Project Of Email Marketing Campaign for Selected Company

Bc. Natalia Vataman

Tomas Bata University in Zlín
Faculty of Management and Economics
Department of Management and Marketing
Academic Year: 2015/2016

MASTER'S THESIS ASSIGNMENT
(PROJECT, ARTWORK, ARTISTIC PERFORMANCE)

Degree, First Name and Surname: **Natalia Vataman**

Personal Code: **M140385**

Degree Programme: **N6208 Economics and Management**

Degree Course: **Management and Marketing**

Thesis Topic: **Project Of Email Marketing Campaign for Selected Company.**

Thesis Guidelines:

Introduction

Define the objectives and the application methods used in the Master thesis.

   I. Theoretical part

- Compile theoretical information of email marketing strategy.

  II. Practical part

- Complete the analysis of current situation about selected company brand's marketenvironment and campaign.

- Prepare the project of email-marketing campaign for selected company.

- Identify cost and risk associated with the new email marketing strategy of selected company.

Conclusion

Thesis Extent:	cca 70 stran
Appendices:	
Form of Thesis Elaboration:	**tištěná/elektronická**

Bibliography:

**CHAFFEY, Dave and SMITH, P. R. Emarketing excellence: planning and optimizing your digital marketing. 4th ed. London: Routledge, 2013, 613 p. ISBN 978-0-41553335-5.
SCOTT, David Meerman. The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly. Hoboken: Wiley, 2013, 439 p. ISBN 978-1-118-48876-8.
CHARLESWORTH, Alan. Digital marketing: a practical approach. 2nd ed. Abingdon, Oxon: Routledge, 2014, 342 p. ISBN 978-0-415-83482-7.
RYAN, Damian. Understanding digital marketing: marketing strategies for engaging the digital generation / Damian Ryan London, Philadelphia: Kogan Page, 2014, 409 p. ISBN 978-0-7494-7102-6.**

Thesis Supervisor:	**doc. Ing. Michal Pilík, Ph.D.**
	Department of Management and Marketing
Date Assigned:	**15 February 2016**
Thesis Due:	**18 April 2016**

Zlín, 15 February 2016

doc. RNDr. PhDr. Oldřich Hájek, Ph.D.
Dean

L.S.

doc. Ing. Vratislav Kozák, Ph.D.
Head of Department

BACHELOR'S/MASTER'S THESIS
AUTHOR STATEMENT

I hereby acknowledge that:

- Upon final submission of my Bachelor's/Master's Thesis, I agree with its publishing in accordance with Act No. 111/1998 Coll., on Higher Education Institutions and on Amendment and Supplements to Some Other Acts, (The Higher Education Act), without regard to the defence result;
- My Bachelor's/Master's Thesis will be released in electronic form in the university information system, accessible for reading only; and one printed copy of the Bachelor's/Master's Thesis will be stored on electronic media in the Reference Library of the Faculty of Management and Economics of Tomas Bata University in Zlín;
- To my Bachelor's/Master's Thesis fully applies Act No. 121/2000 Coll., on Copyright, Rights Related to Copyright and on the Amendment of Certain Laws (Copyright Act) as subsequently amended, esp. Section 35 Para 3;
- In accordance with Section 60 Para 1 of the Copyright Act, TBU in Zlín is entitled to enter into a licence agreement about the use of the Thesis to the extent defined in Section 12 Para 4 of the Copyright Act;
- In accordance with Section 60 Para 2 and 3, I can use my Bachelor/Master's Thesis, or render the licence to its use, only with the prior expressed written agreement of TBU in Zlín, which is in such case entitled to require from me appropriate financial compensation to cover the cost of creating the Bachelor/Master's Thesis (up to the total sum);
- If the software provided by TBU or other entities was used only for study and research purposes (i.e. for non-commercial use) in the development of the Bachelor/Master's Thesis, it is not possible to use the Bachelor/Master's Thesis commercially;
- In the event that the Bachelor/Master's Thesis output encompasses any software product, source codes and/or files of which the project consists of are considered part of the Thesis. Failure to submit this part of the Thesis may result in an unsuccessful defence of the Thesis.

I herewith declare that:

- I have created this Bachelor/Master's Thesis on my own and cited all used sources. In case the results are published, I shall be cited as author.
- The contents of the Bachelor/Master's Thesis handed over are identical with the electronic version entered in the IS/STAG.

Zlín 11.04.2016

date

signature

ABSTRAKT

V současné době e-mailový marketing je považován za nákladově efektivní marketingový nástroj pro různé organizace na trh své výrobky nebo služby. Purcari víno je staré víno značky v moldavském trhu. Cílem této práce je navrhnout novou strategii expanze na trhu a celkovou marketingovou strategii pro Purcari vína v Moldavsku zavedením e-mailové marketingové kampaně. Práce bude analyzovat současnou marketingovou situaci Purcari vín a formulovat strategie e-mail marketing projektu, který může pomoci společnosti na nabytí nebo zadržení; Tato práce je více zaměřena na získávání e-mailový marketing, marketing navržen tak, aby vyhrát spíše než udržet si zákazníky.

Klíčová slova: Vinných trh, e-mailový marketing kampaně, mailing list, cílení, segmentace, akvizice.

ABSTRACT

Nowadays email marketing is being considered as a cost-effective marketing tool for different organizations to market their products or services. Purcari wine is an old wine brand in Moldovan market. The purpose of this thesis is to suggest the new market expansion strategy and overall marketing strategy for Purcari wine in Moldova by introducing an email marketing campaign. The thesis will analyze the current marketing situation of Purcari wine and formulate the strategy of email marketing project, which can help company for acquisition or retention; This paper is more focused on acquisition email marketing, marketing designed to win rather than retain customers.

Keywords: Wine market, email marketing campaign, mailing list, targeting, segmentation, acquisition.

ACKNOWLEDGEMENTS

I hereby declare that the print version of my Bachelor's/Master's thesis and the electronic version of my thesis deposited in the IS/STAG system are identical.

CONTENTS

INTRODUCTION

Despite the rise of latest online communication tools as social media, email marketing remains one of the most credible and profitable tool from digital marketing. Based on different researches of more than 800 digital marketers, email marketing was seen as "excellent" or "good" in terms of returns on investment for 70% of the respondents. The only tool which also got such a high score is search engine optimization, leaving other digital tools far behind. Besides generating revenues, email marketing is highly appreciated for its possibility of quick deployment, immediate and highly measurable results, advanced customer segmentation and personalization. But the biggest benefit for the company from email marketing is the cost-effectiveness. The additional advantages are ease-of-use and the fact that emails are in list of the most common forms of communication, used by almost everyone who owns or digital or mobile device..

These are the main reasons of Purcari, a Moldavianwine retailer company in decided to invest in a brand new email marketing. Wine retailing is one of the most competitive areas on Moldavian market, though in order to exist customers and keep updating the customer list, a good quality, variety and price of the product is not enough to be a leader. Company also has to build strong brand image and communicate with customers with tailored messaged for satisfying their unique needs and demand. Adding email marketing with toother tools of marketing model which Purcari is currently usingwill enhance the quality of company-customer communication.

The continuous desire of overcoming the current company status quo and achieving more is another reason why the topic of email marketing was selected for this thesis. In order to create an effective email marketing campaign for Purcari following goals of this work were established:

1. The analysis and evaluation of the theoretical background of current situation with email marketing.

2. Internal analysis of company and its marketing practices

3. The development of an appropriate email marketing campaign.

4. Drawing up the conclusions based on the overall project.

Theoretical part covers latest numbers and trends in email ,marketing. It encompasses the approaches of how to create an email marketing strategy, follows with thorough

explanation of the different parts of email messages, targeting and timing. The goal main goal of this part is to create a suitable background, to which a concrete example could be set.

The analysis part will introduce Purcari and its current situation. This part will focus on the current marketing situation of Purcari wine on Moldavian market. It also includes Purcari wine product portfolio which later will help with targeting in future email marketing campaign The another part of the analysis includes the review of company's digital marketing activities in order to design an appropriate email marketing campaign which will stick to the overall digital marketing strategy of a company.

The next step isthe project part which is concentrated on the strategy and action plan for the email marketing campaign for Purcari wine . The first thing performed in this part is objective definition for email marketing campaign. It will provide company with both long-term vision and short-term goal while implementing email marketing as a customer acquisition and communication tools. After the objectives are set we will create the overall strategy for email marketing. As soon as the email marketing strategy is created, the cost, time and risk analyses will be performed.

The last part of the current project will include conclusions in order to draw the overall picture of the performed analysis and email marketing project design. We believe that the current objective plan will help Purcari to strengthen the brand image and acquire new customers.

I. THEORY

1 EMAIL MARKETING INTRODUCTION

1.1 Email marketing definition

Fast development of Internet technologies opened a new page in the Marketing world. In comparison with traditionally widely used instruments, such as broadcast, direct mail and telemarketing, it constitutes a considerably more cost-efficient environment for enhancing interaction with customers. Role of some of the traditional methods considerably suffered due to popularization of internet marketing technologies, as in the case of paper-based direct marketing.

Michael Williams (2011), defines email marketing as a direct digital marketing method, which is used to advertise products and services via email. While on the other hand D.J. Waldow and J. Falls (2013) defined email marketing as "a marketing channel which allows companies to communicated en masse with their customers, prospects, fans and subscribers."

Generally, email marketing may be understood as the process of distributing messages using email communication in order to establish and develop the relationship of a company with its potential or current customers. Among its goals are: attracting new customers, stimulating the business with valid customers, increasing their brand loyalty and trust, etc (A. Charlesworth, 2014).

Gaining popularity of email marketing went along with a significant increase in the volume of unsolicited commercial emails (spam). That situation requires settling a clear border between them:

- Spam is an unsolicited message, sent to a broad group of addresses. Being impersonal and irrelevant, it has a number of practical negative effects, like consuming network bandwidth and receiver's time, and is a subject of various restriction regulations.
- Permission-based emailing, on the other side, is based on the concept of a recipient's prior consent to receive certain type of marketing communication, which is individually expressed and confirmable (R. Damian, 2014).

1.2 Email marketing metrics and performance indicators

Email is a marketing method which needs to be tracked and evaluated permanently to ensure best optimization (R. Damian, 2012). Understanding how to evaluate the key performance indicators (KPI) is a basic component of successful email marketing practice, being a foundation of each email campaign. Specific goals should be set already on the level of planning the marketing campaign, and improvement of marketing efforts can be done by comparing results with initial goals (B.Brown, 2007). It is possible by using a set of measurable efficiency indicators. Besides, they allow comparison of various campaigns with different methods, goals, content, etc. on a common scale.

a. Open rate is the percentage of received emails which were opened by recipient. It is calculated by dividing number of opened messages by the number of delivered ones. It allows assessing how the subscribers' are interested by the email information they see in Inbox - From and Subject fields. Purpose of these two fields is to convince the person to open the email. After that, role switches to the design and the content of email (L. Weber, 2009). Good Open Rate is considered between 15 and 25 %. Yet, Open Rate is sensible to the way how email clients handle images. Many marketing statistics software packages calculate Open Rate basing on whether recipient viewed an image in the body of the email. When email client blocks the image, opening of the email is not registered by software. For these reason, relying just on Open Rate is not reliable

b. Click-Through Rate (CTR) in the context of email marketing is percentage of delivered emails which attracted minimum one click. It is expressed by percentage and calculated by dividing number of click through by the number of delivered messages (www.hubspot.com). Higher CTR is, more effective is the campaign.
Typical CTR can be very different depending on the specifics of the campaign (industry, environment, etc.). For example advertising messages have a much higher CTR than fundraising ones. For most of campaigns it stays in the range of 1 to 10 %.

c. Click-to-open rate (CTOR), also known as Adjusted Click-Through Rate is a popular variation of CTR, which represents number of unique click-throughs divided by number of messages opened. Although it mostly proportional to CTR (figure X), it allows to consider more factors and can't be ignored.
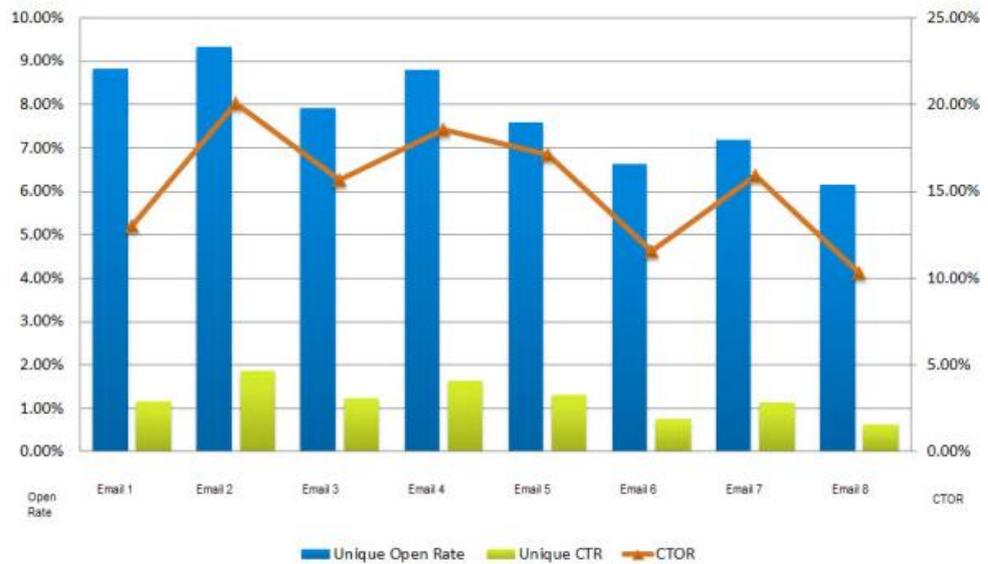
Figure 1: Example of typical Open Rate, CTR and CTOR correlation
Source: www.marketingland.com

From the example chart above, it can be concluded that emails 1,3 and 6 had an unsuccessful design and/or content for targeted recipients, while emails 2,4 and 5 had a favorable content and attracted more subscribers.

Using CTOR removes the influence of Open Rate which it has over CTR and allows measuring the effectiveness with which design and content of email is directing recipients to the links. A good CTOR rate is considered between 20 and 40% (www.marketingland.com) in the case of CTR, good CTOR is different depending on email type, industry, targeted group, etc. Therefore, it's not correct to specify a common good value. A much more viable approach is to benchmark CTOR over time for each campaign type.

d. Conversion (Response) Rate. It represents percentage of recipients who accessed a link in received email and did the desired action. It is calculated as the number of desired responses divided by number of delivered messages (G.Anon, 2012).

Conversion Rate is commonly considered one of the best indicators to measure the effectiveness of email campaign, being more important than CTOR. Completing the desired final action by a person is more important than just opening the link. Rate itself mostly depends on the type of desired action. Lowest Response Rates are registered for fundraising events, good being considered 0.75 to 2 % rate, while much higher values are typical for advocacy campaigns with 3 to 15 %. Recipients can

forward the emails for some types of campaigns, and people taking action who were not in the recipient's list can distort the real rate (L. Weber, 2009).

A useful variation is Adjusted Response Rate, which is the number of actions completed divided by the number of click-throughs. This rate gives an image of how favorable the web page where people are redirected to take the action is (landing web page). It eliminates Open and Click-Through Rates and shows how many people take action after they click through.

Measurement of Response Rate requires and integration of email platform and web analytics. It can be done by creating unique tracking URL for email links to acknowledge email as the source of the click.

e. Bounce Rate – percentage of total number of emails that were not delivered to recipients' inbox. It is calculated dividing total number of undelivered emails by the number of sent emails. An acceptable Bounce Rate should be kept under 2% in order to prevent deliverability problems (P. Smith and D. Chaffey, 2013).

Arnold John 2009, classified bounces in two types:

- "Hard", which are caused by a permanent error, like wrong or deleted email address. Emails to these addresses can never be delivered. Hard bounces should be paid attention, because internet providers use bounce rates to determine the senders' reputation and classify spammers.

- "Soft", which are a result of a temporary cause, like full inbox, server failure or large size of message. Email server on recipient side can store the emails to send them when the problem is solved or emails may be resent by sender when soft bounce is identified.

f. Unsubscribe rate reflects the ability of marketer to hold subscribers' interest in long-term perspective. It is determined as the number of unsubscribes divided by number of messages delivered. Contacts will react by unsubscribing to increased frequency or unfavorable contentof emails (www.marketingland.com).

Unsubscribe rate can be especially important to assess return on investment for purchased email lists from a third party. Normal unsubscribe rate lies in between 0.3 and 1 % for a single email. As in the case of previously described indicators, this can vary depending on addressed issue, time, etc. Bigger fluctuations of Unsubscribe Rate are characteristic for small email lists.

g. List Growth Rate represents the rate at which the email list is growing. Besides keeping track of direct performance indicators, marketer should pay attention to expanding the email list in order to expand his coverage, increase audience and face the concurrence.

It is calculated according to the relation :

$$List\ Growth\ Rate = \frac{Nr\ of\ New\ Subscribers\ -Nr\ of\ Unsubscribes\ +Spam\ Complaints}{Total\ Nr\ of\ email\ addresses\ on\ the\ list} \cdot 100$$

(www.hubspot.com)

It is especially important, considering that there is a natural decay of 22.5% for email marketing databases every year. This happens disregarding the unsubscribe rate due to reasons like abandoning the unused emails and changing the emails when moving to another company. This makes vital the regular refreshment of contacts, otherwise the foundation of marketing campaign risks to be set on a dead-end asset.

h. Email Sharing (Forwarding) Rate – is the percentage of email recipients who posted the email content to a social network using "Share" button, or forwarded the email. Is calculated by dividing the number of clicks on share or forward button by the number of total delivered emails (P. Smith and D. Chaffey, 2013).

This indicator is an important reflection of how new leads are attracted into the database by subscribers themselves. Keeping track of this rate allows noticing which type of message content gets shared the most, using this considerations in future campaigns (L. Weber, 2009).

i. Overall ROI. Generally, the overall return on investment is the total income divided on total cost of the campaign (www.hubspot.com):

$$Overall\ ROI = \frac{Additional\ Sales\ Income - Investment\ in\ the\ campaign}{Investment\ in\ the\ campaign} \cdot 100$$

ROI calculation may depend on the purpose and the type of campaign though.

As with any other marketing channel, ROI of email marketing has to be regularly evaluated. A Service-Level Agreement system can be set to assign certain values to different types of leads, basing on their probability to generate income for the company.

Translating email marketing efforts into tangible results using these metrics and exposing potential revenue help promoting the value of email marketing to its potential beneficiaries.

1.3 Email marketing statistics and trends

Despite modern variety of internet communication options like social networks, RSS and blogs, email remains the main communication instrument for relationship with customer. According to Direct Marketing Association, 75.4% of retailers are investing in email campaigns [www.slideshare.net]. Same studies show that email marketing offers a twice return on investment, comparing to other internet marketing methods – 57.25 USD for 1 USD spent versus 22.52 USD. During last decade it had a constant annual growth of ~10% [www.sciencedirect.com].

Being an electronic analogy of postal direct mail, email marketing has still a lower response rate compared to traditional marketing tactics (Figure x).
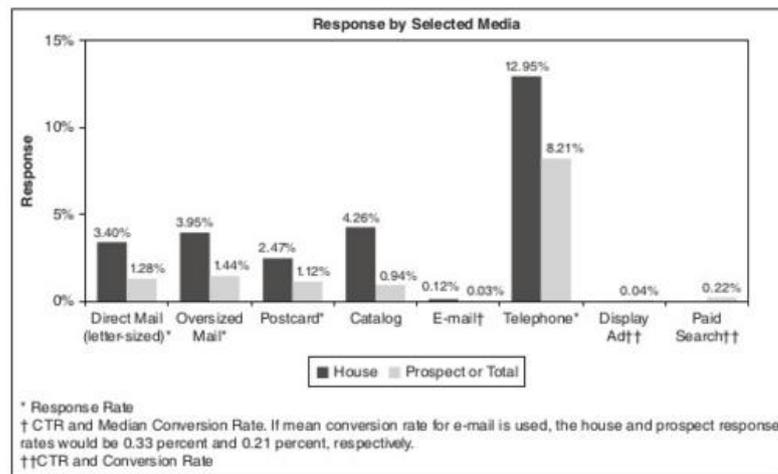
Figure 2: Response by marketing media type, 2012

Source: www.slideshare.net

However, same studies show the gradual decline by 25% of direct post mail marketing since 2003. Having a higher response rate, response value of these two methods is comparable. Mean cost per order for direct mail was 51.4 USD, while for email – 55.2 USD. In the same time, email marketing has much lower costs. It doesn't require any post or printing costs and is less time-consuming. Another advantage is the content, allowing direct reference to web pages using hyperlinks. A more important advantage though is high customization possibilities, offering broad possibilities of targeting and addressing recipients according to their individual features.

Rapid growth of email marketing had brought relative downsides to its own efficiency. The advantage of low communication costs resulted in generating a high amount of commercial

information transmitted through email channel from non-reliable sources. This led to overwhelming volume of incoming advertising, creating a situation of informational overload, when the volume of information cancels its positive effect (S. Collins and M. Ward, 2010).

Shading of useful information by the amount of web-broadcasted advertising results in negative impact on return on investment and general efficiency of the branch.

A valuable sources of statistical information about email marketing is data, provided by major players in the industry basing on their activity. In order to assess the efficiency of campaigns they are interested in obtaining data of highest reliability (S. Collins and M. Ward, 2010). Comparative assessment of efficiency is possible by bringing up clickthrough, delivery and open engagement rates of different sectors.

A complex analysis of dynamics and trends requires both mean indicators by industry sectors and by email types.

A 2016 report by marketing platform GetResponse gives a general image of engagement rates for various branches (figure x).

Figure 3: Global open and clickthrough rates for year 2016

Source: www.smartinsight.com

From the graph we can see that some branches, like e-commerce and retail are much challenging for email marketing than the others, like finance and consulting. It can be seen that segments which provide basic services, consumer goods, have highest mean email

open rates. In the same time, average click-to-open rate is highest for online advertising and finances.

Email marketing directly depends on the technological means of receiving emails, and therefore major trends are influenced by their development, especially the software platforms which are used by recipients. A crucial technological trend of last years is defined by a rapid growth of mobile technologies (P. Smith and D. Chaffey, 2013).

Litmus platform produced a report, where it analyses email market share of email clients. Most visible point in it is the fast advance of mobile technologies. Percentage of emails open from mobile devices grew from 8% in 2011 to 48% in 2014, which is a 500% increase (figure X). In these conditions, a focus on adapting email messages to a maximal mobile compatibility, ensuring best rendering, becomes a key direction.
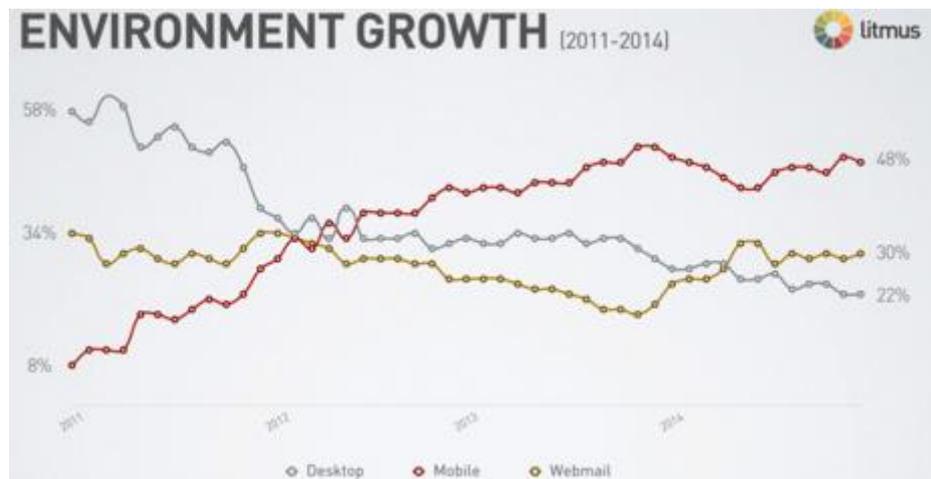
Figure 4: Shares of email environment during 2011-2014

Source: www.litmus.com

Web and mobile email apps are constantly replacing desktop ones. A representative example of current transition is the shift of many companies from expensive and resourceful desktop products to adaptable and universal services like Google Apps or Outlook 365.

In the same time, a realistic view upon email opens statistic requires attentive look at causes of fluctuations. It is noticeable on the recent example of Gmail impact on the email marketing statistics. Fast increase of Webmail share after 2014 was influenced by Gmail changing the way how incoming emails are treated. Gmail started caching images for emails opened in the browser and mobile app, opening images by default. This beneficial

for email advertising change increased the efficiency of email information, but affected analytic tools operation. Both mobile and webmail opens in Gmail apps are treated as Webmail ones as a result (www.litmus.com).

It is already not enough though to generalize mobile experience in one group. The mobile environment is differentiating, influencing the reception of information. The way of usage of a simple mobile phone and a tablet is different for the same person, so care should be taken not just about email optimizing for various browsers, but for environment itself.

Advancing harnessing of new technologies sets a number of upcoming trends in email marketing:

- Email platforms move to "hyper-personalization". It is based on multi-channel marketing, making communication more relevant from the point of delivering suitable content at a right time to a right person and through the best channel. Many companies have already shifted from broadcast campaigns to segmented ones, further step is providing an individual communication experience.
- Email marketing is continuously blending with marketing automation field. Platforms, formerly focusing solely on email marketing are actively using data-driven and behavioral emails.
- More focus on content optimization comparing relating to delivery methods, which recently has been a dominant point.
- Making a bigger use of observed behavior and less of data shared by customers in the condition of ongoing strengthening of data-protection laws in EU. That includes implementing dynamic email content, basing more on the context of message than on supposed preferences.
- Rising importance of machine learning. This prospective field is just starting its path in email marketing. Decision content-delivery algorithms based on previously acquired data opens wide possibility for continuous improvement and optimization of email campaigns (R. Damian, 2014).

1.4 Risks and limitation of email marketing

Email marketingproves itself as an efficient tool, but to make use of its advantages, marketer has to be aware with a number of challenges which accompany it. MarketingSherpa agency annually performs email marketing studies (www.litmus.com),

surveying a large number of marketing companies on the theme of challenges they face (figure x).
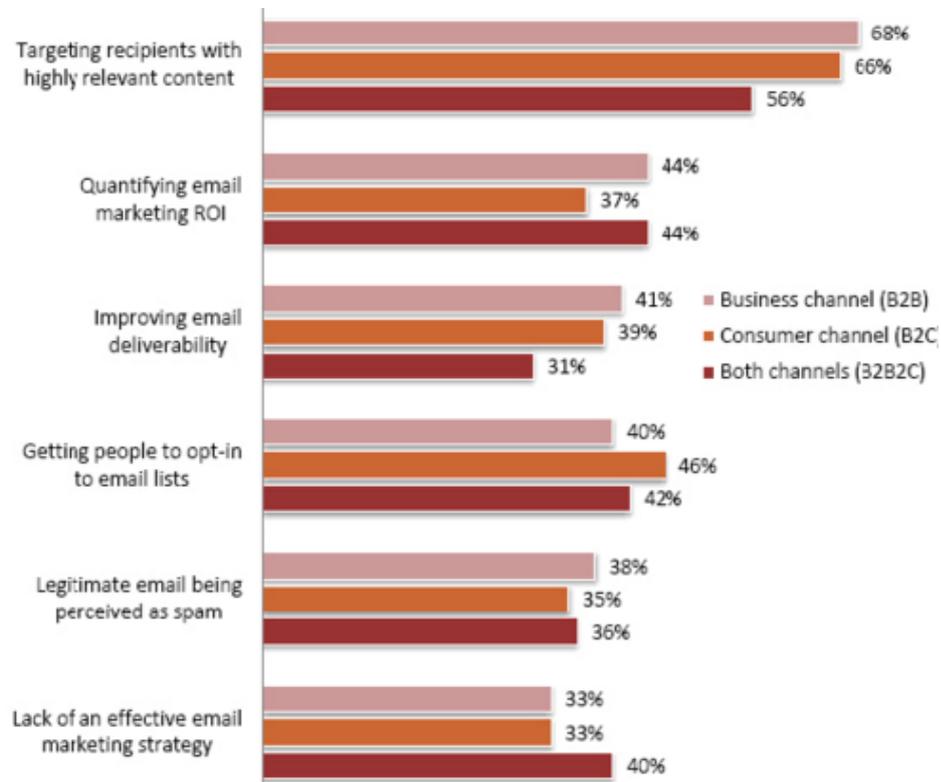
Figure 5: Challenges to email marketing effectiveness according to

MarketingSherpa's email benchmark report for 2014

Source: www. litmus.com

These studies allow us to identify most actual ones and analyze their possible solutions:

a. Integration of email information with various data systems.

Marketers tend to have a maximal possible amount of data which can be used for creating optimal marketing message which will attract more customers. This integration is done in several steps:

- Using advanced data integration instruments. Proper data-integration tools allow collection and synthetization of data resulting from email marketing and other internet-marketing methods, and generate a clear report which can serve as a reliable base for marketing decision process.

- Segmentation. Processing of marketing databases allows defining distinct consumer segments, making possible generation of suitable content which addresses them.

- Content development. Collecting together all the marketing data allows creating an improved content, being aware of actual customer's preferences.

b. Improvement of deliverability.

Deliverability rate can be understood as the ratio of sent messages versus number of messages that actually got into inboxes of recipients. Handling it relies on acquiring and maintaining accurate information for contacts.

Not every sent message actually makes it into the recipients inbox. Failure of email delivery to the recipient is called "bounce". Main problems caused by bounces are the possible block by internet provider because of low deliverability and the fact that undelivered emails are a waste of resources (time and money).

Keeping deliverability at a satisfying level can be assured by a number of actions:

- Constant update and maintenance of email contacts list. Marketing software should provide tools to clearing the list from inactive contacts, who never open or click received emails.

- Optimizing email opt-in procedure. A number of wrong email addresses can be caused by mistakes at opt-in step. They can be reduced by such measures as email confirmation or repeated email entry.

- Provide the functionality for contacts to update their information. Customers change their email addresses sometimes. An ease and accessible procedure for self-updating their information increases the chances that contacts will not be lost.

- Giving customer an option to customize content and email frequency preferences. That way recipients will receive a more personalized and relevant information at an acceptable frequency.

c. Retaining and increasing amount of subscribers.

Besides filtering out inactive recipients to increase deliverability rate is beneficial, not less important is to retain and grow the number of subscribers to ensure that email marketing campaign covers a large enough number of recipients to create a visible effect from it. In order to keep up with this challenge, many marketers appeal to buying email lists and using them for sending unsolicited emails (spam) to a wide range of recipients, without considering their personal preferences. These methods being ineffective and even self-destructive, there are better strategies which allow attracting subscribers rather than buying the lists. They involve good practices and don't contribute to "polluting" email marketing methods:

- Customers should be able to see a value in opt-in. They should be able to see a benefit for themselves when subscribing for the emails, thus being interested.

Offered value can be represented by information about product updates, news and advices in relevant industry, information about special offers, etc. If recipient doesn't see a value in the emails, they will just be ignored.

- Targeting emails according to subscriber's category. Emails should appeal to recipient's point of interest. Segmentation of subscribers list according to information which is available about them, like their position in economic chain and interests, helps creating a targeted message.

- Continuous review and optimization of content. Feedback information from campaigns should be considered in order to review used methods and approach. It is possible to see which messages are effective and which, on the contrary, have a negative impact, to improve future results and follow the trends.

d. Aiming for measurable return on investment (ROI).

Keeping track of ROI for marketing actions requires a developed possibility of collecting and collating of data from email marketing. It lets the marketer and its customers to assess the value and benefits of their marketing investments.

Having this ability requires a functioning Closed-Loop Marketing system. It supposes keeping track of a contact from their first interaction with marketer (accessing web-page, opening an email) to the final stage when they become a customer, noting all the interactions between web page and email marketing.

Closed-Loop Marketing systems generally offer a possibility to manage ROI of all marketing efforts, making integration of email marketing with other marketing systems easier.

e. Building funnel optimization through email.

Email is one of the possible tools for sales funnel optimization. Instead of sending a one-time email wave, a system of lead nurturing emails can be constructed which will make attracting the customer and obtaining information about it faster and more automated.

2 CREATING EMAIL MARKETING CAMPAIGN

In a world where social media gives businesses more one of the most effective ways to connect with their customers, is e-mail marketing. A successful and carefully designed email marketing campaign can improve the overall marketing situation of the company. Nowadays, thanks to advances in technology, company now have the ability to adopt the messages they send based on their customers' interests, preferences and purchase history. That helps company to define the limitations of the created campaign, but before that it should be appropriately created.

2.1 Setting email marketing goals

Before launching an email marketing campaign that delivers real results, there is a need to establish the goals of the future email marketing project. It is very important for the company to decide on goals of email marketing, so that the appropriate resources can be directed at achieving these goals (Chaffey and Smith, 2013). The general goal of every marketing effort is to drive profits, and digital marketing hold the promise not just of increased profitability, but of better understanding where those profits come from, and why (Peterson; Koch and Vo, 2010)

Goal 1: To drive sales

Email marketing is still one of the leading source of growth and sales for many companies. Mary R. Butler, 2009 claims that compared to social media and content marketing, email is a leading channel for acquiring online consumers. Its longevity is a testament to its ability to convert leads into buyers and buyers into repeat customers.

Based on Forrester report put out on September 24, 2014 email stays the top factor in influencing repeat purchases,
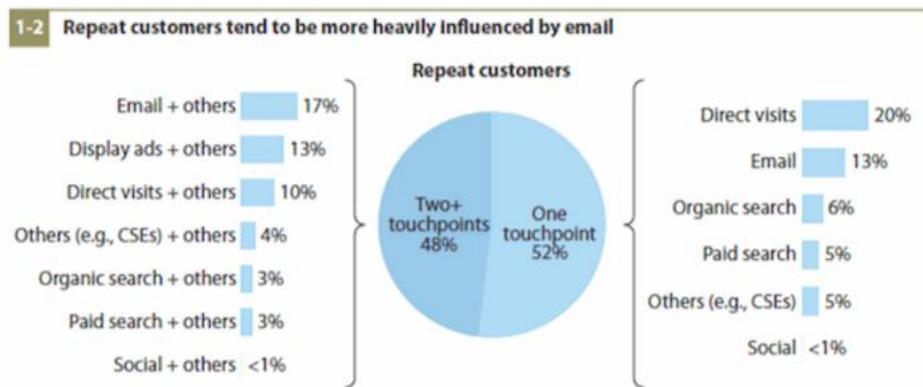
Figure 6: Forrester Research report on influence on repeat customers.

Source: www.forrester.com

Goal 2: To reduce marketing costs

One of the main objectives for every business wants is to reduce costs. . Email marketing executed is a very cost effective tool of digital marketing when correctly planned, in comparison to other marketing mediums. According to John Arnold (2008) email marketing permits company to dramatically reduce the marketing costs, using the email marketing due to the fact that a company doesn't need to recover postal costs, calling costs or printing and advertising costs. The only requirement needed for running the successful email marketing campaign is a good Internet service provider, that will be able to provide company with great copy with appropriate graphics and the right offers to send to customers. Besides that, email marketing can provide company with even further cost reductions and savings on print and distribution, administration costs and so on.

Goal 3: Too keep brand image top of mind

Due to the fact, that people are more likely to purchase from the brand they are already aware of and have a trust to, email marketing is a great tool which places company's brand in front of its prospective list of customers repeatedly. It will help to make them remember the brand name if it used with an appropriate frequency. With purposeful preparation, creative description and planned content, a company can continually bring value to their brand, which will help them to remain their brand in the customers' minds, and will increase the brand popularity (Michael Williams, 2015). In most cases emails serve as gentle reminders about company's business and stay in front of customers on a regular basis.

Goal 4: To reduce time and effort

Nama Norman (2009) states, that unlike email marketing, direct B2B and B2c marketing campaigns take too much time. According to Michael Williams (2015) email marketing is a best tactic and one of the prime marketing tools, which helps company to save time and effort. Thanks to email marketing a company can reach all its customers' inboxes in a very short time by a pressing a send button.

Marketers and businesses have also possibility to use email templates to reduce both time and efforts, and the possibility to communicate with a huge list within a particular segment in a very little time is another huge advantage (D. Chaffey and P. Smith, 2013)

Goal 5: To nurture relationships

Email marketing is a great possibility for a company to turn their prospective leads into active customers in their sales funnel.

Once a customer made an action and purchased something from company, it is very important not to let them go. Company has to take an advantage of email marketing to foster their relationship by sending customers, which just made a purchase, a thank you email, related products and upgrades (D. Meetman Scott, 2013). In this way there will be constant growth in email marketing list with product related contacts.

2.2 Types of Email Messages

In each of the phases of a customer life cycle and following different goals, marketers have to choose from different types of email messages. It is important to mention that the same message size and contend is not suitable for everyone. Simms Jenkins, (2009) classifies email messages to 6 types:

1. Newsletter
2. Digest
3. Dedicated Email
4. Lead Nurturing
5. Transactional Email
6. Reengagement Email

- Newsletters are sent on a regular basis messages, such kind of emails are efficient way for a company to reinforce their industry expertise, build loyalty and engagement with subscribers and grow a list of qualified customers (B. Brown, 2007).Arnold, (2008)

characterizes newsletter by three main advantages. The first one, is, that newsletter can spread your brand awareness. By building constant communication with customers through email, company enables them to recognize the brand and associate it with positive statement. The second advantage of email newsletters is the possibility to leverage existing content. The majority of the companies perform quick summaries of their most post send link to the article in their newsletter. And the last one newsletters give companies the freedom to include diverse content that might be important to the organization.

- Digest emails are usually easier to consume comparing to newsletters due to the fact that they generally consist of links and lists. One popular option of digest is the blog digest, which collects notifications about the articles company has published throughout some particular time frames and releases an email with the links (D. Chaffey and P. Smith, 2013).

- Dedicated emails, also referred as stand-alone emails, usually contain information about just one offer (D. Chaffey and P. Smith, 2013). Arnold, (2008) characterizes dedicated emails by three main advantages. First one consists in helping company setting up the context in order introduce a main call-to-action. Second advantage of the dedicated emails is that, they are easy to build. And the third one they are easy measurability. When company promotes one main message or call-to-action, it will be easy for company to track progress.

- Lead Nurturing refers to building relationships with potential customers even if they are not currently interested in buying a product or service (Mary R. Butler, 2009). (S. Jenkins, 2009)identified following advantages of the lead nurturing emails: it's timely, it's automated, and it's targeted.

- Transactional email refer to messages which are activated by a specific action company's contacts have taken, enabling them to complete that action. The biggest benefit of transactional emails is the fact they enjoy a high click-through rate (CTR). Customers open these communications and click on them. A good example of transactional email is in ecommerce; after the customer has purchased an item he has received the email receipt that contains the detailed information about purchasing. Transactional email is usually sent to individuals rather than a large list of recipients

- Reengagement email help maintain a perfect email list by identifying and keeping only engaged subscribers and those, who are truly interested in hearing organization.

Reengagement emails are usually sent to inactive subscribers – it refers to those who haven't opened or clicked on an email in period of 6 months or more. This kind of email not only reduce company's level of inactive subscribers, but also encourage customers to come back and buy (D. Chaffey and P. Smith, 2013).

2.3 Targeting

As was previously mentioned, one of the biggest advantages of the email marketing is, that it offers sophisticated opportunities to target email messages which, helps to reach company's audiences where they anticipate hearing from you.The focus of every email campaign has to be aimed at getting the right message to the right customer at the right moment. In order to easily target relevant offers to appropriate groups and boost the better response rates a company has to divide its customers into segments(I. Kaufman and C.Norton, 2015).

According to Lyris Annual Email Optimizer Report 2013 when marketers were asked to indicate the top three results, 39% of respondents who segmented their email lists indicated the higher open rates, 28% indicated lower unsubscribe rates, and 24% indicated better deliverability and greater revenue. And as you can see, the list goes on. (blog.hubspot.com)
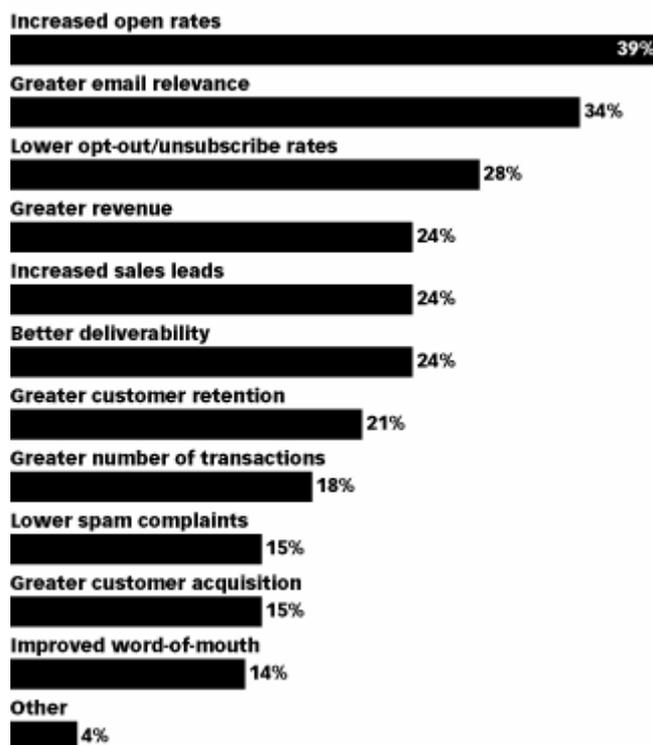
Source: blog.hubspot.com

According to George Anon (2012), there are four main strategies for segmenting company's email marketing campaigns:

1. Geographic Location
2. Gender
3. Age
4. Interests

Segmenting company's emails by geographic location can be a very efficient tool for speaking directly to the particular group of consumers. This segmentation works especially well when the location has a significant impact on the purchasing decision process. It is also an appropriate strategy to use when sending timely, time-based email messages. (For instance segment your emails by geographic time zone)

Speaking about gender segmentation it is not a secret that there is needed different approach for men and women. There are some general differences in what a company needs. Segmenting the emails to target each gender may be an efficient tactic for company's business. This segmentation technique works particularly well if a company either has a wide range of products, or if there are any gender specific products. Gender segmentation should be used for both tone and message of emails.

The next segmentation strategy is – age segmentation. Each email list includes people of all ages respond. Depending on company's subscribers age, they respond to the emails can be vastly different. Simply knowing the age of company's different target markets could take its email conversions to the higher level. That is why, companys needs to segment their emails accordingly.

Segmenting company's emails by consumer's interests leads to creating personalized emails that get click-through. There are a vast variety of methods to segment email lists by what particular customers like.Segmenting email list by interests may be one of the most efficient strategy of segmenting the consumer prospects into various email marketing campaigns.

2.4 Timing in Email Marketing

Even a perfect design, content and compatibility don't guarantee that the email message will be delivered to the subscriber. Not less important is the time when the email is sent. Studies suggest that in order for the emails to have a high open rate and efficient

distribution, they should be sent in certain time windows when recipient is more likely to pay higher attention to them.

Best timing for the email message depends mainly on the target audience. There are still general timing trends supported by various studies:

a. Day of the week.

   According to Experian email benchmark report (www.experian.com), the best overall open rate for emails is noted on Tuesday, around 18%, while Saturday has the lowest one – 10% (figure X). Besides, Tuesday is the most popular day for email sending. More than 17% of all emails are sent on Tuesday.

Figure 7: Openrate per weekday volume of emails

Source: www.experian.com

   In the same time messages sent on Friday, having an open rate slightly lower than Tuesday, have a much higher click-through rate – 4.9 over 4.55 on Tuesday according to GetResponse (blog.getresponse.com)An explanation to that is the fact that they might get the reaction on the next two weekend days.

   Therefore, although the probability of opening the email by recipient is higher for emails sent on Tuesday, the chance of him following link in the email is higher for Friday.

b. Best day depends on character of the email.

   Informational emails should be sent in the beginning of the week, actionable ones – in the end. This conclusion can be driven from data from previous point. Emails which just carry information and require the subscriber just to open the email, like

communicating news or updates, sharing an article in the content, are better to be sent on Tuesday, which has higher open rate.

For emails with a purpose of driving recipient for an action, like taking a survey, signing up for a course, sending it on Friday is more efficient, having a higher chance to get a click. Email flow is lower on weekends and subscriber more likely will pay more attention to email content.

c. Best open rate is in the afternoon.

Time of the day is not less important than the day when email is sent. Considering that most people check their emails in the morning, it might appear that it is the best time for distributing emails. But checking the morning email, work stress has to be considered. People tend to start the day in a productive vector and pay low attention to irrelevant emails. Respectfully, more likely a marketing email will be deleted or archived without being read.

This idea is backed up by marketing statistics (figure X).

Figure 8: Emails sent and opened by the time of the day

Source: www.experian.com

d. Best time for emails which need a reply is evening.

According to the same sources, although most of the emails are sent in the morning, highest reply rate is observed between 8 PM and 12 AM (Figure X).
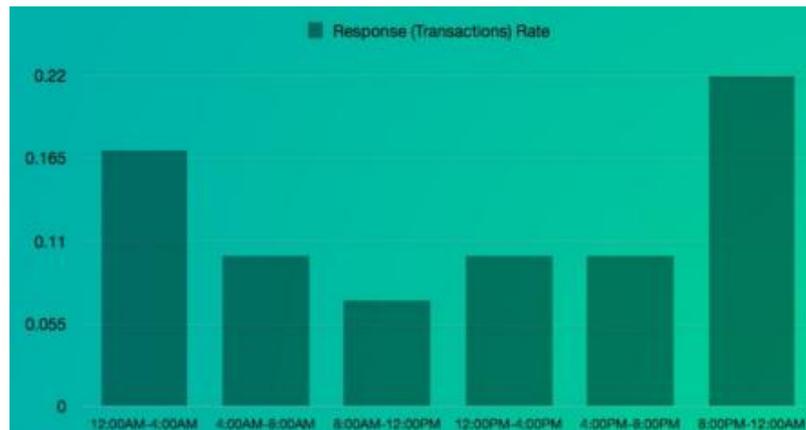
Figure 9: Email response rate by time of day

Source: www.experian.com

That is a result of typical personal day time management. Being at work, people make an effort to finish job-related tasks before leaving the office. After getting home and taking relax and dinner time, many people would check their emails and pay more attention to information not related to their job.

e. Most emails are opened in less than an hour after arrival in the inbox.

After an hour, open rate drops to less than 5% in 4 hours. After 24 hours, open rate drops to 1%. Therefore, emails should be sent as close as possible to the time when recipients will be likely to read them.

Overall statistics give a general impression about best timing. However, individual features of each campaign should be considered when assessing optimal timing. The most important is to know the targeted audience. Several general audience characteristics can be mentioned:

- Location of subscribers. Time zones should be taken into account. If audience is distributed on a large geographical area, it can be segmented to send emails at best time.

- Targeted age. Younger people are more likely to check emails in the late evening.

- Targeted interests. Type of industry which is engaged in is very important. For example, food-related information shall be better to send at lunchtime and Friday is a good time for entertainment-related content, when people are looking for ideas to spend their weekend.

- Used devices. Standard statistics are based mainly on desktop email opens. Opposing general trends, mobile users are very active during the late evening. A

study done by Brafton (www.brafton.com) shows that 25% of emails are opened from mobile devices, but mobile web usage has grown impressively over last 2 years. However, some studies shown that although today a majority of customers check their email on mobile phone, open rate is 35% comparing to desktop email checks. On that reason, some marketers try to hit the best desktop viewing time.

Timing is influenced not just by recipient, but by sender type as well. Besides mentioned industry type, best times can vary for large marketers who send out big amounts of data and small businesses with a more personalized message.

A universal approach is to take common statistics into account, but develop individual timing plan basing on continuous testing ad self-improvement. Same emails can be scheduled for sending in different times and days. Studies show sometimes controversial data, and going against common rules often has a positive effect. It makes sense especially in the context of "infomercial effect". It relies on using off-peak time when people have less informational options in front of them. This effect proves to be useful for testing new email features (style, content structure, etc.) (prieconomics.com).

II. ANALYSIS

3   PROFILE OF PURCARY COMPANY

Purcari is one of the bigest wine producers leaders from Moldova, which was founded in 1827. It operates inChateau is recognized worldwide for its wines super premium, which gathered over the centuries more than 160 awards at prestigious international competitions - Decanter, Challenge International du Vin, Concours Mondial de Bruxelles International Wine and Spirit Competition, and legendary appreciation to the royal court of Britain. Château is recognized worldwide for its wines super premium, which gathered over the centuries more than 160 awards at prestigious international competitions - Decanter, Challenge International du Vin, Concours Mondial de Bruxelles International Wine and Spirit Competition, and legendary appreciation to the royal court of Britain.

For almost 200 years the winery has managed to maintain the quality standards, becoming undeniable value in more than 25 countries. Stability in perfection is the best thing that brings Purcari wine lovers.

Since the first documented report wines of Purcari refused to change, even if they have met witnessed different realities. Thus, 187 years of history, has brought together Purcari landmarks, things, times, people or ideas that we can remember who we really are, no matter the circumstances, age or time.

3.1   Current situation

The modern period of Chateau Purcari has begun in 2003, with planting around 250 hectares of vineyards and updating the winery equipment with the most advanced equipment. During last 10 years Purcari wines are being exported to over 25 countries, including US, Canada, UK, Norway, Czech Republic, China, Poland, the Baltics. Purcari wine has become an identifying mark of Moldova abroad.

During the years company has been updating their wine list, try to diversify it and create wine for different type of customer segment, and successfully coped with this task.

In 2010, Company launched Purcari Alb wine – a white whine, a new creation in vintage collection of Purcari, which later impresses international experts and is awarded the most prestigious trophies.

In 2012, the collection of Purcari winery is completed byan unusual for Moldavian market wine - the icewine. Purcari Icewine is made from frozen Muscat Ottonel grapes and

Traminer. For outstanding achievements in winemaking and promoting Moldova's image abroad, Purcari company became owner of Grand Prix in wine, awarded by the Government.

In spite all the issues concerning history of Purcari wine, and positive brand image, Purcari was blamed as an Political brand, which has an negative impact on the overall brand image. In 2015 company updated their wine portfolio with a new wine - Purcari Freedom Blend, also known as Liberty Wine. The wine is officially dedicated to protest to Russian market embargo, after the launching of Freedom blend Russian language was taken off the official company website, not taken into consideration the percentage of Russian speakers in Moldova.

As we can see Purcari is an old and valuable brand for Moldova, nevertheless it should improve own marketing activities and actions in order to keep current customers and obtain new ones.

4 WINE MARKET IN MOLDOVA

Republic of Moldova has 112 thousand hectares of vineyard planted which has around 30 types of technical varieties. The are 4 main historical wine regions: Valul lui Traian (south west), Stefan Voda (south east), Codru (center), and Balti (North); first three are destined for the production of wines with protected geographic indication Although relatively small, Moldova ranks among the most significant wine regions of Eastern Europe. Moldova has over 140 wine companies, which employ over 250 thousand citizens. On its territory are grown a large variety of grapes, of which 90 percent represent internationally recognized grape varieties (e.g. Cabernet Sauvignon, Sauvignon Blanc, Traminer, Pinot Blanc, Chardonnay, Pinot Gris, Pinot Noir and Bastardo). In addition, Moldova has its own local wine varieties, such as Fetească alba, Fetească regală, Fetească neagră, Plavai, and Rara neagră.

In the last few years, Moldovan government engaged in building brand awareness for its wines. Thus, the National Office for Vine and Wine (ONVV) was created in 2013, to deal with promotion of its wines on internal and external markets. Consequently, in December 2013 ONVV launched a new national wine brand "Wine of Moldova" aiming to build the image of Moldovan wines abroad.

4.1 Statistical highlights and characteristics

Republic of Moldova owns a well-established wine industry and serves as a strategic sector for its economy. It accounts for 3.2 percent of the GDP and 7.5 percent of total exports [13]. Its vineyard area consists over 148,000 hectares [11], which is even more than Bordeaux vineyard area of France that owns around 120,000 hectares [5]. Moldovian vineyard area counts for 3.8 percent of its territory and 7 percent of its arable land. This represent the biggest density of vineyards in the world [13]. Vineyards are concentrated in the central and southern part of Moldova and are divided into four wine regions: Codru (Center), Balti (North), Valul lui Traian (South West), and Stefan Voda (South East) (Appendix 4).

Moldavian economy greatly depends on country's wine production, including direct sales on both local and export markets and wine tourism, which is well developed here. Moldovian wine tourism owns such a great popularity due to its famous wine cellars. Tourists from all over the world are visiting Milestii Mici early, which owns largest wine

cellar and largest wine collection in the world, according to Guinness World Records 2007. Milestii Mici complex is situated near the capital Chisinau at 40-85 meters under the ground and is stretching for 250 km, of which half are currently in use. Its collection of includes nearly 2 million bottles, of which 70 percent of wines are red and 20 percent are white, rest of it represent dessert wines.

Another wine tourist complex is Cricova, which takes the second place among the largest wine cellars in Moldova. Its galleries have a total length of 70 km and streets are named in a representative manner (wine types): Cabernet-Sauvignon, Pinot Noir, Merlot etc. This wine cellar owns 1.3 million bottles of 465 different wine brands at 35-80 m depth [4].

Moldova is a member of the OIV; the wine is respectively classified   respectively according to OIV standards. There are 30 percent of red wine and 70 percent white wine, in Moldova (e.g. dry, semi-dry, sweet, semi-sweet, table wines, sparkling wines, special wines with 14 percent to 20 percent alcohol). In 2006 was issued a new Grape and Wine law, which strengthened safety measures as well as quality standards in the Moldavian wine industry. As a result, all technical documentation which is related to wine production has been adopted in conformity with the European Union standards (MIEPO, 2010).

90 percent of all wines produced in Moldova are made from internationally recognized grape varieties. The list of the most popular white grape varieties includes Muscat, Pinot, Silvaner, Sauvignon, Chardonnay, Riesling, Traminer, and Aligote, The most popular red grape varieties are Cabernet-Sauvignon, Pinot-Noir, Merlot, Saperavi, Gamay,and Malbec. There are also its own local wine varieties which are grown only in Moldova: Fetească alba, Fetească regală, Fetească neagră, Plavai, and the most rare one Rara neagră, which is used nowadays for blending with other varieties to produce the internationally well-known Negru de Purcari wine.

Generally in Moldova there are 140 wine companies, which employ over 250 thousand citizens. The most important ones among winemakers are Vinaria Purcari, Cricova, Acorex Wine Holding, Chateau Vartely, Dionysos-Mereni, DK − Intertrade, LionGri, Milestii-Mici, and Vinaria Bostavan.

4.2 MARKET STRUCTURE

Moldova is both consumer and producer country where demand should develop. The wine production in Moldova has been varying during years 1995-2009 period (figure 10). The

main reason is unfavorable weather conditions. For instance, the lack of rainfall at the beginning of growing season causes stress on grapevines and mhl production consumption eventually low yields. This was the case of the catastrophic drought of 2007 [4], when winegrowers had a low production of wines.
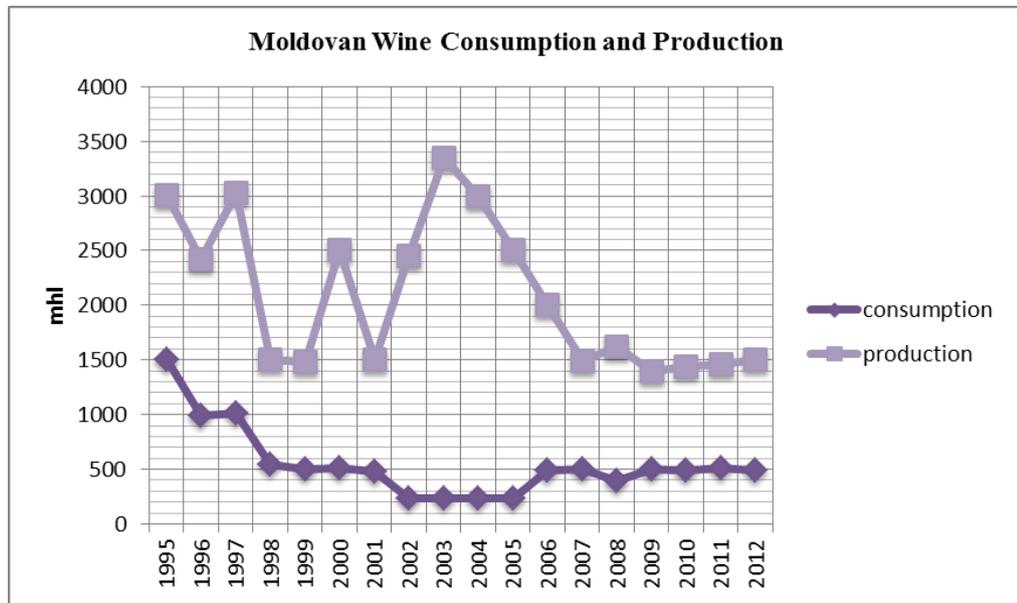
Figure 10: Moldovan wine production and consumption

Source: Own research

Starting with 2009, wine production in Moldova is characterized by slow and steady increase. In 2013, the volume of wine produced in Moldova was 1.4 Mhl. In 2012, Moldova ranked 14th in the world by wine production, with 1.5 percent of world wine output (TDA, 2012)

The economy of Moldova is heavily based on wine exports. 6.16 percent of its total exports represent wine of fresh grapes. As it can be seen in Figure 13, wine is the 4th most exported commodity, with a trade value of $149.5 million in 2013. For Moldovan wines, domestic market is important, however, foreign markets are more attractive, both in terms of size and in terms of value. Moldovan wine market is oversaturated.

Moldavian exports by group of comodities

Electricals machinery and equipment

Edible fruits and nuts

Wine of fresh grapes, including fortified wines

Cereals

Pharmaceutical products

Articles of aaparel and clothing accessories

Furniture

Prepararion of vegetables, fruits, nuts

0   50   100   150   200   250   300

million US$
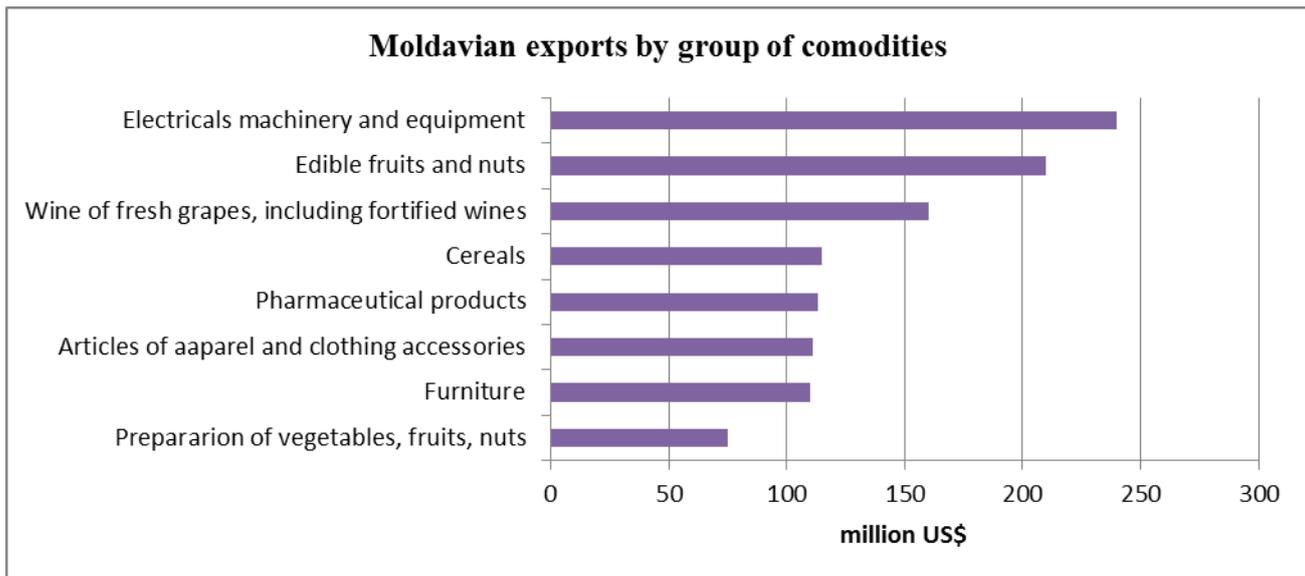
Figure 11: Moldovan exports by group of commodities

Source: Own research

The wine production in Moldova is almost three times higher than wine consumption. Therefore, the winemakers have a wine surplus that need to be exported. Several former Soviet Republics swallow the majority of Moldovan wine exports (e.g. Belarus, Russia, Kazakhstan, Ukraine, and Georgia). This group of countries accounted for 74.18 percent of Moldovan wine exports in 2013 (Comtrade, 2015)

The five largest importers of Moldovan wines are Belarus, Russia, Kazahstan, Ukraine, and Georgia (Figure 14). Traditionally, former Soviet Republics have been key markets for the Moldovan wines. Wine export in 2013 constituted 1.23 Mhl, with a total value of $149.5 million
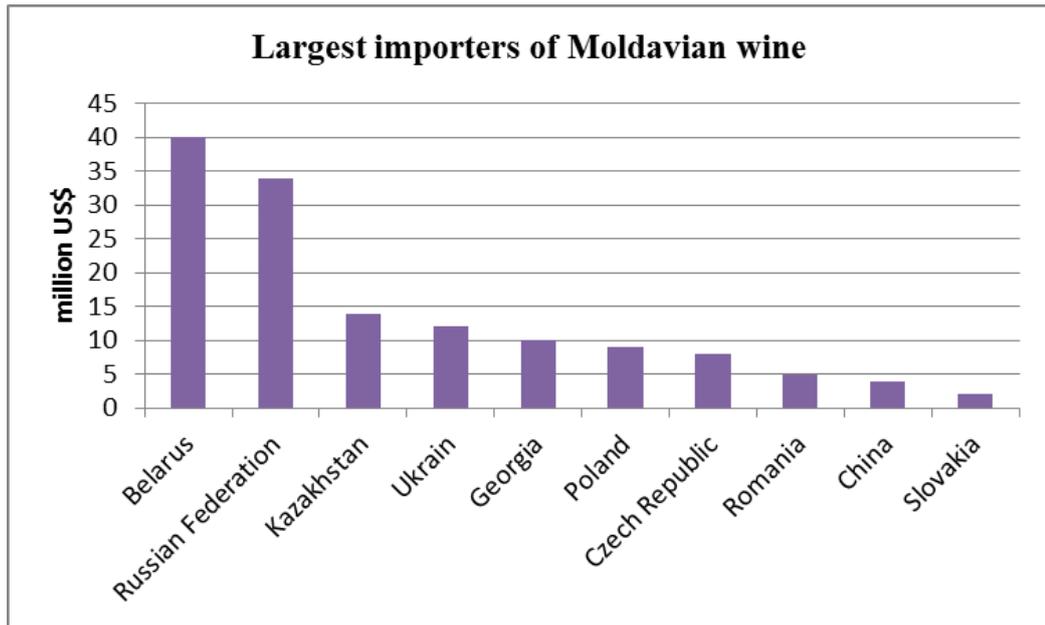
Figure 12: Largest importers of Moldovan wine

Source: own research

As shown in Figure 15, wine imports in Moldova are insignificant, compared to the value of exports. Almost half of the wines exported by Moldova are bottled wines. Annually, 67 million bottles are exported in more than 30 countries of the world, of these 55 percent are red wines (Wine of Moldova, 2015).
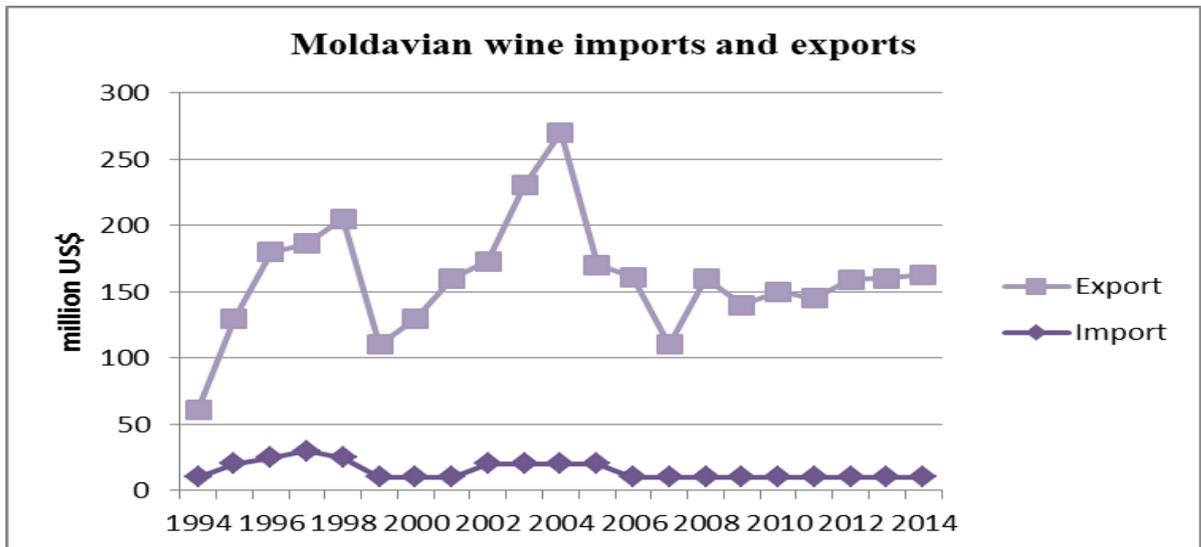
Figure 13: Moldovan wine imports and exports

Source: own research

5 CURRENT MARKETING ACTIVITIES

According to Sorin Balanel, marketing manager of the Purcari the popularity of the company in the entire Republic of Moldova is quite high compared to that of its competitors, but the need of further development is still needed, especially in e-mail marketing . This change according to the managers interviewed will enable potential and existing customers to get to know all the existing marketing offers and new updates of the company. It also will help to reduce the overall marketing costs.

The managers indicated that the marketing team is working on improving the e-marketing in general. The concept of reaching thousands of potential customers directly, at a relatively low cost when compared to advertising or other forms of media exposure was not taken into consideration

 In term of branding Purcari is a very old brand in the Moldavian wine market. It has started to distribute its wine in Moldavian market since 1827. For almost 200 years the winery has managed to maintain the quality standards, becoming undeniable value in more than 25 countries building a strong brand image. The main aim of the company is to reduce marketing costs while not changing the perceived image of the organization .

Although Purcari have observed its revenue doubled in 2014, company has just obtained a very small share of Moldavian wine market. Which means, that Purcari has many things to work with their marketing activities to spread the their wine brand to more widely customer base. Building a strong brand has been shown to provide numerous financial rewards to firms, and has become the top priority for many organizations. The number of marketing activities which have been performed showed that brand building has been the top priority of Purcari in their marketing strategy so far. In term of branding Purcari is a very old brand in the Moldavian wine market. It has started to distribute its wine in Moldavian market since 1827. For almost 200 years the winery has managed to maintain the quality standards, becoming undeniable value in more than 25 countries building a strong brand image. The main aim of the company is to reduce marketing costs while not changing the perceived image of the organization.

5.1 Purcari wine portofolio

Purcari wine is produced in Château Purcari, which represents one of the most valuable and popular areas of Eastern Europe.Château is known in the whole world for its premium wines, which gathered over the centuries more than 160 medals at the most prestigious international competitions, as for instance: Decanter, Challenge International du Vin, Concours Mondial de Bruxelles, International Wine and Spirit Competition, but also the legendary appreciation oat the royal court of Great Britain.Appreciated and recognized worldwide, Purcari wines are produced only in limited editions and are matured exclusively in French oak barrique of brands as Mercier, Seguin Moreau şi Butte, according to the strictest canons of traditional viticulture.

Purcari owns three different collections:

1. Vintage wines;
2. Varietal wines;
3. Limited edition wines.

Roşu de Purcari

Aged dry, red wine

Vinification: 70% Cabernet Sauvignon, 40% Merlot, 10% Malbec

Hand harvested

Oaked in French barrels for 3 years

Taste: Notes of forest fruits and plums that develop in time revealing delicate tints of sweet vanilla.

Wine Analytics: Alcohol: 14,0%, Total acidity: 5,2 g/dm3, Volatile acidity: 0,53 g/dm3, Total SO2: 122 mg/dm3, Total sugars: 4,0 g/dm3

Price: 12-14€

Alb de Purcari

Aged dry, white wine

Vinification: 50% Chardonnay, 45% Pinot Grigio, 5% Pinot Blanc

Hand harvested

Oaked in French barrels for 3 years

Taste:.Long and delicate honeyed notes well integrated with a lovely citrus freshness. Truly an unusual white wine.

Wine Analytics: 14,0%, Total acidity: 5,1 g/dm3, Volatile acidity: 0,50 g/dm3, Total SO2: 147 mg/dm3, Total sugars: 3,0 g/dm3

Price: 12-14€

Negru de Purcari Limited Edition

Aged dry, red wine

Vinification:70% Cabernet Sauvignon, 25% Saperavi, 5% Rara Neagră

Hand harvested

Oaked in French barrels for 3 years

Taste: notes of black fruits – black currant, sweet black cherry and black raspberry.

Wine Analytics: Alcohol: 13,9%, Total sugars: 3,8 g/dm3

Price: 18-20€

Negru de Purcari

Aged dry, red wine – 2012 year

Vinification:70% Cabernet Sauvignon, 25% Saperavi, 5% Rara Neagră

Oaked in French barrels for 3 years

Taste: Velvety taste, balanced with oak and fruit tones.

Wine Analytics: Alcohol: 14,0%, Total sugars: 3,9 g/dm3

Price: 12-14€

5.2 Marketing strategy with 4 Ps model

Product

Product is the first element that a firm must consider from all four marketing mix elements. In this term Purcari needs to focus on and answer the basic question which is: ─What does the customer want from the product in order to satisfy own needs? The main aspect which has already built a good reputation of Purcari brand is its own history. As the wine is distributed by the oldest winery in Moldova therefore, customers can be guaranteed about the quality and the entertainment value brought from the purchasing of Purcari wines. Another point which should be taken into consideration, while discussing product aspect from the marketing mix is diversification. Purcari constantly diversifies its product lines, every year the company has its own new limited edition of wine. 2015 was famous for their limited edition, which included: Vinohora Rară Neagră & Malbec, Ice Wine, Freedom Blend, Vinohora Fetească Albă & Chardonnay, these wines are highly demanded on Moldavian market nowadays.

The company invariably putting efforts in order to keep the product design uptodated. Two years ago Purcari launched mini versions of their wine (0,375 l), which nowadays is one of the most popular wine present from Moldova, which both represents Moldavian culture and Purcari brand. The company is also paying their attention to brand design, which is unusual for Moldavian wine market, as usually the producers are labeling their wine bottles with regular white label with only brand name and type of wine on it. Purcari on the other side are always paying attention to their bottle design as well as label design.

Price

Once a concrete understanding of the product offering was established we can start making some pricing decisions. Price determinations is impacting profit margins, supply, demand and marketing strategy. The price strategy should concern the question: ─At what price should the customers pay for the value they receive?

According to the MIEPO Moldavian wine market research in 2013, price level of wine can be describe as the table below:

	Price range in EUR
1	0.8-4.20 €
2	4.20-8.15 €
3	8.15-14.23 €
4	14.23-18.5 €
5	18.5-23.3 €
6	23.3€ +

Table 1: Price range of wine on Moldavian market

Source: MIEPO Moldavian wine market research in 2013

Comparing the price range ofPurcari wine portfolio with the price structure above, Purcari wines are placed between level 3 and level 4 which is average price range for wine in Moldavian market. Therefore, Purcari wines should change their positioning, taking into consideration its high quality wine comparing with other wines. Marketing programs for company should be consistent with the high quality and authentic image which is the theme for all marketing activities. In Moldavian market, price is generally used as an indicatorof quality level of the products. Therefore, the high price of Purcari wines can change the positioning of wine on a market. The current price range of Purcary wine implies that the direct company's competitors have higher quality wine as the price is much higher. Nevertheless the company has chosen a right pricing strategy, Purcary uses Product Line Pricing. Purcari separated wine into various cost categories in order to create different quality levels in the minds of their customers. It gives customer more choice when choosing Purcari wines' sub brands for their use.

Besides the price strategy for the product portfolio, company also introduced different price range which is applied for different distribution channels. Based on the characteristics of each channel, Purcari would create the appropriate price strategy for different distribution channels. For instance prices for retail shops and supermarkets are lower than price for hotels and restaurants, due to the fact that retail shops and supermarkets are just the intermediaries so with the discount price they have profit and initiatives to sell company's wines to consumers. Hotels and restaurants have bigger pricing influence on consumers than retail shops and supermarkets so the price introduced price should be higher.

Place

The next issue which is going to be discussed is place basically a company's answer to the following question: "where do potential buyers look for your particular product or service?" Place decisions specify where and how consumers will find the product or service. The main off-premise distribution channels for Purcari wines are stores, wine shops, merchants where there are in general 1156 units. Speaking about on-premise distribution, it includes restaurants, bars, clubs, hotels, quantity of 349 distributors. Generally Purcary wine is easy accessible product on Moldavian market, company's production is presented in every supermarket as well as in well-known restaurants. In 2017, Purcary has a plan to open a wine shop for only selling their own wine in the capital center. Thiswine shop will be the official place, where Purcari wines and services will be provided directly to customers. We believe that the idea of opening the official Purcary wine shop will make customers closer to the company, as well as attract new potential customers not just local but foreign as well.
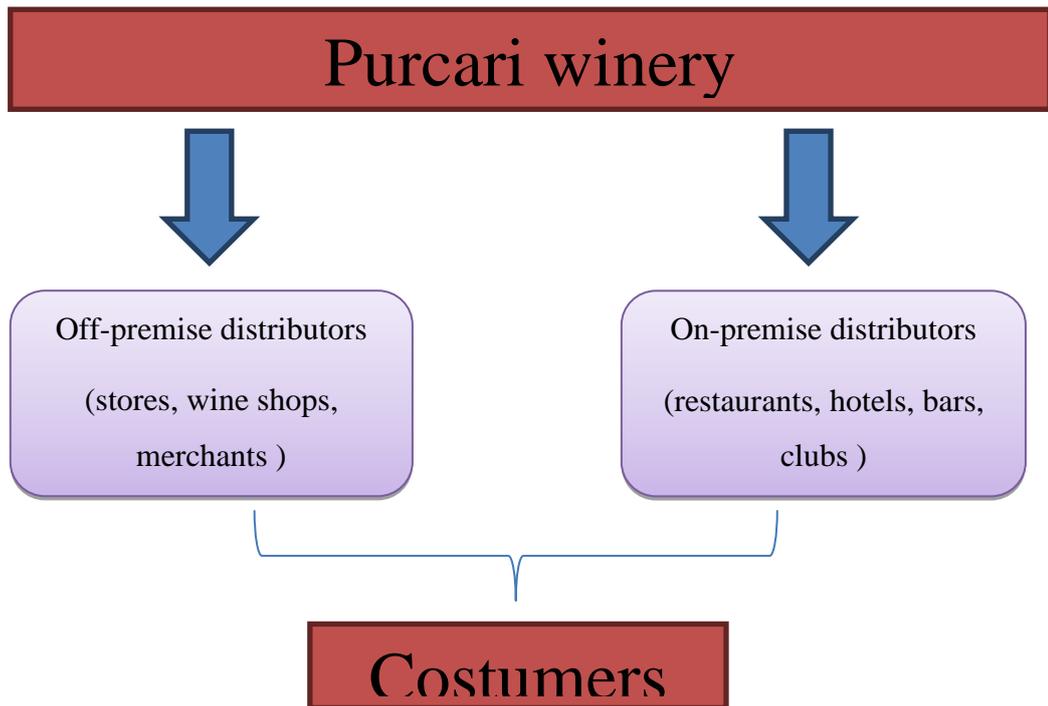

Figure 14: Purcari distribution channels

Resource: Own research

Promotion

Promotion involves advertising, communications and public relations and answers the question : "What should the marketing message be, and how should it be conveyed?" The main aim of promotion is to entice a consumer into making a purchase. The main message of Puracari wines promotion is authenticity, high quality and personalization. Purcari regularly holds events to introduce new product in their portfolio as well as maintain the customer relationship. The main goal of Purcari is to maintain continuously the brand history and authenticity of the brand while diversifying the marketing activities with novelties. Building a trusting relationships with customers is also one of the main messages of their promotion activities in order to make them trust the Purcari brand and feel that they are unique, respectable and sophisticated.

5.3   Marketing activities

The Web is a global marketplace that has attracted businesses with its potential for big-time revenues nevertheless not all products are suitable for selling on the internet. The level of influence significance of the digital marketing influences to the depends on the type of the products or services of an organizations. According to an Ernst and Young study (2013), the most popular online purchases are computer related products (40%), books (20%), travel (16%), clothing (12%), music (10%), gifts (5%) and investments (4%). (www.ey.com). Wine can be categorized into a category of products, which are not appropriate for selling online. The wine industry is considered as one of the slowest industries to adopt internet-based technologies, although the internet is less significant for the wine but nevertheless it is gaining high level of importance. Purcari is an old brand in the market so the most of its marketing activities have been focusing on the regular offline sales which are the traditional channel for the wine business in Moldova. Among regular offline marketing, there are also online marketing activities which are mainly aimed at enhancing the brand awareness, connecting to the customer and lead to the online sale.

The Internet marketing strategy

 Search engine optimization

The company claims that search engine is a major platform that buyers in Moldova use to search for and find required products. Search engines such as Google, Yahoo, Mail.ru bring a lot of traffic to the company's websites (figure 15).

Figure 15: Traffic sources to Purcari website

Source: Company's own research

As we can see from the figure 15, almost 50% of website visitors reach the site through search engines. The major part of search engines users are more likely to choose one of the top 5 suggestions in the results page, that's why when using Google and typing the key words — Vin Moldovenescin Moldavian which means — Moldavian wine in English, there is a first search result which can directly land customers to the Purcari winery website (figure 16).
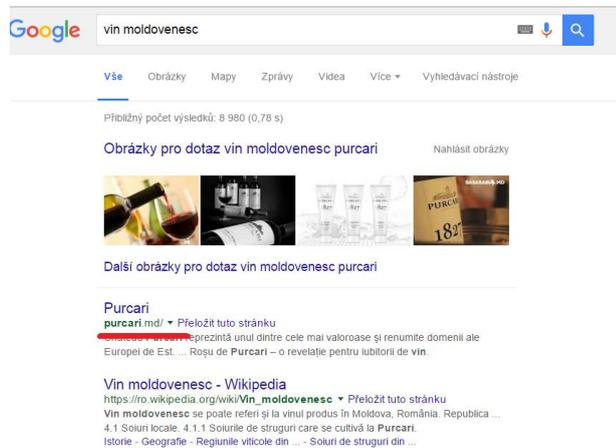
Figure 16: *"Moldavian Wine"* Google search results

Source: www.google.com

Being first result in search engines, makes search engine users believe in better quality of a product than the competitive ones. SEO is putting Purcari on head of the competitors, which is generating more sales and bringing new costumers. The customers are able to reach the website not just using the key words as "Purcari"but also general words as "Moldavian Wine", thanks to search engine optimization, Purcari is enhancing the quantity

of all the potential customers who are interested in Moldavian wine. The search engine tool is well optimized for Purcari company and it is leading to the connection with the ones a company wants to reach, and get them to do what a company wants them to do (buy their broducts).

Website

Purcari has created a very good and interective website for their wine which can be accessed through the following link: http://www.purcari.md, in March 2016 the design was improved. Purcari welcomes their customers with animated web page of glass of wine.
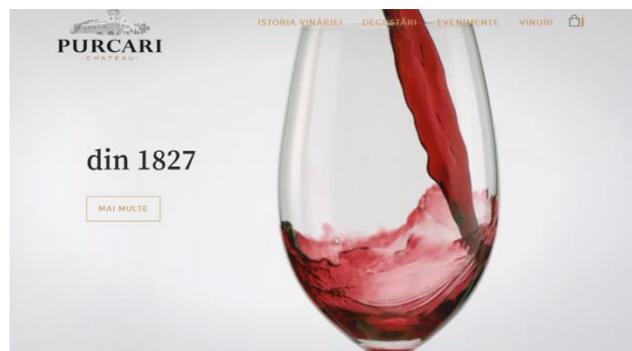

Figure 17: Purcari official website

Source: www.purcari.md

As was already mentioned the main goal of Purcari wine marketing is to keep the history of a brand together with bring the novelty into Moldavian wine market. Purcari's website is well structured, and contains all the necessary information a costumer might need. The company uses the mix of effective image, colors and national music in order to underline the historical background of a brand, which was founded in 1827. The website contains the historical background of a company, with fascinating facts in order to emphasize the idea "it is not just about wine, it is about history".Besides the history of the brand,through the website, customers can also find all the information about the Purcari winery products, awards and news. The website contains detailed information and description of every product, medals and mentions which were awarded. There is also a possibility to purchase the products online, and to make a reservation for events which are organized by a winery. Customer also have a possibility to download the list of retailers which are currently selling company's wine.

In addition Zlín the communicative purpose of the website should be mentioned. In case with giving customers the basic information about company and products, the website copes

with this problem. But in case of customer service, there is a lackof the tool which can create the online dialogue with customers on the website, where people can leave their recommendations and reviews. The list of frequently asked question section on the website will also improve the company-customer relationship. The website also supports only two languages which are Romanian and English, not taking into consideration Russian speaker costumers, which constitute a major part of Republic of Moldova.

Social media marketing

Nowadays, social media networksare one of the most rapidly growing areas for marketing, whichallows a company to see what their potential customers are talking about while getting to know them.The official website is a place where regular information can be transmitted to customers,but through social networks everyone can reacha company very easily on an everyday basis.

Facebook is one of the chosen by Purcari social network, which helped them cultivating a customer community. This gives a company instant access to their customer that means they can find out what challenges they are facing and what they like and don't like about company's offerings. Facebook is a good way to engage followers in a personal dialog that can be more valuable than any kind of other market researches. Company's facebook page is registered as ―Purcari Wine. The page has nearly 40000 likes and number of people talking about it is about 23000 peoples. The number is comparably big to the competitive companies pages on Facebook. Coming to the company's Facebook page a customers can see photos, information about the Purcari wines, launching of new products and discounts which are more informal.

Figure 18: Purcari official Facebook page

Besides this, the official Purcari page contains information about other social media pages as Instagram, Twitter and Youtube. Speaking about other sources of social media marketing, company's official Instagram page, which appeared in 2013, has 1336 followers, meanwhile not all the competitive brands have Instagram page. It's a good way to keep potential customers engaged from a distance and their mobile phones, especially now, when our generation communicates in pictures and images. The main context of Instagram is visual content which consists of Purcari wine bottles photographs, inspiring wine quotations and information about upcoming photo competitions. In this way company reaches and engages their younger target market with engaging visual content.
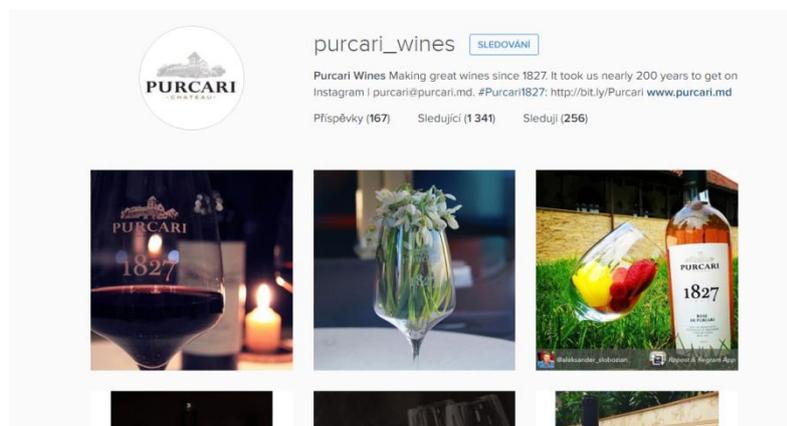
Figure 19:Instagram official Purcari page

Source: www.instagram.com/purcari_wines/

Between managing a website, posting content to social media company also owns official Youtube page with 588 subscribers, a third largest search engine. It helps Purcari reach even larger audience. The address of the Youtube page is presented on company's Facebook page, where videos from the channel are constantly posted. Youtube helps Purcari to understand customers' behavior and preferences, which later leads to improvement.

In conclusion, digital marketing forPurcari wine is starting to develop with a high speed. The main aimfor the digital marketing is enhancing the brand awareness of company's production and expanding they targeting audience. For completing this target, company should invest more on email-marketing and social network in order to gain more customers while reducing marketing costs.

Email marketing

While destroying borders with social media and other digital marketing tools, company forgot about the effectiveness and profit from email marketing. Purcari uses email as a tool which helps them to contact customers after establishing business relationship offline. Usually it's a tool which is used to send contracts, price lists, products catalogues, and other documents to company's business partners. Email is not used as a marketing tool in Purcari, is more used for simple business operations. The exceptions are holidays, when congratulations are sent to partners or list with holidays discounts are introduced.Nevertheless email creates an interactive connection and amplifies company-customer relations; it is the only activity which can be related to marketing usage of a company. Email is one of the most cost-effective tools for marketing if it is used in a proper way. That is why Purcari should pay attention to this tool in a marketing mean.

Speaking about the email list, there is no common address list, which can be used in terms of marketing due to the fact, that email is used only for connecting costumers by different employees, usually sale personnel.

Besides the problem with the absence of common email list, there is also a problem of

Getting the permission from customers to receive emails with marketing context from Purcari. We suggest using the opt-in options in order to get the permission from customers to receive more emails about Purcari wine. Another option in order to get the permission for email marketing is subscription or registration on Purcari winery. In order to obtain a suitable email list company should use traditional marketing activities such as events, free taste testing, press releases to get the email, permission from customers and basic information about them.

In order to create a new, successful email marketing campaign, Purcari should a pay attention to the tailor message to different customer segment. Personalization and mass customization should be considered when creating the content for customers. The design and how context are also two important points during the creation of effective email marketing campaign. The current template for email marketing, which is used by employees is not a good example for successful marketing campaign.
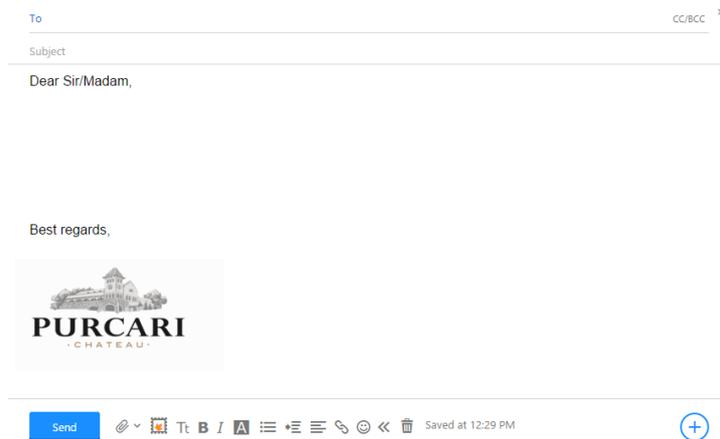
Figure 20: Template of email used by Purcariemploees

Source: Own research

6 PROJECT OF EMAIL MARKETING CAMPAIGN FOR PURCARI

The main purpose of the project is to define the basic steps to create effective email marketing strategy and plan for Purcari wine in Moldavian market. We believe that email marketing campaign will help them to enhance the number of channels in order to put the Purcari wine brand at front of the mind of Moldavian customers. The another aim of the project consist in improving other important marketing factors which deal with the success of the email marketing campaign for Purcari wine.

The first stage of the project includes the identifications of the email marketing campaign o for Purcari wine, followed by the analysis of how the email marketing campaign can be consolidated with the general marketing strategy of Purcari wine. These two factors together with the campaign design and campaign management mixed together to create the email marketing plan for Purcari wine. Then the project is aimed at evaluating basic factors which influence to the email marketing campaign such as building the email list, crafting the email creative and the way how to use email to improve the customer acquisition and customer retention.

In order to create appropriate email marketing campaign, which will fit into overall marketing activities of Purcari company, the previous steps are important. Another significant part of this project is risk analysis. Risks and how to deal with them during the process of implementing email marketing have to be carefully evaluated as they have a great influence on the final results.

After previous steps are done, the cost and budgeting analysis is performed, in order to transform the project into more applicable to the current situation of company. Time analysis is also performed; it helps us to get the steps to be done in appropriate and shortest time period.

During the last stage of the project, there is a total evaluation of the project.

6.1 Email Marketing Campaign Plan for Purcari Wine

As was previously discussed in the analysis part about the digital marketing for Purcari wine, email marketing is used in a very primitive way in communication means and congratulations during holidays in Moldova. It was also mentioned that email is being ignored by marketing department, and is mainly used by sale personnel. Accordingly, we can claim that, email marketing for Purcari wine is currently not effective due to its disuse in terms of marketing purpose and brand building.

The main limitation of this problem might be might be at the consistency and continuation when using the email sent to customers. Employees from sales department use email in order to contact to customer only when there is a need and individual purpose. Therefore, different templates, design, contents and subjects are used by each sale personnel in order to solicit customers. The positive side of the current situation is, that each personnel is well aware of his customer, which will be helpful for personalization and targeting. But the negative part is, that it will limit the efficiency of the Purcari marketing strategy in general, by not having an appropriate approach and long term effect does not last for long.

6.1.1 Developing Objectives for Email Marketing Campaign for Purcari wine

Setting up objectives for an email marketing campaign, a good starting point is to look at how the campaign fits into the e-marketing plans across the next year. The main objectives for email marketing plans are about increasing sales, customer acquisition, customer retention and brand awareness. Each of this objective has different approach for the email marketing strategy. One of the most importantobjectives in email marketing for Purcari is to generate sales. In this case the purpose of the email is to lead customers to online shop, where products can be purchased immediately. The acquisition focused strategy in email marketing is always associated with the acquisition of new newsletter recipients. Their attention can be accessed with different types of incentives, such as contests, gift/discount vouchers and special offers. Another way to reach potential customers, who are not yet newsletter subscribers, is the assimilation of 'Share With Your Network' (SWYN) links in the existed newsletter, which will lead recipients to distribute newsletter content to their social media contacts with just a click. The brand building awareness is primarily reached through frequent contact with the brand. Through informative or entertaining content email marketing brand awareness can help company to obtain strong level of brand recognition.

As it was already mentioned Purcari wine is an old brand in Moldavian market, so email marketing campaign should be carefully created in order not to deteriorate brand image. Marketing in Moldova develops in a very slow way, Purcari brings some novelty by its marketing activities, but still the competition in wine industry is high. Therefore, the general objectives for the email marketing campaign strategy for Purcari wine focus on brand awareness, attracting new customers and maintaining the history of the brand. Purcari in the next period will pay attention on the email marketing activities which will bring to expansion of customer base such as:

- Maintain Search engine optimization;

- Banner advertising on the popular online wine shops and food blogs;

- Increase the communication on social pages(Facebook, Instagram, Youtube);

- Update viral content on Youtube page;

- Using cost-effective email marketing in means of communication in public relation message for Purcari wines with the large number of prospects.

These marketing activites will help Purcari wine in the different stages of converting prospects to clients using an online approach. Each tool plays a different role in the process.

• Stage1: Transformation of web browsers to site visitors.

Search engines are one of the main sources which transform web browsers to visitors. In order to widen the visitor base, Purcari has to maintain the usage of search engine optimization, but not only google, but mail.ru also, as a lot of Russian speaking browsers use it. It is very important to use search engine optimization, because customers who are searching "Moldavian wine" will definitely have access to Purcari web site. That is what Purcari looking for, segment of customers who are looking for Moldavian wine.

• Stage 2: Transformation of site visitors to registered site users.

The first thing Purcari needs to do on this stage is to create an effective call to action, which will attract site visitors to register.At this stage company needs users' name only and email, without any additional information. It is very important not to require users to fill out much information, as a company can get it as soon as they have already registered.

• Stage 3: Transformation of registered site users to customers.

Once a person is registered site user, it doesn't mean he became a company customer. A company needs to incentivize users to buy their products. Using follow up one time discount or promotion email will be an option.

As it was previously mentioned the main objectives for email marketing campaign for Purcari wine is maintaining the historical value of a brand meanwhile generating sales and attracting new customers. In order to create an appropriate email marketing campaign we need to understand which is the role of email marketing plan in the overall digital marketing plan for Purcari wine. By understanding this issue, Purcari can set up the objectives for email marketing campaignrational with the overall marketing strategy for Purcari wine. The main advantage of email marketing is that it can be used at all three stages of the converting prospects to customers.

During the first step, the process of transformation of web browsers to site visitors, the traffic to the website will be built, which is very important for overall e-marketing strategy. In this case email can be will serve as a tool for introduction of the Purcari wine to the target prospect. The main aim for this email activity is to catch the attention of the customers through the relevance, creativity, incentive and attractive offers so that it generate the desire to open and click through the link to get to Purcari web site.

During the second step of transformation of site visitors to registered site users, email will be used as a tool to collect the information to set up the customer base or can be used as an opt-in option to get the permission from the customers for follow up communication about Purcari wine by email.

At the third stage, where registered site users are transformed to customers, promotional email can be used to follow up and persuade lead to generate wine sales in a company. Besides that, the follow up email with the appropriate interval will keep the Purcari wine in front of the mind of customers.

Based on the analysis above, about the role of email marketing in the overall e-marketing strategy for Purcari wine, company can adapt the objectives for email marketing for the next year based on the SMART framework:

SPECIFIC - Generate leads from prospect. Following email marketing activities are used as advertising tools which are aimed at reaching as many prospects as possible. The message for this email will include the basic introductionof company products or

information about marketing events. Offer or incentive for click on the link is an important factor which had to include:

- 95% email delivered
- 50% of prospects received email open the mail
- 40% click through the link

MEASURABLE - Converting leads to registered customers. In this case, in order to incentivize prospects, follow up emails about products, competitions and promotions will be used.

- 60% prospects that open the mail do subscribe

ACHIEVABLE –Main aim at this point is to generate sales. For the company this is one of the best outcomes for attracting new customers. In order to achieve this, Purcari needs yenhance email followed up after getting the permission. The content of such emails can contain some regular information, which reminds customers about the RD wine monthly or some update information about the new promotion activities going on.

- 30% ofe-customer generate sale within a year.
- To create awareness of web offering to 80% of existing customer base in one year.

RELEVANT - Additionally to the proposed above measure, the email marketing also focused on some key absolute number. One of the goals for the future, is that email marketing should improve the traffic to the Purcari winery website and social network pages substantially as:

- More 15 000 new site visitors within one year.
- More than 1500 new registered customers within one year.
- Deliver at least 10 newsletters about Purcari winery within one year.

TIMERELATED –Change the purpose of using email marketing not only for sale purpose. An important objective for email marketing in the next year is to use it for researching purpose about Purcari wine:

- At least one survey should be delivered by email marketing within the next year

- Email marketing is used to improve Purcari brand awareness.

- To rise the brand awareness and interaction with brand by viral videos through email.

- Improve customer service by answer frequently asked question using email.

In conclusion, the email marketing plays a very significant role in the overall e-marketing strategy for Purcari wine for the future. The email marketing strategy, which fits in the overall e-marketing strategy, will contemplate on the customer acquisition and brand awareness.

6.1.2 Email Campaign Design

Smith and Taylor (2002) offered the simplest framework, which help to design an effective email marketing campaign. The four main variables are:

1. Creative – the design and layout of the mail shot

 2. Offer – the proposition or the benefits of responding

3. Timing – the season, month or day when the offer or mailshot lands on a desk or in a house

4. Targeting – the segments we are targeting (the mailing list or section of a database)

Still the relative importance of these factors is not defined properly but according to the UK Institute of Direct Marketing, rating these out of 4, where 1 is least important and 4 most important evaluated the variables in a following way:

Creative 1 2 3 4

Offer 1 2 3 4

Timing 1 2 3 4

Targeting 1 2 3 4

With assumption of the result for email marketing campaigns are likely to be similar to those for a mailshot. Purcari will focus much cost and time on creative and targeting and the least resource offer and timing.

Creative

Creativity is one of the distinguishing features of Purcari brand, company constantly trying to stand out with unusual label design and different types of attractive competitions.

Unfortunately, company didn't manage to use their creativity in order to contribute in email marketing.

In order to create an appropriate email campaign, which will fit the overall marketing strategy of a company, creative approach should be found. The creative of an email campaign includes the message header (subject line, form) and the design of body message, including the text structure, copy and graphics. Creative also refers to the creative used for the web-site landing page.

In order to catch customers attention, creative approach should be used from the beginning. Because nowadays, in a modern society, the design of the email is crucial to converting it into an effective marketing tool. Another point is, that for the email to land in the customers' inbox and get results, the email needs to be formatted correctly and well-designed. That is why Purcari should pay more attention to creative, while designing the email marketing campaign.

Creative variable of the email marketing campaign includes following steps:

1. Persuasion to subscribe.

    This steps includes catching potential customers' attention as soon as they landed at Purcary web page. Instead of typical subscription button "Join our mail list", the suggestion is to create an effective call to action, which contains friendly message with short content of the email messages they are going to receive. It is done, in order to convince the site visitors, that the subscription it is not about spam, it is about informative purpose, which they are interested in. Besides the content, the subscription button should be short, visually appealing and informative. The call-to-action button should appear near the top of the website, and on every single page.

Figure 21: Suggested sign up button for Purcari

Source: Own research

2. Keeping customers signed.

The following step is one of the main ones, as soon as the site visitors subscribed on the newsletter, it is very important not to lose them. It is beneficial for the company to make customers interested in their letter. During this step in order to encourage further interaction from the new subscriber, in a welcome letter a onetime 5% discount should be offered to new subscribers, it will help to engage them immediately.

Welcome letter is a first chance, to show how valuable each subscriber is for the company. The content should be friendly, without robotic message. One of the suggestion is besides just "Thank you for subscription email", to invite subscribers to a Purcari winery video tour, from the Youtube page, which will increase Youtube subscribers at the same time. Welcome page should also contain the photos of the company's employees, with some inspiring quotes. In order to benefit from the welcome email message and bring customers back to website, there will be most popular wines along the right-side of the email, which adds a subtle selling point without hitting customer over the head with a "BUY OUR WINES" sort of message.
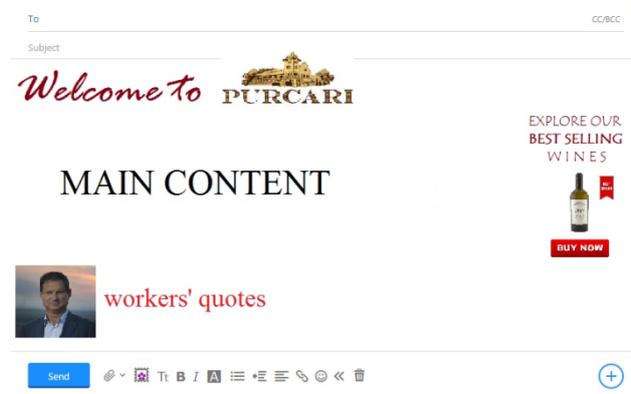

Figure 22: Welcome email template

Source: Own research

3. Diversification of email messages.

    This point is considered very important from the creative point of view. In order not to make email subscribers bored, the content of the email messages should be diversified with additional, attracted information. As one of the suggestion an email should contain recopies with wine usage, it mostly will attract female part of the audience. The another suggestion is the introduction of the winemaking processes of the winery, which is already on Youtube channel. Such kind of links could be

added to email in order to let the customers inside the process of winemaking. Consumers want to learn about a brand, and this is the perfect sort of thing to share such kind of information. And the last suggestion to diversify and make the email creative is wine quick tips. By sharing basic information and wine tips, company can impart knowledge upon their reader. This information is useful enough so customers share that tidbit with friends, and will always remember where they learned it.

Targeting

It is very important to align the products with the right customers.

From the major approaches for targeting, there were some categories which Purcari decides to rely on to set out the typical characteristics for the target customers. They are:

- 1. Customer profile characteristics (demographics).
- 2. Customer value - current and future.
- 3. Customer lifecycle groups.
- 4. Customer behaviour in response and purchase (observed and predicted).
- 5. Customer multi-channel behaviour (channel preference).
- 6. Customer personas including psychographics

Wine market scenario is becoming more and more challenging on Moldavian market, with a growing number of new local players and a changing consumer behavior, the definition and implementation of an effective email marketing strategy requires a good understanding of consumer characteristics, habits, needs and expectations. That's why we need to use market segmentation, in order to reach a better consideration of different types of demand has been recognized as a basic ingredient for the implementation of a email marketing strategy in this industry.

Based on the basic characteristics of product, price, uses, design, quality and purchase situation along with the categories that Purcari is offering, there was identified six major types of wine consumers, in order to perform customers segmentation:

1. Overwhelmed
2. Image Seekers   1. Price Driven
3. Enthusiast   2. Engaged Newcomers
4. Everyday Loyal

Segmentation	Characteristics	Description
Overwhelmed	- Average income; - Male, Female; - Age 25 – 35.	- Like to drink wine, but don't know what to buy; - May select by wine label design; - Want easy to understand info in retail; - Open to advice, but frustrated if no one is in the wine section to help; - Will not buy anything, if there is a confusion.
Image seekers	- Average income to high income; - Male; - Age from 18 to 35; - High education;	- Status symbol - Have basic wine knowledge - Like to be the first to try new wine - Open to innovative packaging - Prefer Merlot - Research scores for wine
Enthusiasts	- High income; - Male, Female; - Age 40-65+; - Managing positions	- Entertain at home with friends - Consider themselves knowledgeable about wine - Like to browse wine sections at stores - Influenced by wine ratings and scores
Everyday Loyal	- Average to high income; - Male; - Age 30 – 65+.	- Like wine from established wineries - Prefer to entertain at home Wine makes occasion more formal - When I find a brand I like, I stick with it - Wine is part of my regular routine

Price Driven	- Low to average income; - Male, Female; - Age 18 – 45.	- I believe you can buy good wine without spending a lot - Price is top consideration - Shop in a variety of stores to find the best deals - Use coupons & know what's on sale ahead of time
Engaged Newcomers	- Low to high income; - Male, Female; - 18 – 40.	- Don't know much about wine, just like to drink it - Wine is part of socializing - Interested in learning more about wine

Table 2: Characteristics of customer segmentation for Purcari wine

Source: Own research

The Offer

The offer is the next of our email marketing variables which is also critical to the response to the campaign. The offer is the first step, which should be taken in order to encourage customers' action. The are two specific type of incentive actions in email marketing. The first one - is encouraging prospects and customers to provide their email address, profile information as well as permission to contact as a part of an acquisition campaign. This action can occur on both website and offline media. The second action is encouraging click-through from email newsletters or email promotions. This type of action requires a sales generation or conversion offer.

When choosing the offer using in email marketing campaign for Purcari wine, another issue which company has to take into consideration is the cost for the incentives and offers. The cost for incentives should be considered when Purcari will perform the cost analysis and budgeting for the their wine's email marketing campaign.

Purcari wine is a consumer product so that when using offers to encourage prospects and customers to provide all the necessary information for the company, informative value and monetary value are the best options. Purcarican use different photo contests, giveaways to attract customer to visit the website along with the prize some valuable things in term of monetary value. Such kind of competitions could be also used as a key element for viral marketing through email for Purcari wine.

Generating sale value from the email marketing should offer monetary value related directly to the Purcari wine. It can include discounted program for company's wine at special events or gifts program when purchasing Purcari wine. As was mentioned in the analysis part, Purcari wine currently has many promotion programs, therefore, company can use them through the email, sending to customers as special offers.

Type of offer	Suggestions	Offer description
Customer generated offers	- Photo contest	- Post in Instagram or Facebook Purcari related photos; - Will generate new customers; - Will increase company's social media subscribers; - Will bust official site traffic; - Word of Mouth marketing.
Sales generation Offers	Exclusive Membership; Discounts Program; Free Product Catalogue; Free delivery;	- Will create strong loyalty base; - Increase sales; - Will improve brand avareness; - Word of Mouth marketing

Table 3: Types of offers for email marketing campaign for Purcari

Source: Own research

Timing

Timing is the next variable which has to be taken into consideration while launching new email marketing campaign. Knowing what day of the week and at what time of day is the best time to send an email blast is a key element to ensure the email success

Suitable timing depends on different types of audience, so Purcari has to perform testing to find out the best timing for Purcari wine's customers to receive the email promotion or newsletters. Speaking about the best timing, we mean appropriate time that the email receivers are using computer or electronic device which can be used to access to the email service.

After the analysis of target audience, there was identified, that Purcari customers are people with the different background and from different age groups. Therefore, we need the email messages to arrive when the customers will give the most attention, so we need to plan the schedule during the week when people are likely to be less busy. Purcari can perform email testing in order to analyze the response rate for different time and define the most appropriate time for email for different target groups. The timing issue should be constantly improve during the email campaign is adapting.

In case, during the testing there will be identified the group of customers who are not willing to check their email all along, Purcari should send the email messages during weekends. Weekends can appear the best time for thosetypes of customers for checking email and receiving the obtained information.

Another timing matter using to send email, another issue which Purcari should take into account is to adjust timing for each type of email message.

The promotion email messages are usually welcomed during most time of the day but it is better to offer the promotion program in the very beginning at the day, so that customers can have time to think of and decide during the day. Email with newsletter should be sent during the weekends or in the evening not to disturb your readers from their daily routines. They should receive such kind of messages at the end of the day or at the very early morning when the work load is low.

Another aspect of timing, which should be taken into consideration is interval between email messages sent. It is better for Purcarito identify the minimum frequency and maximum frequency of communication with their customers. This point should be carefully analyzed in order to prevent the reducing of the effectiveness of email communication and to avoid the possibility to be percept as spam

The main purpose of Purcari when first using email marketing for the next years is attracting more customers and saving the brand history. So Purcari will choose a loyal approach in dealing with the timing matter of email marketing campaign for their wine.

As was already mentioned, we have identified six main segments of customers, each of which has their own characteristics. Based on those characteristics we have adjusted different time frequency to each individual segment. We believe, that individual segment approach will help Purcari to receive the highest responsive rate from the email marketing campaign.

	Overwhelmed	Image seekers	Enthusiasts	Everyday Loyal	Price Driven	Engaged Newcomers
Newsletter	2 times per month	1 time per month	2 time a month	1 time per month	1 time per month	Every week
New Products	1 time per month	2 times per month	Every week	1 time per month	2 times per month	Every week
Special offers	Every week	2 times per month	Every week	Every week	Every week	Every week
Promos + Vouchers	Every week	1 time per month	2 times per week	Every week	Every week	Every week
Notifications	Every week	Every week	Every week	2 times per month	Every week	2 times a month

Table 4: Email messages timing for different segments of customers

Source: Own research

Testing

Testing allows company to compare and contrast different elements of the email campaignand to analyze how they impact subscribers' reactions to them. We are going to discuss two main types of testing required for email marketing. The first one is efficiency testing, a basic type of testing which helps company to make sure that the campaign reaches as many customers as possible and that they can view it.

The second one is effectiveness testing. This testing allows company to change the variables of the campaign (such as creative elements, targeting and media integration), in order to make sure that all the campaign objectives are met.

It is very important to establish properly procedure for testing the technical subjects, before launching a campaign on the large scale. There is no way, email marketing campaign efficiency being avoided due to the fact that when using technology to deliver different messages a lot of details can go wrong due to different users' setups for hardware and software.

Campaign efficiency copes with testing the different variables of an email marketing campaign in order to analyze communication outcome of each combination of variables. During this type of testing, Purcari will first list the key factors or variables which are important for the result of the email marketing campaign for company wine.

There will be established numbers of alternative email promotions out of the combination of key variables, and then send them to customers for testing purposes. This step is called pre-testing campaign variables. The process is described through thefollowing steps :

1. Purcari customer list should be devided into at least two parts. The one which is smaller is for testing and the other is the control one. The sample part will include 5% of total email list.

 2. During the testing parts features should be varied (subject line, offer, content). It is important to change one variable at a time

3. The chosen sample for the testing should be significant comparable to the whole email address list. For email marketing for Purcari wine, we estimate the email list about 20000 customer email addresses for the first testing attempt of the campaign. So, the size for testing groups around 1000 email addresses.

 4.The chosen email addresses should be taken randomly and contain the representatives from all the segments

5. The responses should be tested by tagging links in the creative.

Testing results will determine the best combination of variables, which will be used by Purcari. Important point during the testing is that each test should have identical key code, in order to make responses clearer from studying the web analysis. Purcari should develop an individual code system for each key variable, for testing purpose. These codes will be used to determine the characteristics of different tests. The key elements for testing which Purcari chosen to consider in testing will be considered mostly from four most important

perspectives (Creative, Targeting, Offer, Timing,) which decide the success of the email marketing campaign for Purcari wine:

- List= $L_1, L_2, ..., L_n$
- Segment targeted = $ST_1, ST_2, ..., ST_n$
- Date/ time broadcast = $D_1, D_2, ..., D_n$
- Offer = $Off_1, Off, ..., Off_n$
- Subject line = $SL_1, SL_2, ..., SL_n$.
- Content = $C_1, C_2, ..., C_n$
- Hyperlink = $H_1, H_2, ..., H_n$
- Format = $F_1, F_2, ..., F_n$
- Call-to-action = $CTA_1, CTA_2, ..., CTA_n$.

In addition to the pilot testing above, Purcari can also perform live split-testing, while implementing the email marketing campaign. This test allows to test the success of different creative treatments during the campaign in order to change the design later, since the collected results from experiments will either support or undermine a hypothesis on which design will work best.

Measurement

A great advantage of the email marketing is the possibility to measure it easily as well as the possibility to obtain a detailed analysis of the email marketing campaign. In order to measure the effectiveness of the email campaign, Purcari will use number of measurements, which will control the email marketing campaign for Purcari wine. By using these measurements there will be identified exact limitations of the campaign. It will identify the customers attitude towards Purcari email messages. Those issues will help company to improve their communication with customers through emails.

For the email marketing campaign for Purcari wine, company will use the following measurements:

1. Receipt rat

2. Open rate

3. Click through rate (CTR)

4. Conversion rate

5. Response rate

6. Unsubscribe rate

7. Referral rate

8. Revenue per email sent

These measures will be used by company, in order to determine the effectiveness of their email marketing campaign. Besides they will underline the quality of key factors of the campaign success : creative, targeting, offer, time. While monitoring these measures carefully, Purcari will be able to identify problems of the email marketing campaign in time for action if necessary.

6.2   Using email for customer acquisition

6.2.1   Process of building email list

Email is a profitable customer acquisition channel. As was already mentioned Purcari will use email marketing campaign in every stage of the process of digital marketing strategy. Mainly for bust the website traffic, to obtain the permission from the customer for emails, to put Purcari wine in front of customers' minds and to generate sales.

One of the biggest advantages of email marketing is that email marketing is a good way to obtain email list, which can be defined byquantity as well as by quality. While increasing the number of email subscribers, company increases the numbers of potential customers, who are interested particularly in their products. The quality of the email list refers to the accuracy and valid of email addresses. Besides, the level of targeting which an email list has, is also an important issue for the quality of the list. So, while collecting email addresses, Purcari should take into consideration both quantity and quality of the email list for email marketing campaign for Purcari wine.

In order to build an appropriate email list for Purcari's wine email marketing campaign, company will is considering two options.

In order to building the email list for Purcariwine's email marketing campaign, there are two main types which company will consider. The easiest wayof email list building is purchasing a list of names and email addresses based on demographic and/or psychographic information, which is called a rented list campaign. The beneficial side of this approach to email list building is that it's a time saving process. Another advantage includes the fact, that rented list includes large number of email addresses. Due to the fact

that Purcari wants to start email marketing campaign as soon as possible, buying a retender list is a good option for the company. The main obstacle to buying email list in Moldova, is the lack of good email lists providers. Another problem is that the required list is not targeted appropriately we. That's why Purcari will postpone the use of rented list campaign until they can find a good rented list provider. According to company's requirements the required list should contain demographic data like gender, age, income and positions. Besides that it should also provide a good customer service for filtering the email list to get the best for Purcari wine. Company initially will perform pilot test with small scale with appropriate data provider before implementing a rented list email marketing decisively. When doing the rented or purchased email list campaign,

The another potential type of email list building is creating the email house list building which refers to acquiring the email addresses by company through online and offline channels. During this type of customer acquisition process it is important to maintain a structured approach for collecting and maintaining customer data. The best way to analyze all the possible methods of capturing email addresses is to brainstorm alternative methods of doing this by thinking about opportunities for capture:

- Online
- Offline
- Of existing customers
- Of new customers

Purcariwill use online and offline communication in order to get the customer address and permission for email marketing.

Here is the list of online method of obtaining of email addresses for email marketing:

1. Website. This method requires redesigning of the current Purcari winery website, by introducing subscription button.

2. Renting an email list. Recipients who click through Purcari winery website are encouraged by offer to opt-in to Purcari wine email list.

3. Placing an ad in a third party e-newsletter. This method has the same goal as the renting email list, it builds traffic to web site but it is more cost-effective and can be tightly targeted.

4. Banner advertising or referral article on the third party site. Purcari wine will place banner advertising more on wine related corporation's website (traveling, dinning, and leisure time).

5. Search engine registration and optimization. This method will help customers who are searching wine toland on the Purcari winery website easily.

6. Viral marketing. Purcari will use viral element like photo contest prize draw, which will increase web site traffic and number of potential subscribers.

Speaking about offline customer acquisition methods Purcari will take the following steps:

1. Form of paper registration in the event.

2. Point of sale.

3. Trade show or conference.

4. Paper response to a direct mail offer.

5. Phone response to direct mail or ad.

6.2.2 Strategy for customer acquisition

There is a vast range of approaches of using email to obtain customer acquisition. According to current marketing situation for company's wine, the most suitable techniques for customer acquisition in Purcari's email marketingare:

1) Rented-listed email campaign

Rented-listed email campaign will be profitable for company just in case the rented list suits all the email marketing campaign requirements. Purcari will try to perform pilot test for using the list in their email marketing campaign. The most important requirement for the rented list is that it has to be an opt-in email list, which means, that all the email address's owners should give their permission to receive email marketing messages from the email list provider. Purcari will use the statement of origination in order to get the permission from the customers, which will help company to avoid the perceprion of spam and create interest for customers

Based on the set objectives for email marketing campaign of the company, the future campaign has to bring more than 10000 visitors to Purcari website next year. To obtain the setted objectives, with the delivery rate assumption in 95%, the reader rate 40% and the

CTR 40%, Purcari will be able to calculate the appropriate number of needed addresses. The number of email addresses of rented list email campaign for achieving this goal is about 50000.

One of the main requirements from rented list is targeting, which will increase the overall effectiveness of the email marketing campaign. We have created an accurate targeted customer segment for Purcuri products, so when choosing a rented list, the database with the closest target coincidence will be preferred

The target segment for Purcari wine is variable, it includes male and females with different level of incomes. It makes the process of choosing the appropriate rented list easier the only specific characteristic for the rented list is people who prefer to subscribe to food and drink magazines. Before starting the complete email marketing campaign, Purcari will perform the testing with 5% of the whole rented email list, in order to check the effectiveness.

2) Co-branded email

Co-branded email has a lot in common with rented list email, when using it company also depends on the third party email list. But in this case, customers receive marketing emails from a very similar company. Using this strategy for customer acquisition, Purcari will choose the co-brand based on their target customers for company's wine. If speaking about a company or service with a similar target audience we should highlight restaurants, which have the most similar customer base to the one that Purcari needs. Therefore, Purcari will cooperate with some famous restaurants for the co-branded email campaign. Company now also have business relationship with cooking show "Master chef" which can be also used for a co-branded email campaign as subscribers for cooking show will be also interested in wine.

3) Event- triggered email and regular email newsletter

This type of for customer acquisition represents automated follow-up emails that is sent to a list subscriber based on an event, in our case it can be sent in order to persuade recipients to sign up for a service. Regular email newsletter contains special content sent to the subscriber in the same interval. The contents for the email newsletter depends on the products offered by a company, and its objectives. For Purcari's current situation, the email newsletters are mainly aimed at customer acquisition which means that the content will be very similar to the event-triggered email. But as soon as company expandstheir customer

base, the email newsletter will be a significant tool for existing customer retention. Currently, event- triggered email and regular email newsletter are considered to be the low cost methods for booting the response for email marketing.

Following table represents general plan for Purcari's vine email- triggered campaign:

Type of email message	Description	Objective	Medium for messge
Welcome email	Is sent as soon as Purcari web site visitor gave company his/her address.	- To set expectation and general image of events; - To increase the deliverability of future email messages; - To increase awareness level about events.	Email
Engagement email	Is sent after a month of subscription in order to engage the inactive subscribers. Usually contains information about prize draw promotion and is personalized.	- To put Purcari brand in front of subscriber's mind; - To receive the feedback from the customers; - To increase interaction with subscribers.	Email, home page, Facebook account.
Initial cross-sale email	Is send two weeks after subscription to active customers in order to engage their action and ask for a	- To raise brand awareness; - To build revenue;	Email, phone

	feedback.		
Order confirmation email	Is sent immediately after customer's purchase. It include thank you message and details about order.	- To show company's interest and appreciation of customers	Email
Reactivation email	Is sent after half of an year engagement. It contains offers with related to customer segment products or customer satisfaction survey.	- To increase brand confidence; - To receive customers' feedback; - To improve email marketing campaign effectiveness.	Email
Newsletter message	It is sent according to target customer. Contains update information purpose.	- To remind customers about the production; - To bust sales; -To obtain more information about customers;	Email

Table 5: Email marketing acquisition plan for Purcari wine

Source : Own research.

6.3 Cost analysis

Cost analysis is an important factor for Purcari while designing a email marketing campaign for Purcari wine. Company has great expectationsconcerning email marketing campaign for their wine, that's why they are concentrating at its effectiveness. Besides effectiveness another requirement for Purcari wine email marketing campaign is to be cost effective. Purcari will use the ROI measure in order to assess the overall costs and return for the campaign. The cost analysis is built up by the summary of costs of all email marketing activities with the emphasis on their importance. All email marketing services were calculated according to the current prices in Moldova.While performing the cost analysis of the email marketing activities variable and fixed costs will be taken into consideration.

Table below represents the expected results from the email marketing campaign for Purcari wine in both best and worst cases.

Measurement	Best case	Worst case
Number of emails in list	50000	50000
Delivery rate	95%	90%
Number of recipients	45650	43300
Reader rate	40%	25%
Number of recipients open mail	20860	12575
Click through rate	40%	25%
Number of recipients who click through	9144	4644
Completion rate	60%	30%
Number of recipient responses	6286	2793

Table 6: Expected email campaign measurements results

Source: Own research

6.3.1 Variable cost

In our case variable costs refer to dependent on the number of email sending or responses received costs. Typical variable costs are:

Total list cost = (number of email sent * list rental price)/1000. In case company will use the own house build list for email marketing, the total cost list will be at 0.

Total sending cost = number of email sent * Cost per email sent. In case Purcari will use their own system for sending email, the cost will be at 0.

Total fulfillment cost = number of responses received * fulfillment cost per response. This cost will depend on what company will offer to the customers.

Type of cost	Best case (US dollars)	Worst case (US dollars)
List rented	120	140
Cost per email sent	0.03	0.03
Fulfillment cost per response	0.3	0.3
Total list cost	6000	7000
Total sending cost	1500	1500
Total fulfillment cost	1885.8	837.9
Total Variable cost	9385.8	9337.9

Table 7: Marketing email campaign's variable costs

Source: Own research

6.3.2   Fixed cost

In our case fixed costs are the those, which are not dependent on the number of email sent. Fixed costs are usually seen as initial investment cost and usually are set before the campaign start. Fixed costs include:

- Email creative cost
- Landing page creative and database integration costs
- Set-up cost for sending
- Fixed fulfillment costs.

Type of cost	Best case (US dollars)	Worst case (US dollars)
Email Creative	300	300
Landing page	500	500
Set up cost for sending list	100	100
Total Fixed cost	900	900

Table 8: Marketing campaign's fixed costs

Source: Own research

6.3.3   Other costs

This type of cost will include costs which are considered as not compulsory costs for every company during implementation of email marketing campaign. These type of costs include:

- List building cost for house list

- Database management

- Testing

- Software purchase

- List-cleaning and de-duplication

- Measurement and reporting

The first three types of costs: list building cost, database management, testing and measurement and reporting are taken in consideration while creating email marketing campaign for Purcari wine. List building cost for company list will be the cost for redesigning the Purcari official website, as it will help to obtain new email list. The cost for redesigning the official website in order to add subscription page will cost company 600 US dollars. Database management, testing, list-cleaning , de-duplication, measurement and reporting costs are going to be charged by the email service which Purcari outsources some tasks for email marketing campaign, sooutsourcing part of new email marketing will be also included in costscampaign, which is 1200 US dollars in both best and worth cases.

6.4 Time Analysis

The email marketing campaign for Purcari wine includes a variety of tasks and activities which are depended on each other in order complete the campaign. Therefore, a detailed time plan for email marketing activities will serve as a good contribution to future email marketing campaign for Purcari wine.

For implementation of the email marketing campaign for Purcari wine we have used the CPM (Critical Path Method) method, which is able to determine a critical paththe shortest time by which the campaign will completed.

In the table below there are stated individual activities leading to the realization of promotional materials.

Activity	Activities Description Predecessor	Prior activity	Time (weeks)
A	Analysis of the current marketing situation for Purcari.		1
B	Analysis the current digital marketing for Purcari.	A	1
C	Setting up the marketing strategy for Purcari wine for the next year.	B	1
D	Setting up the objectives of e- marketing for Purcari wine in terms of overall marketing strategy.	C	1
E	Setting up the objectives of email marketing campaign for Purcari wine.	D	1
F	Creating the plan for email marketing campaign.	E	1
G	Preparing creative plan for e-marketing campaign.	F	1
H	Performing customer segmentation for targeting.	G	2
I	Preparing the offers for customers.	G	1
J	Designing the email plan for customer acquisition.	G	2
K	Changing the website adjusting the email marketing campaign.	I	2
L	Purchasing the rented list	G	1
M	Finding appropriate Email Service Provider .	G	1
N	Testing.	G,H,I,J ,K,L,M	4
O	Performin the budget analysis for the email marketing campaign.	N	1
P	Adjusting the changes after testing.	O	2

				P	2
Q	Setting up to start the campaign in the full scale.			P	2
R	Collecting and analysising measurements of the campaign.			Q	1
S	Improving the campaign			R	2

Table 9: Time plan for realization of email marketing campaign for Purcari wine

Source: Own research

The figure above represents the critical path for activities in order to implement email marketing campaign for Purcari wine.

03-30-2016 19:18:54	Activity Name	On Critical Path	Activity Time	Earliest Start	Earliest Finish	Latest Start	Latest Finish	Slack (LS-ES)
1	A	Yes	1	0	1	0	1	0
2	B	Yes	1	1	2	1	2	0
3	C	Yes	1	2	3	2	3	0
4	D	Yes	1	3	4	3	4	0
5	E	Yes	1	4	5	4	5	0
6	F	Yes	1	5	6	5	6	0
7	G	Yes	1	6	7	6	7	0
8	H	no	2	7	9	8	10	1
9	I	Yes	1	7	8	7	8	0
10	J	no	2	7	9	8	10	1
11	K	Yes	2	8	10	8	10	0
12	L	no	1	7	8	9	10	2
13	M	no	1	7	8	9	10	2
14	N	Yes	4	10	14	10	14	0
15	O	Yes	1	14	15	14	15	0
16	P	Yes	2	15	17	15	17	0
17	Q	Yes	2	17	19	17	19	0
18	R	Yes	1	19	20	19	20	0
19	S	Yes	2	20	22	20	22	0
	Project	Completion	Time	=	22	weeks		
	Number of	Critical	Path(s)	=	3			

Figure 23:Critical paths of activities for Purcari wine email marketing campaign

Source: Own research

As we can see according to the WinQSB program, the total time of the realization of promotional materials is 22 weeks. At the end, a graphical solution and Gantt chart of email marketing campaign activities solved by WinQSB are presented in Appendix I and II with the same result which is the optimum completion time of 22 weeks.

6.5 Risk Analysis

The main purpose of the risk analysis is to identify the risk factors, to assess their significance and to determine the risk greatness of the project. In the table below there are represented possible risks, which can appear during email marketing project realization and thus significantly influence on its success.

There was used a matrix of probability and impact for the risk analysis, which helps to clearly illustrate the possible risks and determine their quantification according to intervals specifying a low, middle and a high risk.

Main risks linked with implementation of the project:

1. The quality of rented email list

2. The deterioration of the company's reputation

3. Low deliverability level

4. Perception ofemail messages as spam

5. Touch frequency risk

Intervals of the risk analysis:

- low risk: 0,00 – 0,07 (X)

- middle risk: 0,12 – 0,21 (X)

- high risk: 0,28 – 0,49 (X)

Risk	Impact Rate			Probability of Occurance			Results
	Low (0.1)	Middle (0.4)	High (0.7)	Low (0.3)	Middle (0.5)	High (0.7)	
1			X		X		0,35
2	X			X			0,03
3			X		X		0,35
4			X	X			0,21
5		X			X		0,2

Table 10: Risk analysis of the email marketing campaign for Purcari wine.

Source: Own research

Three risk groups are defined based on the risk analysis. For each of them it is necessary to take relevant measures that eliminate the risk.

High risk and measures to take

1. The quality of rented email list

When purchasing the rented list for Purcari wine email marketing campaign, one of the most important factors might be the quality of rented list. The level of success of the email marketing campaign is depended on the quality of rented email list. That is why, Purcari should buy the rented list from trusted company and evaluate the quality of the rented list carefully.

2. Low deliverability level

Email message deliverability is another important measurement of the success of company's emails reaching the inbox without bouncing, or being marked as spam. In case if Purcari will have issues with high bounces, or low engagement, company may have email deliverability issues which will affect the overall profitability of the campaign.

1. The quality of rented email list	2. Low deliverability level
✓ To assure the coincidence of the targeting with Purcari requirements	✓ To create constructive and short email messages
✓ To choose a list provider with good reputation	✓ To use use a consistent, recognizable sender name and email Address
✓ To check the location of the captured email addresses before purchasing the list	✓ To maintain sender reputation.
✓ To analyze the responsiveness of the previous company.	✓ To create the profitable content for subscribers
✓ To make sure the validity of data (when the list was obtained)	✓ To stick to a consistent send schedule

Table 11: Needed measures to prevent high risks

Source :Own research

Middle risks and measure to take

1. Perception of email messages as spam

The amount of spam messages has been increasing enormously during the last years due to the fact, frequent email usage and the easy to spam with current technology. As a result, because of number of spam escalation it is harder to marketers really to get their message delivered to customers. Purcari will try to take measures, in order to prevent customers' spam perception.

2. Touch frequency risk

Touch frequency risk refers to the wrong usage timing strategy, which can ruin the overall effectiveness of the campaign. This risk is also closely related to the spam risk, as if there is wrong timing strategy is used it increases the chances of spam perception by customer. Purcari will pay more attention to the timing strategy and touch frequency.

Perception of email message as spam	Touch frequency
✓ To avoid known spam words in email topic (FREE!! EXTRA SALE!!)	✓ To stick to a consistent send schedule
✓ To include clear unsubscribinglink	✓ To analyze the target audience
✓ Not to use a lot of plain images	✓ Evaluating current email frequency and customer response behavior
✓ To ask for a feedback from inactive subscribers	✓ To test email frequency on different segment groups
✓ To keep email message short and clear	

Table 12: Needed measures to prevent middle risks

Source: Own research

Low risks and measurements

1. The deterioration of the company's reputation

Another risk which can Purcari run into, while introducing email marketing campaign to their customers is the deterioration of company's reputation. This kind of risk is directly connected to the other types of risk as spam and touch frequency. And the company's reputation depends on customer's perception of the emails received and which part of the

messages is sent to the spam folder. In order to prevent the deterioration of the Purcari's reputation following measurements will be taken:

1. To prevent spam perception
2. To pick up the most appropriate touch frequency
3. To take into consideration the design and the content of each message sent
4. To respect subscribers
5. To create beneficial conditions of the email marketing for both company and customers

6.6 Evaluation of the project efficiency

Final phase of the email marketing project part does not end with impletion and realization of the project itself, but another significant part of the project includes monitoring, regular control of every individual activity and subsequent evaluation, whether the project was successful or not.

The project dealing with email marketing for Purcari wine can be evaluated by the following measures:

- Bounce Rate
- Delivery Rate
- List Growth Rate
- Click-Through Rate (CTR)
- Email Sharing/Forwarding Rate
- Conversion Rate

These measures will help Purcari to reveal critical information to improve your marketing campaigns, acquire more customers, increase conversation rates and to keep the email campaign profitable for the company.

CONCLUSION

The main purpose of the thesis is to develop the project for email marketing campaign for Purcari wine. In the high competitive environment on the Moldavian wine market,Purcari wine needs to enhance channels, tools, new models and concepts in order toimprove the communication with its customers and increase brand awareness. Email marketing is a good opportunity for Purcarito acquire new customers, increase sales and maintain current customer base. The another purpose of the theses was to understand full email marketing potential and provide ideas for redefining the strategic uses of email as an effective marketing device for Purcari company. In order to define approaches for leveraging email practices, in the beginning of the project there were set following goals:

1. To analyze and evaluate the theoretical background of current situation with email marketing.

2. To perform internal analysis of company and its marketing practices

3. To develop an appropriate email marketing campaign.

 4. To draw the conclusions based on the overall project.

The first goal was cowered in the theoretical part of the theses; it consists of two chapters and eight subchapters. Theoretical background later helped with the next set goals. During this step there were cowered the main theoretical issues which contributed in the overall project development.

The second goal was accomplished in the beginning of the practical part of the theses. During this step there were identified the main marketing activities of Purcari wine, current company's situation and Moldavian wine market analysis. That helped us to understand that email marketing is able to incorporate with other marketing activities, which will help Purcari wine get to customer with more personalized messages. The another advantage of email marketing was defined: it can create a brand awareness in customers. It was decided that email marketing will help Purcari reduce marketing costsand increase sales.

After previous steps were covered, there was suggested the email marketing campaign project. Which was designed based on the requirements of the previous parts of this thesis. While designing the email marketing campaign for Purcari wine, we carefully analysed

current marketing situation, in order to fit the email marketing in the overall marketing strategy of the Purcari wine.

After project was created time, cost and risk analysis were performed in order to evaluate the effectiveness of the suggested campaign. After the analysis we can claim that suggested email marketing campaign will contribute to Purcari wine brand growth on Moldavian market.

BIBLIOGRAPHY

Books:

ARMSTRONG, Gary, KOTLER, Philip, 2013. *Marketing: an introduction*. 11th ed. Edinburg: Pearson Education Limited. 116 s. ISBN 0-273-76718-6

ARNOLD, John, 2008. *Email marketing for dummies*. Hoboken, NJ .Wiley Publishing.336s. ISBN 978-0-470-19087-6

BROWN, Bruce C, 2007. *The complete guide to email marketing: how to create successful, spam-free campaigns to reach your target audience and increase sales*. Atlantic Publishing Group, 288s. ISBN 978-1-60138-042-5

BUTLER, Mary R, 2010. *Email Marketing: A Guide to the Internet's Most Effective Marketing Tool.* Butler Pub. Group, Print. 102 s. ISBN: 978-1-442-16454-3

CHAFFEY, Dave a P SMITH.2013. *Emarketing excellence: planning and optimizing your digital marketing.* 4th ed. London: Routledge, 613 s. ISBN 978-0-415-53335-5

CHAFFEY, Dave, 2009. *Internet marketing: strategy, implementation and practice.* 4th ed. Harlow: Financial Times Prentice Hall. 702 s. ISBN 978-0-273-71740-9

CHARLESWORTH, Alan, 2014. *Digital Marketing: a Practical Approach.* 2nd ed. Abington, Oxon: Routlege. 342 s. ISBN 978-0-415-83482-7

KAUFMAN, Ira and Chris HORTON, 2015. *Digital marketing: integrating strategy and tactics with values*. New York, NY: Routledge. ISBN 978-0-4157-1675-8

MULLEN, Jeanniey, DANIELS, David, 2011. *Email Marketing an Hour a Day.* Indianapolis: Wiley. Publishing, Inc. 273 s. ISBN 978-0-470-38673-6

RANA, Noman, 2009. *E-marketing intelligence – transforming brand & increasing sales using digital channels – tips & tricks with best practices.* Self Help Publishers. 306s. ISBN 978-0-9811638-1-9

RYAN, Damian a Calvin JONES, 2009. *Understanding digital marketing: marketing strategies for engaging the digital generation.* London: Kogan Page. ISBN 978-0-7494-5389-3

RYAN, Damian and Calvin JONES, 2012. *Understanding digital marketing: marketing strategies for engaging the digital generation. 2nd ed*. London: Kogan Page. ISBN 978-0-7494-6427-1

RYAN, Damian, 2014. *Understanding digital marketing: marketing strategies for engaging the digital generation. 3rd ed*. London: Kogan Page. ISBN 978-0-7494-7102-6

SCHWARTZ, Barry, 2014.*The paradox of choice: why more is less.* New York, NY: Harper Collins Publishing, Inc. 288 s. ISBN 978-1-4915-1423-8

SCOTT, David Meerman, 2013. *The new rules of Marketing and PR: How to use social media, Online video, Mobile applications, Blogs, New releases, and Viral marketing to reach buyers directly.* Hoboken: Wiley, 2013, 439 s. ISBN 978-1-4155-3335-5

SIMMS, J, 2009. *The Truth About Email Marketing*. New Jersey: Pearson Education, Inc. 320 s. ISBN 0-7897-3794-9

WALDOW, D. J. and Jason FALLS, 2013. *THE REBEL'S GUIDE TO EMAIL MARKETING: Grow Your List, Break the Rules, and Win. Pearson Education*. Indiana. ISBN 978-0-7897-4669-7

WEBER, Larry, 2009. *Marketing to the social web: how digital customer communities build your business. 2nd ed. Hoboken*, NJ: John Wiley & Sons. ISBN 978-0-470-41097-4

WILLIAMS, Michael, 2011. *How to Make Money.* London.CreateSpace Independent Publishing Platform. 220 s. ISBN 978-1-326-45865-2

Journals

DAS, Saumendra, MURTHY, Vishnu. *Email marketing: a paradigm in Management and social sciences*. International Journal of Advanced Research in Management and Social Sciences, 2012, Volume 1, Issue 1, s.64. ISSN: 2278-6236

FILL, Chris, 2013. Marketing Communications: Brands, experience and participation. Harlow: Pearson Education Ltd. 820 s. ISBN 0-273-77054-1

PETERSON, Michael; KOCH, Volkmar; GRÖNE, Florian,VO, Hong Tuan Kiet, 2010. *Online customers, digital marketing: The CMO-CIO connection*. Palgrave Macmillan. ISSN: 1746-0166

WEB pages:

EXPERIAN. Quarterly email benchmark report. October, November, December 2014. www.experian.com [online]. [cit. 2016-04-06]. Available at: http://www.experian.com/assets/marketing-services/white-papers/email-marketing-quarterly-benchmark-study-q4-2013.pdf

GETRESPONSE. New infographic: Best day to send email 2014. Blog.getresponse.com. [online]. [cit. 2016-04-05]. Available at: http://blog.getresponse.com/new-infographic-best-day-to-send-email-2013.html

HUBSPOT.Database Decay Simulation. How Inbound Marketing Helps Overcome Database Decay. Hubspot.com [online]. [cit.2014-04-18]. Available at: http://www.hubspot.com/database-decay?_ga=1.18385017.1969510375.1459595141

HUBSPOT. Segment Your Email List To Increase Open Rates. Blog.hubspot.com [online]. [cit.2014-05-11]. Available at: http://blog.hubspot.com/blog/tabid/6307/bid/13879/Segment-Your-Email-List-To-Increase-Open-Rates-Data.aspx

IDEALWARE. The Basics of Email Metrics: Are Your Campaigns Working. Idealware.org [online]. [cit. 2014-03-12]. Available at: http://www.idealware.org/articles/email_metrics.php

LITMUS. 53% of Emails Opened on Mobile; Outlook Opens Decrease 33%. Litmus.com [online]. [cit. 2015-01-15]. Available at: https://litmus.com/blog/53-of-emails-opened-on-mobile-outlook-opens-decrease-33

MARKETINGLAND.The Email Metric You Should Be Tracking, But Aren't. Marketingland.com [online]. [cit.2012-03-08]. Available at:http://marketingland.com/the-email-metric-you-should-be-tracking-but-arent-8879

MARKETINGSHERPA. Email benchmark report 2014. Marketingsherpa.com [online]. [cit. 2014-12-05]. Available at: https://www.marketingsherpa.com/data/public/reports/benchmark-reports/EXCERPT-BMR-2013-Email-Marketing.pdf

SCIENCEDIRECT. Towards a sustainable email marketing infrastructure. Sciencedirect.com [online]. [cit.2008-11-11]. Available at: http://www.sciencedirect.com/science/article/pii/S0148296307003268

SLIDESHARE. E-marketing. International Edition. Slideshare.com [online]. [cit.2015-08-09]. Available at: http://www.slideshare.net/Hoorrum/emarketing-by-judy-strauss-and-raymond-frost-7th-edition

SMARTINSIGHTS. Global Open and clickthrough rate Email statistics 2016. Smartinsights.com [online]. [cit. 2016-03-05]. Available at: http://www.smartinsights.com/email-marketing/email-communications-strategy/statistics-sources-for-email-marketing/attachment/global-open-and-clickthrough-rate-email-statistics-2016/

LIST OF TABLES

LIST OF FIGURES

APPENDICES

Appendix I: Graphic solution of critical path method for RD wine email marketing campaign

Appendix II: Gantt chart solution for Purcari wine email marketing campaign

APPENDIX I: GRAPHIC SOLUTION OF CRITICAL PATH METHOD FOR EMAIL MARKETING CAMPAIGN FOR PURCARI WINE
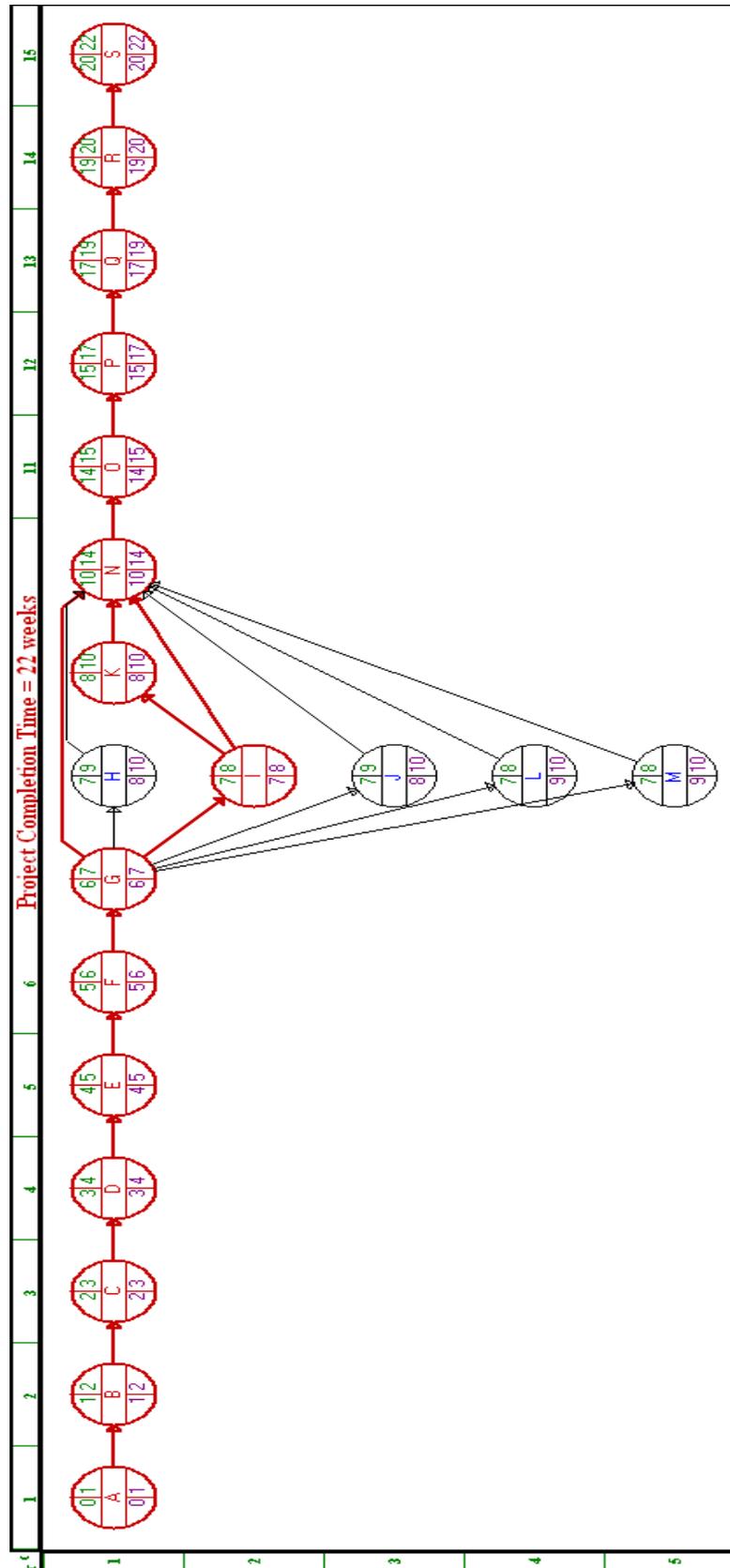
APPENDIX II: GANTT CHART FOREMAIL MARKETING CAMPAIGN FOR PURCARI WINE