fact that 42% of leads are acquired via organic search. However, the company is not focusing on Social Media Marketing that much, despite the idea of Felix, Rauschnabel & Hinsch (2015) supporting the fact that it is a powerful tool. The low levels of interaction on the various social media accounts prove that YeePLY is not performant in terms of social activity.

Social media are still used, but mostly as a channel for paid advertising. The explanation of Yang et al. (2015) about the benefits of SEM, being a way of increasing keyword exposure, are integrated by YeePLY. By posting ads on LinkedIn and using Google AdWords services, the company complement their natural exposure with paid solutions. Although Xin & Lin doubt the cost-efficiency of paid ads, mentioning a survey of Georgia Tech from 1998, these ads allow YeePLY to target leads and reinforce their positioning for keywords of importance. On AdWords, the dual strategy of branding and keyword campaign is still groping around. As L.B. mentioned during the interview, the company is still trying to optimize the paid advertising strategy to find the one that will provide the best results.

The other digital marketing techniques stated by Durmaz & Efendioglu (2016) are not completely used, such as viral marketing, or email marketing particularly, as mentioned by L.B. In spite of this, YeePLY still works on branding by sending out emails to ask for reviews.

The lack of traditional marketing techniques on the French market, but also in general, could explain the lack of quality leads. However, as a digital start-up, not using traditional and costly marketing techniques can be understood.

Interestingly, YeePLY found a way to motivate visitors to provide their contact information as suggested by Harbour: They offer a free price estimation for the digital projects of the visitors (Harbour, n.d.).

4.2. Lead quality

Surprisingly, a very large amount of the leads generated by YeePLY's marketing strategy are "privates", which are not the ideal targets of the company. The leads acquired, seem to be in majority of poor quality. With a ratio of 1 out of 10 leads being a student, and almost 7 out of 10 being privates, the strategy does not bring leads of sufficient quality. The companies, which could be seen as quality leads due to their status, tend not to be serious in the end. The data analysed in this research paper come from a list of rejected leads so they obviously all have been rejected for a reason. However, as only a few leads sign a contract each week, it can be safely assumed that the leads lost represent accurately the leads reaching the platform. In the event of a lead being qualified as prospect, budget issues and "disappearance" are still encountered. It is interesting to notice that only 4% of the leads entering provided fake contact information. This can most certainly be explained by the evolution of the platform, now requiring leads to enter activation codes sent to them to confirm the accuracy of the contact details provided.

The quality of the leads, as suggested by Matias & Carroll (2017), is assessed by the salesperson with a process somehow similar to the CHAMP methodology. The project needs to be realistic before the authority and financial aspect are considered. However, these methods do not affect the quality of the leads reaching the platform as they intervene afterwards. They are still useful information, as they can influence the recommendations to be made in order to optimize the sales process. As said by R.G., the French salesperson, most of the low-quality leads are privates reaching the platform during weekends. Here again, the combination of data and interviews support the idea that "unwanted" leads reach the platform.

Concerning the research in general, several points can be discussed. The research method and sources have been mixed to support each other. Although all the information and data were retrieved from internal sources, the corroboration of written data and interviews confirm the reliability and validity of the results.

The research has been carried out in a fast-moving environment. The time dedicated to the thesis work has been irregular, due to delays in the obtention of data, but also due to a shift in the research strategy. While the SPSS software was used at first to make sense of the dataset that had been coded, it proved inefficient. Many hours have been used trying to find the right settings to create meaningful data from the sources, but it did not work according to the plan. For this reason, the datasets have been analysed differently and the data may be studied from a different angle. The possibility of contacting the leads and customers directly to fill in a survey regarding the research

question was the first idea. However, a combination of three research methods would have been too much and would have taken a tremendous amount of time for a researcher working forty-hours-a-week. The intensity of the internship tasks was hard to combine with a research.

It would probably be wise next time to find a solution offering more time to dedicate to the research project. A better planning of activities would also help, as well as a better access to literature sources (such as a library) to completely detail the key concepts of the research.

5. Conclusion

One of the objectives of the research conducted was to determine how YeePLY was acquiring their leads on the French market. The quantity of French visitors turning into leads on YeePLY's platform is satisfactory but can always be improved. These visitors are attracted to the website mainly thanks to SEO efforts, a low-cost marketing strategy necessitating principally organisation, time and dedication. The marketing strategy in general has always been focused on the digital, due to the nature of the services offered by the company. However, all the aspects of digital marketing are not being fully used. The lack of investment put into advertising, and particularly display ads, limits the possibilities of quality lead generation. In addition, the money invested to sponsor ads on search engines is not bringing significant results.

The branding aspect of marketing is also ignored. Due to limited funds, the company emphasises instead lead generation while disregarding the promotion of their brand and values. As a proof, the only branding action done by YeePLY is to create ads showing up when search engine users mistype the company name. This aspect may have an impact on the type of lead generated, since the message transmitted is not clear and the identity of the company undefined.

A second objective of the research was to determine the characteristics of the leads generated by the marketing strategy. The fact that the company focuses on quantity rather than quality reflects on the leads' profile. The SEO strategy helps the company gaining visibility, but the users profile is hard to define with this strategy. The service offered by YeePLY is costly and necessitate well defined projects to work. With a majority of leads being private and only one fifth being companies, the profiles reaching the platform are far from being ideal. This issue of lead quality is costing time to the sales team who have to assess projects that are not even close to being realistic. The leads being the fruits of marketing efforts, their quality reveals targeting issues in the marketing strategy of the Spanish company.

Lead conversion is affected by many factors through the sales process. The commencement of this process, however, starts with the acquisition of a lead. In the case of costly and specific services, the sales funnel will hardly influence the results if the lead does not initially have the need and the capacity to contract it. Marketing initiatives, therefore, must be well defined to make sure they will reach the right profiles. The "issue" that comes with the SEO success of YeePLY is that it brings all types of visitors looking for information about mobile app development. The wide spectrum of topics and keywords for which YeePLY ranks high on Google in France offers them exposure but gives them little control on the audience. One way to influence the audience reached via SEO can be to use specific, technical keywords to position for. Instead of positioning for highly searched but generic keywords, technological or professional ones can be targeted to attract high-quality leads. Although bringing generic traffic to the website is vital to help the company to grow, a part of content creation must be focused on quality leads. By combining high volumes of low-quality visits and low volumes of high-quality visits, the company will thrive and achieve better results in terms of revenues.

For this reason, a diversification of the strategies employed is necessary. By analysing thoroughly the channels used by the target population, new marketing possibilities can be found. Traditional channels, which are totally ignored on the French market must be investigated to find

opportunities. Attending fairs and joining startup-centered events can allow YeePLY to reinforce their brand image and have a direct contact with potential high-quality leads.

Digital paid solutions can also be optimized to reach out to good leads and/or keep non-targeted audiences away, by explicitly mentioning discouraging aspects from their perspective (pricey service, professionals only, etc).

Attracting high-quality leads is a crucial point for companies offering specific services, such as YeePLY. For this reason, the brand's values must be communicated and their service and the benefits it generates clearly explained. By strengthening brand image and focusing the marketing efforts on very specific strategies aimed at high quality leads in France, the company's revenues will be increased thanks to a higher rate of conversion.

6. Recommendations

This chapter presents the solutions proposed by the researcher in relation to the problem encountered by the company. Three recommendations have been selected due to their impact, suitability, cost and feasibility.

6.1 Recommendation #1

The research has pointed out a lack of results in terms of paid advertising. Concerning this aspect, the solution offered to the company is to recruit and hire a specialist. The solution is suitable to tackle this weakness of the marketing strategy. As YeePLY does not have specialists in this marketing field, it is hard for them to find the right settings to be successful. The activity is also time consuming and requires planning, analysis and knowledge. The level of risk implied by these solutions is acceptable. Of course, an extra salary will have to be paid. However, the company can protect themselves by using a trial period to make sure the specialist's activities are bringing results. The solution is costlier than externalizing this marketing activity but allows a total control of the company and full dedication of the individual hired. The failure of the precedent decision taken (externalisation) justifies the need for in-house management of Search Engine Marketing and ads in general. The solution is feasible due to the recent round of investment organized and the funds received by the company.

Price: Salary + advertising expenses

Depending on the seniority of the specialist, the salary amount for €2000/month. It can go up to €4000/month for the top-notch SEM specialists, but it does not seem necessary to pay such a high salary at this stage of the company's development.

Time: 1-3 months

This solution cannot be implemented immediately as the right person need to be found. A fair estimation would be by September/October.

Effect: High

The SEM strategy being underused by the company, the arrival of a specialist fully focused on online advertising will transform the results provided by the paid aspects of the marketing strategy.

6.2 Recommendation #2

The research has also pointed out the absence of traditional marketing. Concerning this aspect, the solution offered to the company is to participate in specialized events in France such as fairs, conferences or meet-ups. This solution can tackle several issues found during this research like

branding and lead quality. Participating in such events will help YeePLY to promote directly their service and have the opportunity of explaining in detail the functioning of the platform. The interlocutors will put a face on a name and the persons attending the events will represent the brand. By communicating a message fitting the type of lead sought, conversion can be increase. Word-of-mouth can also result from face-to-face interactions and bring more visitors of quality to the platform. Although a limited number of persons will be reached, the leads generated will be of high-quality. The types of events selected can be chosen according to the type of attendees expected to ensure maximum quality. The risks implied by this solution are very low. It does cost time and money, but the benefits generated by this strategy are worth a try. As it has not been done before, the company can use it and measure afterwards the efficiency and relevance of such activities. As several members YeePLY are physically in France, the solution is feasible and implementable rapidly.

Price: Fair tickets + banners and other material if exhibiting

The fair and event tickets can be received without fees. However, specific fairs will provide an access badge against the payment of a fee ranging from €50 to €1000. The range varies greatly depending on the type of event and the moment that the badge is bought. If the company decides to exhibit at a fair, the prices rise to several thousand euros. In a first the first instance, the company should focus on visiting the fairs and events rather than spending consequent amounts of money in exhibiting. In additions, the material needed at the fair would add expenses.

Time: Immediate

The fair season will start again in September, but start-up events take place all year round. Therefore, this solution can be implemented immediately.

Effect: High

This solution focuses directly on generating high-quality leads. Even if only a few leads are generated from this method, their quality can be evaluated directly during the interaction and bring interesting results in the timespan of a few days at the fair or event.

6.3 Recommendation #3

The research has shown a problem of target definition. Concerning this aspect, the solution offered to the company is to select the right channels to communicate and generate content focused on professionals and businesses. This solution can improve the quality of the leads reaching the platform. Despite the fact that high volumes of visits are necessary, the current SEO strategy and particularly the blog articles must focus on technical content. The creation of articles focusing on the latest technologies and trends seen on the French market is one of the possibilities to increase the amount of companies reaching the platform. The level of risk implied by this solution is inexistent. Only benefits can be harvested from this costless idea. It does not necessitate any specific investment or skills and only requires studying the topics of interest of the target. The marketing team as of today is already producing articles and would only have to focus on specific topics.

Price: Free

This solution does not imply any additional costs compared with the ones as of today. The solution is provided directly by the marketing team creating the blog articles.

Time: Immediate

The topics found to write about can be included in the planning directly for the weeks and months to come. The trends will evolve, and the content can be written based on the latest topics of interest throughout time.

Effect: Moderate

This solution will not provide instant results since SEO is a long-term strategy. For an article to rank high, time is needed. Also, the success of a blog article is hard to forecast due to the lack of control on the search engines algorithms and competitors. The results and type of leads generated by specific articles must be measured to assess the efficacy of this strategy.

6.4 Extra recommendations

- Standardize lead rejection motivation

The analysis of the type of leads reaching the platform was difficult to make during the research. Without a standardized code to motivate the rejection of a lead, statistical results are hard to compute. As a result, statistical analysis cannot be used to see trends and quality evolution. In order for YeePLY to track the evolution of the lead quality, a standardized system could be designed. The salespeople would just have to tick boxes instead of typing manually the reason for cancellation. The categories used during this research can be used as a basis, and new ones built upon after discussion with the sales team. The free-writing space can be kept to add any information that could not be explained by ticking a box.

- Filter visitors

Further research can be done to find a way to redirect students to other pages. When reaching the landing page where visitors are prompted to explain their needs, a pop-up box can be added where they need to mention whether they are student, company or private. Students could be redirected to a page explaining that the service is designed to help companies and professionals, and mention deceiving facts (from the point of view of the student) such as budget needed, work to be done ahead of the project development, etc. They could then be sent to the blog where all these aspects are explained in detail.

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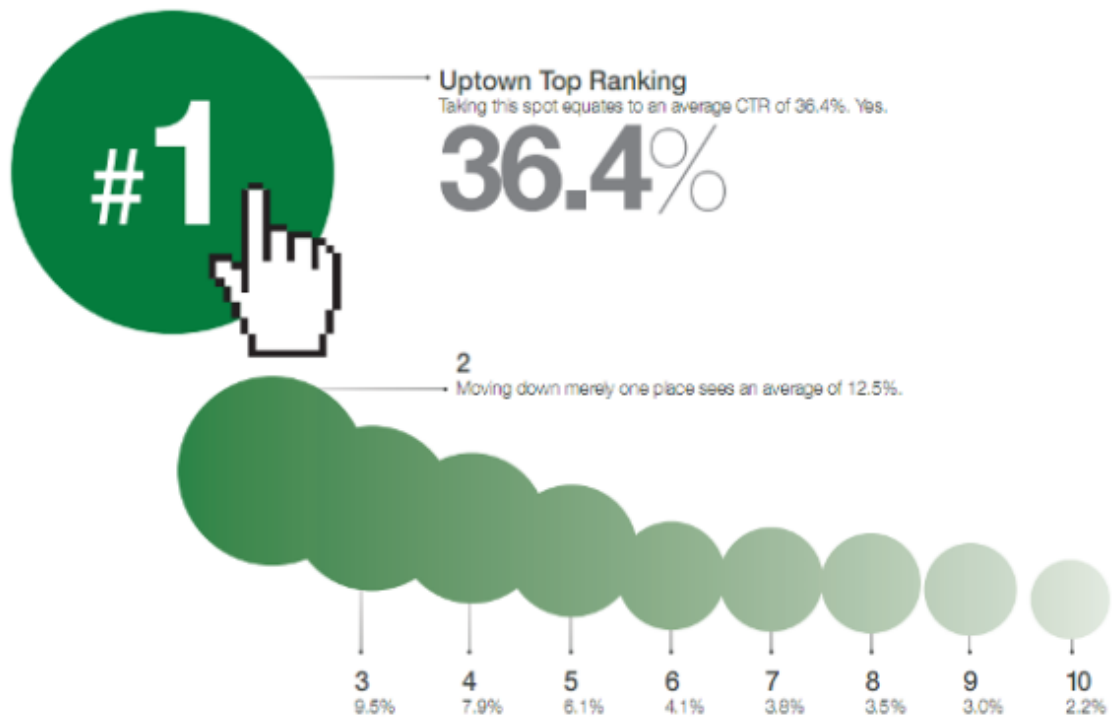
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Appendices

Appendix 1

Click-Through-Rate according to Search Engine Ranking Position.



Source: MOZ.com

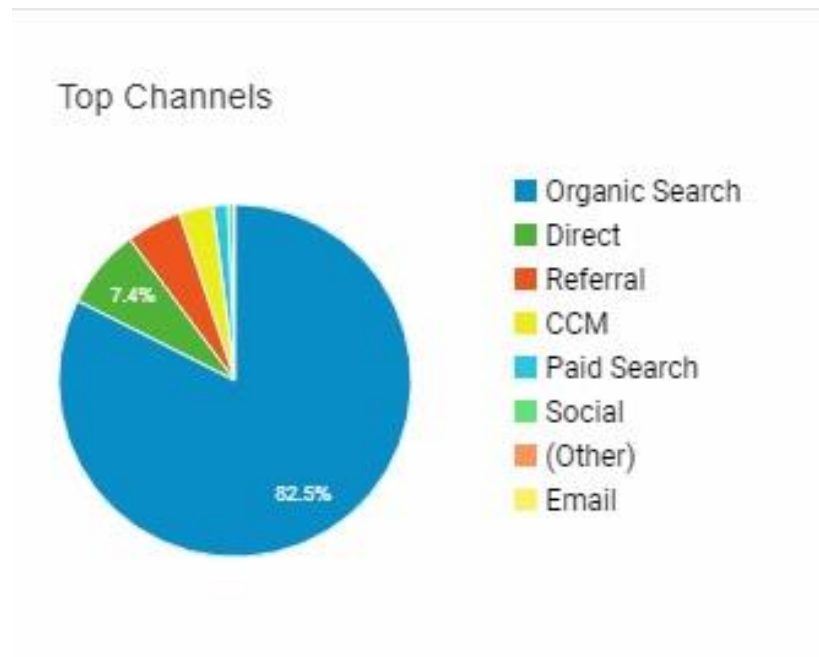
Appendix 2

List of groups created

	Entreprise	Particulier	Etudiant	Budget insuffisant	Pas sérieux	NRP	Faux_numéro	Others	Match?
Groupe0	x							x	yes
Groupe1	x			x					yes
Groupe2	x			x	x				yes
Groupe3	x			x	x	x			no
Groupe4	x			x	x	x	x		no
Groupe5	x			x		x	x		no
Groupe6	x			x		x			yes
Groupe7	x			x			x		no
Groupe8	x				x				yes
Groupe9	x				x	x			yes
Groupe10	x				x	x	x		no
Groupe11	x				x		x		no
Groupe12	x					x	x		no
Groupe13	x					x			yes
Groupe14	x						x		yes
Groupe15		x						x	yes
Groupe16		x		x					yes
Groupe17		x		x	x				yes
Groupe18		x		x	x	x			yes
Groupe19		x		x	x	x	x		no
Groupe20		x		x		x	x		no
Groupe21		x		x		x			yes
Groupe22		x		x			x		no
Groupe23		x			x				yes
Groupe24		x			x	x			yes
Groupe25		x			x	x	x		No
Groupe26		x			x		x		no
Groupe27		x				x	x		no
Groupe28		x				x			yes
Groupe29		x					x		yes
Groupe30			x						no
Groupe31			x	x					no
Groupe32			x	x	x				yes
Groupe33			x	x	x	x			no
Groupe34			x	x	x	x	x		no
Groupe35			x	x		x	x		no
Groupe36			x	x		x			no
Groupe37			x	x			x		no
Groupe38			x		x				no
Groupe39			x		x	x			no
Groupe40			x		x	x	x		no
Groupe41			x		x		x		no
Groupe42			x			x	x		no
Groupe43			x			x			no
Groupe44			x				x		no

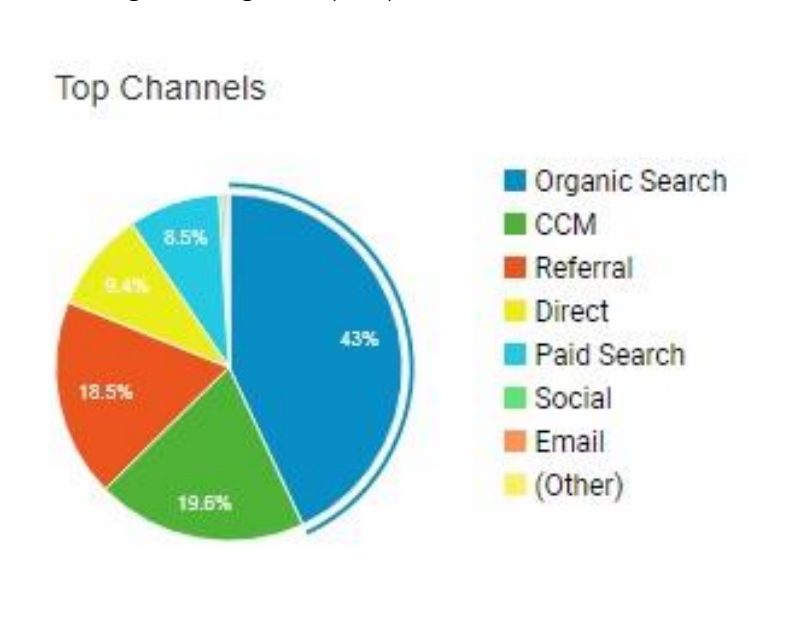
Appendix 3

Channels generating traffic to the website (in %)



Appendix 4

Channels generating leads (in %)



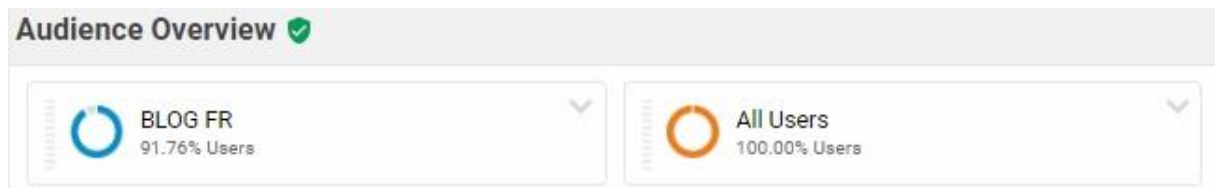
Appendix 5

Call-to-action banner



Appendix 6

Pages viewed by the visitors (100% being the entire website)



Appendix 7

Branding strategy on AdWords

All campaigns > (B) - FR - Brand

Overview

Recommendations

Ad Groups

Ads & extensions

Landing pages

Keywords

Audiences

Demographics

Settings

Locations

Ad schedule

Devices

Advanced bid adj.

Enabled

Status: Eligible

Type: Search

Budget: €30.00/day

More details

SEARCH KEYWORDS

NEGATIVE KEYWORDS

SEARCH TERMS

Keyword status: All but removed

		Keyword	Ad group	Status	Max. CPC
		+yeeply	amplia	Eligible	€4.00
		[yeeply]	exacta	Eligible	€4.00
		[yeeply.com]	exacta	Eligible	€4.00
		[yeeply]	exacta	Eligible	€4.00
		[yeeply]	exacta	Eligible	€4.00
		[yeeply]	exacta	Eligible	€4.00
		+yeeply	amplia	Eligible	€4.00
		+yeeply	amplia	Eligible	€4.00
		+yeeply	amplia	Eligible	€4.00

Appendix 8

Audience targeting on Facebook

News Feed targeting Restricted audience ×

Choose who should see this post in News Feed. People with specific interests will be more likely to see this post.

Interests ⓘ

Search interests

Suggestions | Browse

e.g. "football" "nursery" "Manchester" "Sam Smith"

Age ⓘ

18 ▼

 -

65+ ▼

Gender ⓘ

All

Men

Women

Locations ⓘ

Add locations

Languages ⓘ


French (All) ×

Enter a language...


More Demographics ▼

Appendix 9

Audience targeting on LinkedIn



OK, now let's target your audience
Reach the right people by selecting specific targeting criteria like job title, location and more.

 What location do you want to target? (required)

include ▾

Start typing a country, state, city, or town...

See full list

Select specific targeting criteria to zero in on your ideal audience:

Company name

Company industry

Company size

Job title

Job function

Job seniority

Member schools

Fields of study

Degrees

Member skills


Member groups

Member gender

Member age

Appendix 9 bis

Matched audience on LinkedIn



Use a matched audience (optional)
Custom targeting options to reach your website visitors, contacts, and target accounts.

Hide

Retarget your website visitors ?

Create a target audience based on your recent website visitors.

Create an audience

include ▾

Start typing to see your website audiences

See full list

Target a list of accounts or contacts ?

Upload a list of companies or email addresses.

Upload a list

include ▾

Start typing the name of your audience

See full list

include

Cientes FR idioma ✕

Cientes FR pais idioma ✕

Appendix 10

Spreadsheet 01: Lost opportunities

[illegible]

Appendix 11

Statistical analysis of spreadsheet 02 (that can be found in Appendix 12)

Types								
Companies	536	20,5%						
Private	1822	69,7%						
Student	256	9,8%						
Total	2614	100,0%						
Company								
Group	B	PS	NRP	Fk	O	total	% of Companies	% of all dataset
0					x	197	37%	8%
1 x						37	7%	1%
2 x		x				2	0%	0%
6 x			x			1	0%	0%
8		x				36	7%	1%
9		x	x			5	1%	0%
13			x			246	46%	9%
14				x		12	2%	0%
Total	40	43	252	12	197	536	100%	21%
Total (%)	7,5%	8,0%	47,0%	2,2%	36,8%			
Privates								
Group	B	PS	NRP	Fk	O	total	% of Privates	% of all dataset
15					x	543	30%	21%
16 x						124	7%	5%
17 x		x				17	1%	1%
18 x		x	x			1	0%	0%
21 x			x			2	0%	0%
23		x				334	18%	13%
24		x	x			10	1%	0%
28			x			700	38%	27%
29				x		91	5%	3%
Total	144	362	713	91	543	1822	100%	70%
Total (%)	7,9%	19,9%	39,1%	5,0%	29,8%			
Students								
Group	B	PS	NRP	Fk	O	total	% of Students	% of all dataset
32 x		x				256	100%	10%
Total	256	256	0	0	0	256	100%	10%
Total (%)	100,0%	100,0%	0,0%	0,0%	0,0%			
General								
Type	B	PS	NRP	Fk	O			
Companies	40	43	252	12	197			
Private	144	362	713	91	543			
Student	256	256	0	0	0			
Total	440	661	965	103	740	2614		
Total (%)	16,8%	25,3%	36,9%	3,9%	28,3%			

Appendix 12

Spreadsheet 02

https://docs.google.com/spreadsheets/d/1Bz0OaU31rhGeeLOKRJs5yXX0gbbVGYxnUme_o7YC2bE/edit?usp=sharing

The 2600+ rows cannot fit this document. Please use the link for details.

Appendix 13

Interview L.B.

1. What is your position and how long have you been working at YeePLY?
Digital Marketing Executive, I have been working at YeePLY for almost 10 months now.
2. Are you using Search Engine Marketing? (SEO and Paid advertising)
Yes! For our tech blog we are using SEO strategies to position our website better and bring traffic to it. We are always busy continuing to optimize the content of our blog based on the SEO rules that are set by Google. As things are continually changing, for example the number or character of the meta description, how to become a rich snippet etc.) it is necessary to adapt to these changes as fast as possible to improve your SEO. And of course, for the business it is important to position ourselves for the keywords that basically describe our core business. Because if you don't appear in Google, you basically don't exist. We have tried different kinds of paid advertisement such as Google Adwords campaigns, Facebook ads and LinkedIn ads. Although we have noticed that it has a different impact on every market, we haven't found the correct and ideal strategy that works for all the countries we are active on.
3. a. Can you detail how you carry out - or have carried out - the paid advertising campaigns for the French market? (target audience, type of keywords, etc.)
b. What do you think of the results?
a. We recently tried to outsource the Adwords part to a marketing agency but the results were not as promising as expected. We decided to stop the cooperation and see how we can do it ourselves in the future. The main focus of the prior campaigns that have been carried out externally, were to attract new clients/companies that wanted to develop an app or web. KW's were also based on this. Regarding the FB and LinkedIn ads, we are still trying out new things to see what works for the French market.
b. As I said before, all the results haven't been exactly what we were looking for.
4. a. Which SEO tasks do - or did - you carry out to acquire leads on the French market?
b. What do you think of the results?
a. We write French blog articles to attract new clients, based on a KW research and applying the SEO rules. In other words, we create SEO based content.
b. The results are great, the SEO for our blog (and web in general) that we have been doing has brought us many leads thanks to the great positioning of KW's.
5. a. What is YeePLY's experience in terms of Social Media Marketing on the French market?
b. Are you making use of the advertising solutions offered by social networks?
a. We tried several social media channels to reach new clients on the French market like FB, Twitter and LinkedIn.
b. We tried some paid options on LinkedIn and FB but that didn't result in a really positive way. This might be because we are having problems with targeting the right audience through social media channels.
6. Are you in any way making use of email marketing? (with existing leads and email lists bought)
At the moment we are not doing any email marketing. Last year, when the company had its 5th anniversary we offered a special discount on web/app projects. We emailed a big list we have in our database and it worked quite well but there was not a huge increase of leads. At the moment we are not doing weekly or monthly newsletters etc.
7. a. Are you satisfied with the quantity of leads reaching the platform?
b. If not, what could be done to acquire more leads?
a. I think that's a question for the sales department but I think we can always improve the quality of the leads. Having a great number of leads does not always mean that those will bring you business. It is more important that those leads are coming from our target audience.
b. In my opinion, the quality of leads for especially the French market could be improved. It would be good if more leads are arriving in general but also that they are serious leads from people who have a clear idea and the actual money to develop it.
8. a. Are you satisfied with the quality of the leads reaching the platform?
b. If not, what could be done to acquire quality leads?
a. As already mentioned, I think it would be better to check this with the sales department and check this per market. But in general, there is always something to improve in order to attract more business.
9. In your opinion, would traditional marketing techniques be in any way useful for YeePLY? Please, explain why.

In my opinion, I think traditional marketing won't fit the company that well. Our core business is already related to internet and the whole digital world. Apps and websites are something we nowadays can't live without anymore and are part of the digital evolution we can't ignore.

So in order to give you a brief answer: No, I think digital marketing fits our industry and company better than traditional marketing.

Appendix 14

Interview F.S.

1. What is your position and how long have you been working at YeePLY?
Estoy trabajando en YeePLY desde septiembre. He empezado como asistente de Business Developer y después he pasado a Marketing y ahora hago Marketing y Business Developer para el mercado italiano.
2. Are you using Search Engine Marketing? (SEO and Paid advertising)
Sí, en Marketing optimizamos mucho lo que es SEO, yo principalmente del mercado italiano. De Paid Ads un poco menos, pero igual hemos hecho anuncios y campañas (LinkedIn y FB)
3. a. Can you detail how you carry out - or have carried out - the paid advertising campaigns for the French market? (target audience, type of keywords, etc.)
b. What do you think of the results?
a. El tipo de KW, como todos los mercados, es bastante genérico entonces lo que sale son clientes particulares que tienen solo una idea. Hay, pero una implementación ahora mismo del mercado para que la calidad sea mejor.
b. El tráfico no ha subido mucho pero igual podemos mejorar
4. a. Which SEO tasks do - or did - you carry out to acquire leads on the French market?
b. What do you think of the results?
a. Optimización de los artículos del blog, campañas en LinkedIn, creación de nuevo contenido. Creamos nuevo contenido para posicionarnos bien en el mercado francés. De lado de ventas se va a enfocar mucho con lo que es el valor de YeePLY. Eso se comunica con email o por teléfono.
b. Los Leads son pendientes de lo que hace marketing. Necesitamos una nueva estrategia para aumentar el número de leads y mejorar la marca. Igual en ese país, Francia, es importante cómo se siente el cliente con YeePLY. Es lo que estamos trabajando desde marketing y ventas
5. a. What is YeePLY's experience in terms of Social Media Marketing on the French market?
b. Are you making use of the advertising solutions offered by social networks?
a. Social Media no es una campaña que ha funcionado mucho. Lo hemos probado en todos los mercados, pero el tráfico y las conversiones no han subido
b. Sí, lo que vamos a hacer es crear más campañas en LinkedIn para segmentos específicos para conseguir lead de calidad
6. Are you in any way making use of email marketing? (with existing leads and email lists bought)
Sí, hemos enviado por email muchas veces mensajes para poner review y para validar que el trabajo que hacemos es bueno
7. a. Are you satisfied with the quantity of leads reaching the platform?
b. If not, what could be done to acquire more leads?
a. Por el momento es estable en todos los mercados. Pero para llegar a el objetivo final se necesita más.
b. Lo que se puede hacer es poner más enfoque en el valor de la empresa
8. a. Are you satisfied with the quality of the leads reaching the platform?
b. If not, what could be done to acquire quality leads?
a. No, la calidad de los leads no es muy alta. Depende por mercado
b. Sería bueno poner una nueva estrategia con KW de long tail y más específicas. Necesitamos más marca y comunicar el valor en manera más directa. Las personas que trabajan aquí tienen que ser vista del cliente. Somos el valor de la empresa.
9. In your opinion, would traditional marketing techniques be in any way useful for YeePLY?
Para YeePLY es necesario poner una organización general que comprenda lo que es la estrategia de marketing y ventas. Eso ya está empezando a moverse, pero es necesario para ser seguros del objetivo y conseguir lo que la empresa quiere. El brand es una parte importante y la comunicación es super importante para decir quien somos de verdad y comunicar realmente lo que aportamos al cliente.
Campañas de marketing, creación de video, nuevos anuncios en FB, linkbuilding, implementación de intercom, notificaciones al cliente con newsletter, etc.
Hay mucho que se puede hacer, pero enfocando todo en un target o hacer más, pero diferenciando el tipo de cliente. La plataforma es el nuestro plus, pero lo que cuenta es cómo es útil para el cliente.

Appendix 15

Interview R.G.

1. Quel poste occupes-tu chez YeePLY et depuis combien de temps ?

Sales developper pour le marché français, depuis novembre 2017. C'est à dire 7 mois.

2. Que penses-tu de la quantité de leads reçus par YeePLY pour le marché français ?

Alors, euh, elle est toujours insuffisante pour un commercial de toutes façons. Aujourd'hui le trafic est quand même assez aléatoire d'une semaine à l'autre. On a à peu près sur les derniers mois entre 250 et 300 leads euh pour le marché français. Donc ce qui est déjà plutôt pas mal mais voilà pour une plateforme comme la nôtre moi je juge ça insuffisant on peut faire mieux.

3. Qu'est-ce que tu as pensé de la quantité des leads reçus en arrivant chez YeePLY ?

Euh bah un peu la même réponse que la précédente c'est à dire qu'il y a de la quantité maintenant voilà ça peut toujours être amélioré. C'est plutôt sur un secteur comme les applications mobiles c'est quand même assez important le volume qu'il y a puisqu'évidemment ce n'est pas comme chez Amazon ou tout le monde peut acheter, une application mobile c'est pas destiné à tout le monde donc euh ouais effectivement c'est déjà pas mal le trafic qu'il y a maintenant ça peut toujours être augmenté.

4. Est-ce qu'il y a eu une évolution de la quantité des leads depuis ?

Euh oui là ces dernières semaines oui quand même on a plus de leads que fin de l'année dernière. Ça effectivement c'est quand même... alors j'ai pas les chiffres en tête mais... selon ce que vous nous envoyez régulièrement c'est vrai que la quantité est un peu plus importante

5. si oui, pour quelles raisons d'après toi ?

C'est certainement le département marketing chez nous qui... déjà il y a toi, ton arrivée, à un moment il n'y avait personne pour la France donc ça a sûrement joué, et puis le fait que la société ait un focus un peu plus sur le marketing en ce moment pour ramener plus de leads et puis surtout il y a beaucoup d'ambition pour le marché français donc euh pour ma part je pense que c'est les deux raisons principales: ton arrivée et puis la volonté de l'entreprise de mettre plus de moyens sur la partie marketing.

6. Que penses-tu de la qualité des leads reçus par YeePLY pour le marché français ?

Pour moi la qualité elle est très faible, c'est à dire qu'on a beaucoup beaucoup de ce qu'on appelle les leads "poubelle" puisque je dirais à 90% on les supprime, c'est beaucoup de particuliers qui veulent des renseignements c'est très peu ciblé sur les entreprises et les start-ups donc la qualité est pas au rendez-vous du tout err le département marketing axé plutôt sur le volume que la qualité et voilà je pense qu'il faut arriver à trouver un moyen pour allier les deux parce qu'aujourd'hui la qualité est très faible beaucoup de particulier, beaucoup de leads africain, beaucoup de leads qui viennent pour de l'information. Beaucoup d'étudiants aussi qui veulent des devis alors qu'il n'y a pas de projet concret derrière donc ce qui pour nous aux sales nous fait perdre pas mal de temps et puis c'est assez frustrant aussi de parler à des gens qui achètent pas derrière ou qui ne signeront pas avec nous *ouais, une perte de temps*

7. Est-ce qu'il y a eu une évolution de la qualité des leads depuis ton arrivée ?

8. si oui, pour quelles raisons ?

Alors niveau qualitatif euh pas vraiment, ça reste toujours à peu près pareil. C'est lié de toutes façons à la politique de volume qui est mise en place ici. C'est très aléatoire il peut y avoir des leads très bons qui vont rentrer sur une semaine et puis rien pendant 15 jours et puis à nouveau de très bons sur la semaine suivante. Le positionnement se fait beaucoup sur le volume et ça touche beaucoup beaucoup de particulier et la qualité est identique à l'année dernière.

9. Quels sont les leads que tu considères de mauvaise qualité ? Parmi ces leads, lesquels sont les plus récurrents ?

Alors on va nous déjà analyser la... le type de lead cad si c'est une entreprise, une startup, un particulier. En fonction de ça nous on va plutôt se focaliser sur les entreprises et les startups. Un lead de mauvaise qualité pour moi c'est un particulier, voire un étudiant. Ensuite on a la description et les éléments qui sont saisis par le lead sur la plateforme. Si y'a pas de descriptif, aucune information sur le projet... pff... c'est assez difficile d'arriver à concrétiser quelque chose donc là-dessus ça permet de nous donner une opinion sur la qualité du lead. Et puis également quelque chose qui est assez frappant c'est les noms de domaines utilisés par les leads. On a beaucoup de Yahoo, Gmail, Hotmail, gmx et très peu de mails corporate qui sont normalement utilisés par les entreprises, comme on a pu avoir par exemple récemment pour Veolia, EDF ou Saint-Gobain où là on sait que c'est des leads qui vont être de qualité, au moins on a un client sérieux au bout du téléphone. On a aussi la localisation du lead par rapport aux indicatifs téléphonique, beaucoup de lead qui vient d'Afrique. Aujourd'hui le marché est en plein essor pour les applications mobiles mais le problème c'est qu'il y en a très peu qui ont le budget. Ce qui fait que le lead est bon ou pas c'est la typologie de client - entreprise, particulier ou startup - la description et les éléments qui sont

ajoutés au descriptif, le type d'adresse mail et la localisation. En fonction de ces 4 éléments-là on peut dire oui ou non si le lead est de qualité

10. Parmi ces leads, lesquels sont les plus récurrents ?

Alors typiquement c'est tous les leads qui rentrent le week-end. La raison est simple c'est que les gens sont chez eux et ils ont l'idée merveilleuse de créer une application mobile le week end et du coup ils se mettent sur google, nous trouvent assez facilement parce qu'on est bien positionné pour la création et le développement d'applications mobiles. Derrière, ils expliquent leur idée en quelques lignes et s'attendent à avoir un devis rapide sans fournir d'éléments. Ils veulent en général créer le nouveau, Uber, Deliveroo, glovo, etc. mais sans budget et sans projet défini,

11. Quels sont les leads que tu considères de bonne qualité ? Parmi ces leads, lesquels sont les plus récurrents ?

Déjà ça c'est une première analyse qu'on fait nous sur le CRM qu'on utilise. Le fait que derrière nous on a besoin quand même d'appeler le client parce qu'effectivement ça peut être un client qui n'a pas eu le temps de mettre ses informations, qui ne sait pas trop comment s'y prendre mais qui a quand même un réel projet derrière donc c'est vrai qu'après l'analyse rapide qu'on fait dans le CRM on appelle la plupart des clients, quasiment même tous pour parler avec eux voir un petit peu ce qu'il a en tête. Je ne t'ai pas vraiment répondu, c'était quoi la question ? Qu'est-ce qu'un lead de bonne qualité ? C'est l'opposé complet d'un mauvais lead. Notre priorité va être d'appeler les leads qui sont enregistrés en tant qu'entreprise, si possible avec une description, avec des pièces jointes, avec un cahier des charges, une maquette ou au moins un descriptif bien précis de ce qu'il veut faire et puis euh si possible qu'il vienne d'une entreprise connue, avec un site internet, des informations sur l'entreprise pour savoir s'il y aura du budget, un chef de projet qui sera en contact avec nous. A l'inverse des mauvais leads, on va apprécier les leads qui savent ce qu'ils veulent, qui ont un projet défini, et le budget derrière.

12. Parmi ces leads, lesquels sont les plus récurrents ?

Ce qui est assez à la mode c'est les entreprises qui demandent des applications internes pour leurs employés, pour les commerciaux, pour gérer la comptabilité tout ça. Pas forcément destiné au grand public mais plutôt des app interne pour faciliter l'entreprise ou faire du développement commercial type saisie de commande, présentation des produits, catalogue etc. au niveau des sites internet, il y a beaucoup de demande pour tout ce qui est e-commerce et m-commerce qui se développent assez rapidement en France.

13. Quel est d'après toi la raison de cette mauvaise qualité ? Que faudrait-il faire pour attirer des leads de meilleure qualité ?

C'est vrai que la proportion de lead "poubelle" est quand même énorme par rapport aux leads de qualité. Ça concerne plutôt le département marketing parce que en Sales ils ont besoin de nous et on a besoin d'eux. La ce qu'il faudrait faire c'est axer sur des campagnes plus ciblées entreprises avec des campagnes Adwords bien définies et également tout ce qui est sur les réseaux sociaux par exemple sur linkedin ça peut être une bonne source de captation de leads de qualité et puis après se mettre en relation et faire des campagnes pour les agences marketing, digitales qui ont que des clients entreprise avec des projets sérieux. Faire des newsletter pour ces types d'agences là ou les agences de consulting aussi. Même si on a peut être moins de volume je pense qu'il faut plus axé sur la qualité que sur le volume dans notre secteur d'activité. Campagnes adwords ciblées entreprise, startup, etc, envoi de newsletter aux agences digitales et consulting, être présent sur les réseaux sociaux avec des messages réguliers, de l'information, également le blog. Il pourrait être utile pour avoir du lead de qualité en parlant plus de technologie, des applications en elles-mêmes plutôt que des choses assez généralistes parce que nulle part sur la plateforme on trouve des termes techniques par exemple. Quand tu regardes la plupart de nos concurrents ou des agences qui font du développement c'est ce qu'ils mettent en avant comme du React Native qui est la grande mode en ce moment, sur les différents types d'applications marketplace, m-commerce etc. C'est dû à la politique de volume qui est faite par YeePLY.

14. If you have any comment or additional information to provide, feel free to do so here.

La partie plateforme joue un rôle pour la captation des leads parce que nous on traite tous les leads mais on ne devrait pas, tous les leads de particuliers pourrait être traité automatiquement par un envoi simple de message d'information, un envoi de devis automatique... Parce qu'on ne peut pas "envoyer chier" les clients ou les étudiants car ça donne une mauvaise image de la société et on essaye de les renseigner au mieux mais ça nous fait perdre beaucoup de temps et à en sacrifier sur d'autre dossier ou on pourrait être plus performant. Mais ça viendra et on pourra se concentrer sur les leads chauds. Après on pourrait aussi se concentrer sur le développement de la marque sur les différents événements de networking sur les salons, etc. Quelqu'un de sales et marketing qui auraient un petit stand sur des événements comme le World mobile Congress récemment à Barcelone