Billiant E-Business Strategy Final

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Executive Summary

Billiant is a company located in Toronto whose mission is to provide sustainable receipt management solutions to clients which can enhance business operations and accounting to help them track expenses, especially when it comes time for the audit season. However, as a start-up, the company does not have much exposure and needs a solid E-business strategy to help retain and acquire customers. Billiant's objective is to help small businesses easily manage and store receipts and aims to attain 500 subscribed accounts by the end of the year. In order to do this, eCommerce tactics such as implementing a chatbot, and enhancing website photographs to engage users will be executed. Social media and advertising is a big part of acquiring customers and hence the focus in the social media strategy will be to use Facebook, Twitter, Instagram and LinkedIn as main channels of communication and utilizing content pillars for each channel to obtain leads who can be converted to customers. In terms of advertising, Billiant can use Google Ads, flyers/posters, and email marketing to expose their business to new customers. All these steps can lead to a growth in the clientele base, but to ensure the growth continues, Billiant must place the customer in the center of their business and cater to their needs accordingly - this means coming out with a personal version of the software which employees of a person can use personally as well as proactively practice market orientation. The question which arises from such a detailed plan is whether the benefits of conducting such a strategy can outweigh the cost, and through a cost benefit analysis it was determined that the NPV is \$937,468.75 and an IRR of 126%, therefore resulting in higher net cash flows to the company and overall providing a large return to the company.

Company Overview

Billiant is a privately held company, headquartered in Toronto, Canada that provides small business owners an easy way to connect with customers by storing and managing receipts using AI and digital scanning technology. With Billiant, customers can directly access receipts straight from their bank account and save the hassle of trying to find them on email when it comes time for taxes.

Founded in January 2020 in Toronto, Ontario as an e-commerce business that operates in the tertiary sector, offering customers financial services. Specifically, Billiant is a software as a service (SaaS) and is licensed on a subscription basis, rather than bought and installed on individual servers. This SaaS can be customized to a business's needs much like how other information system companies operate. Billiant is on a mission is to provide sustainable receipt management solutions to clients which can enhance business operations and accounting to help them track expenses especially when it comes time for the audit season. With a vision to be Ontario's most prefered company that specializes in personal financial management, digital receipts and digital banking. Our focus for 2021 is to be involved in marketing and operations in other cities outside of Toronto, specifically Greater Toronto Area (GTA).

Our team is filled with 10 - 50 talented employees who are analytical, personable, and have a clear flow of communication and accountability for the work they do. As our company operates in the financial fields, a clear hierarchical structure is important for our employees as it creates a clear line of authority and responsibility.

Objective

The objective of Billiant is to help small businesses enhance their financial management operations by providing them with an easy way to store and manage receipts which in turn can help them save time when it comes for tax season and auditing. For retail owners, Billiant allows them to save time on auditing, for solo business owners it allows them to maximize tax deductions and easily separate personal and business expenses. Financial management is a core part of a business's operations and being able to make it easy for our client's to manage finances helps them save time which can be used for other business operations and aspects, like innovation and research and development. Overall, Billiant's main objective is to increase business operation efficiency of their clients.

Goals

Billiant must attain at least 500 accounts by the end of 2020. Although the company has started operating, there is still a lot to do in terms of marketing and growing the customer base. In order to achieve this we must use connections to build on our existing clients through customer acquisition, however due to Covid-19 the progress in acquiring customers may be slow and hence the number of customers we wish to attain is lower than originally planned. Reaching this goal will internalize the core philosophy of Billiant - help build connections - and continue to motivate the employees to do better for the next year.

Billiant's second goal is to have a clean, easy-to-use interface which can give customers an overall good product experience. This can be done by ensuring accessibility guidelines are

met. This goal can be measured through A/B testing as well as google analytics. By making two different versions, Billiant can see which version is able to attract the most customers and what factors must be improved in order to have the least amount of complaints from customers, if any at all.

Target Customers

Billiant operates in a B2B model making small businesses their target customers. Specifically, those located in the GTA and have approximately 50 employees. These are businesses that are using traditional methods of receipt management either in-house or have outsourced to accountants. Traditional methods can be ineffective during audits which is why Billiant offers a software that is cost-effective and time efficient.

Market Analysis

Before developing a strategy and implementing, it is important to conduct market analysis. Market analysis helps to reduce risk by helping in understanding customers, market conditions, and competitors (Kerr, n.d.). It allows an organization to understand what competitors are doing and how to distinguish itself from others (Kerr, n.d.). Market analysis for Billiant has been done using SWOT, PESTEL and Porter's Five Forces. These frameworks will help to understand what competitors are doing and what Billiant can do to gain competitive advantage.

SWOT

SWOT analysis will help to evaluate Billiant's position by assessing external and internal factors. This framework will be used to determine what Billiant is excelling in, what it can improve, and the threats it is facing. It will help to develop accurate strategies based on its internal and external factors.

Strengths	 Make interaction between consumers and brilliant and between financial service provider easier and simpler Wide target audience – retail shoppers, household managers, freelancers, small businesses, and business travelers Banking convenience – consumers can easily upload and access financial records and documents. They can access these transactions anytime, anywhere
Weakness	 Consumers do not fully understand the software, therefore unable to take advantage of all its features Not very well recognized – maybe harder to acquire businesses because they don't recognize the need for this software Businesses may prefer accountants (humans) over technology to complete the tasks that this software helps with.
Opportunities	 Collaboration with other financial providers which will increase customer base Expand outside of GTA – expand in other cities, targeting more businesses. Target individuals – currently this software is targeting businesses and later it can target individuals who require receipt management service

Threats

- Breach of security this software allows businesses to upload their financial records and documents which means there is high risk of security breach
- Threat of cybercrime this can prevent financial service providers from adopting this software
- Threat of new entrants new entrants can develop on this service and add more features.

Porter's Five Forces

This framework is useful in understanding the competitiveness of the business environment, and for identifying a strategy's potential profit (). Porter's five forces allows you to understand the environment and adjust the strategy to gain maximum profit.

Competitive Rivalry:

This force focuses on the number and strength of competitors. If competitive rivalry is high, companies can attract customers however, suppliers and buyers can go to competitors when their needs are not met (Mind Tools, n.d.). On the other hand, if rivalry is low, a company has unique competitive advantage and higher profits (Mind Tools, n.d.). In this case, Billiant's major competitors are TransactionTree, Flexengage, and Itemize (). There is less competition in the market which means competitive rivalry is low. Due to less competitors, there is low switching costs and higher chance for Billiant to build customer loyalty.

Supplier Power:

This force focuses on how easily suppliers can increase their prices (Mind Tools, n.d.). Billiant's major supplier will be Amazon Web Services (AWS) that will provide Billiant with compute power, database storage, APIs, and more. AWS will provide low costs, reliability and secure foundation to deliver SaaS solutions to customers (AWS, n.d.). Billiant will also require a queuing system which will allow to run apps at different times and communicate with various third-party integrations (Peham, n.d.). For Billiant, supplier power is high because Billiant will have to abide by AWS and other suppliers' policies. This will affect price negotiation and it will make it harder to find a substitute.

Buyer Power:

This force focuses on how easy it is for buyers to drive the prices down and how easily can they switch (Mind Tools, n.d.). Billiant will offer a 2-week free trial which is a standard practice in SaaS, so buyers can test the software. After a free trial, it will offer a monthly subscription which will help to slowly build customer loyalty. However, since Billiant is a startup and needs to acquire businesses as customers, the buyer power seems to be high. These businesses may recognize the need of this software, but they may only require some features. The focus of Billiant is to drive long-term value which means buyer power will be high (Cullen, 2015).

Threat of Substitution:

The threat of substitute for SaaS would be traditional, on-premise IT (Cullen, 2015).

However, since almost everything is adopting cloud computing, the substitutes will be competitors in the industry. Traditional and other SaaS providers are equal substitutes because

there are other factors that affect businesses' decision in adopting such service. Factors that can prevent businesses from adopting SaaS are security concerns, connectivity, and bandwidth limitation (Cullen, 2015). However, even these concerns are being eliminated as technologies strengthen with installations of firewalls, APIs, third-party integration and more. Therefore, the threat of substitution for Billiant is low to medium.

Threat of New Entry:

New entrants are attracted to a market when there are surging profits and un-exploited opportunities (Anneliese, n.d.). This force focuses on how easy it is for entrants to enter the market and affect a company's position (Anneliese, n.d.). In this case, the threat of new entry is low which means it is not expensive for new entrants to enter the industry. There are low barriers because the existing companies haven't been able to establish a dominant position. Since there is still resistance from businesses and individuals in adopting this software, new entrants can enter the industry with new features to dominate the market. Since Billiant is SaaS, per unit costs are minimal which means there is no cost for manufacturing anything (Musgrove, 2016).

Ecommerce Strategy

Ecommerce business refers to buying and selling goods or services using the internet, with a money transfer to execute transactions (Shopify, 2020). Billiant will focus on a Business to Business (B2B) ecommerce model, which is a business selling goods or services to other businesses (Shopify, 2020). For example, a solo business owner buying a subscription to Billiant

from the website. As a B2B ecommerce company, Billiant will focus on reaching more customers and converting them into a sale (goal).

To ensure that Billiant is heading in the right direction as an ecommerce business it is important to focus on UX design strategies. As it is crucial to ensure that all users have a great experience on their website, as that is the main face of one's company. Thus, having a responsive web design and mobile-friendly theme, that is user friendly to all devices is a key player (iOS and Android). According to StatCounter Global Stats (Appendix A), mobile-friendly websites will make more sales over desktop only ecommerce businesses in 2020 (DevriX, 2020).

Therefore, as an ecommerce website Billiant will ensure that it has an accessible platform for all devices with a clear design throughout to ensure customers are having a great user experience when browsing the website.

In addition, Billiant will focus on using high-quality content on its website such as photographs, thorough product descriptions, etc. (DevriX, 2020). This is to ensure that our ecommerce platforms are attracting the attention of any potential Billiant users. As mentioned previously, our customers do not have the availability to touch the product, therefore, our customers buying decisions are solely dependent on the content we produce on our website. Thus, focusing on high-quality, consistent, and unique content Billiant will provide more value to the customer.

Lastly, for our ecommerce strategy we will incorporate a chat widget to our site to ensure that our website is interactive. This will help with answering customer enquiries with no hassle

and provide real-time feedback from customers in regard to content, service, etc. Resulting in potential higher sales due to customer inquiries being answered real-time.

Overall, Billiant will use Google Analytics to analyze the website which will provide our team with valuable data in terms of customer demographics, user website interactions, bounce rate, etc. This will result in better delivery of offers, better strategies developed and overall better understanding of how customers are interacting with the website.

Social Media Strategy

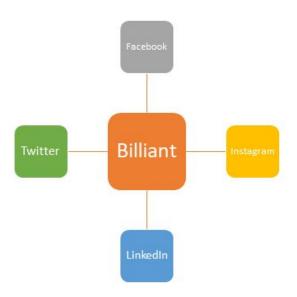
Since Billiant is just starting out, the company's main goal for the social media strategy is to gain a following which can be converted into leads and then customers. Billiant must gain approximately 1000 followers by December 2020 across all social media platforms. In order to do this efficiently the social media strategy must be broken down into target customers, channel strategy, content strategy, and lastly amplifying the content. Channel strategy identifies all media channels used for communication with potential customers and content strategy defines what type of content must be delivered on each social media platform (Krakauer, 2019).

Channel Strategy

Billiant's target market consists of small business owners, hence the company must focus on building a strong social media presence on LinkedIn, Twitter, Instagram, and Facebook while also utilizing advertisement spaces across these channels in order to amplify the content and attract attention. These four spaces when used together can give Billiant a strong online presence and increase sales. Many solo business owners and freelancers use Instagram and Facebook as

media channels for their business and thus these can be used to grow Billiant's base as well.

Additionally, LinkedIn can help build a strong connection with both local and global businesses and can help Billiant attain a global market in the future. Paid advertisements can showcase what the product provides and entice customers to use our product, However, it is important to remember that this step must be a last resort into gaining customers, if organic attempts do not meet the goal in time.



By analyzing the financial organization needs of small businesses, Billiant can use those pain points to enhance their product and market to clients through the aforementioned channels. Moreover, a consistent brand image must be portrayed on each of the channels – this will be done by coming up with an overall theme using the company colors – blue and white. A consistent theme will set in place and strengthen the brand identity.

Content Strategy

Since each channel has different character limits and different aged audiences who use them, the content on each platform – Twitter, LinkedIn, Instagram, and Facebook – must be varied to speak to those audiences. Moreover, there must be an overall theme to the content as well – the content pillars which will define what type of content we deliver (see Appendix B for examples).

Since many small business owners operate on Instagram and Facebook more focus will be given to the content on these two platforms to drive engagement. The content pillars of these two platforms will mainly be customer stories, research of personal finance banking, and lastly, product and company updates.

Twitter has a limited character length and hence the company must focus only on increasing product delivery on this platform. Twitter content should mainly include small accomplishments the company has done and product and company updates.

Lastly, LinkedIn must be used to build professional connections and partnerships with other businesses. Content on this platform must convey the whole business journey and interesting findings in the company's research of personal financing in order to build trust with established businesses and professionals. Content pillars for LinkedIn include, behind the scenes of product development – research and founder stories – and include customer success stories as well as company updates. This will hopefully attract the attention of many businesses growing Billiant's following and clientele base organically.

Overall, in order to engage consumers and increase search on the platforms, hashtags like #BilliantProvides, #Billiant, and #BilliantFulfills, #BilliantConnects be used to get the word out there on what the company can do for business owners. These hashtags take into account the core philosophy and major goal of the company which is to help clients increase user engagement and help them understand their consumers better.

Advertising Strategy

Along with using social media to market Billiant's services to customers, Billiant will also use other advertising methods to reach businesses. Billiant's team will use a series of tactics to present the service to an audience such as online advertising, email, and posters/flyers. Google Ads which are pay-per-click (PPC) ads are an effective way to generate traffic by making search results appear at the top (Berry, 2019). Google Ads is a very useful tool in building awareness, increasing website traffic, and driving purchases and phone calls (Berry, 2019). According to statistics, online ads increase brand awareness by 80% (Berry, 2019) which means if Billiant utilizes this tool it can increase awareness and customer loyalty. And 63% people click on a Google ad (Berry, 2019) which means there is a high chance of a customer making a decision based on that click and consume information. Google Ads will be an ongoing effort where the marketing team will continuously focus on keywords and ensure that Billiant's ad is the first search.

The second tactic that will be used will be email advertising. Email advertising is a cost-effective solution that allows to reach customers in a place that is visited every day – their inbox (Pinkham, n.d.). Email advertising will allow to reach customers with relevant,

personalized messages at the right time (Pinkham, n.d.). Email helps to build ongoing customer relationships which will be very important for Billiant to retain customers. Since Billiant is targeting businesses, email advertising will be very effective as everyone has emails and frequently check their inboxes. Email advertising will be useful in spreading the word and getting businesses' attention. Billiant's goal will be to reach potential customers through emails with relevant content to increase sales and subscribers (Lyfe Marketing, n.d.) The emails will be sent bi-weekly to prevent from spamming inboxes. The content of these emails will include description of the service, pictures that show how the software works, learn more and sign up buttons as action buttons, and a memorable phrase. The purpose is to let businesses know about this service and learn more about it, and then become subscribers.

Lastly, Billiant will also invest in creating posters and flyers which will be placed in populated areas. Flyers are very cost effective, and this can also help to get word out. This is useful in promoting the service in smaller circles. These posters and flyers will be put in areas where Billiant's target audience frequents. These posters and flyers will be put up twice a month in the first quarter to see the impact of these flyers. The first quarter will be a testing period to see what appeals to customers and if it is a success, flyers can be placed more often.

Growth Strategy

Billiant is just starting out therefore the growth strategy must be very narrow in the sense that we must focus on our clients and target market. The strategy Billiant will follow is a 'Product Development' strategy, which is based on Ansoff Growth Matrix, 1960. This strategy is geared towards new products in an existing market therefore entails a higher level of risk than

market penetration. With this strategy we will encourage feedback from all users and be very responsive to comments and problems clients have whether it be on social media or email. Since this is a new product but in an existing market our strategy is the product development strategy. Billiant will practice a proactive market orientation to ensure customer needs are met and the product achieves competitive advantage. Although, it is important we do not adapt to all market changes as it can hinder the company's focus. Market orientation is important as it helps firms develop capabilities that support adoption activities to better the needs of customers and ensue higher performance (Ghauri *et al*, 2016).

To perform the strategy and get customer Billiant will invest into customer acquisition. Customer acquisition is especially important to growth because it allows business to meet costs, reinvest in growth and show evidence of traction for future investments and partners (Decker, 2019). Marketing and sales may increase awareness but putting the customer at the center of attention will fuel more growth and likely increase the customer lifetime value (Decker, 2019). By utilizing the flywheel method, it enables past customers to fuel future customers. For example, targeting businesses first will give the company valuable data and major areas to improve on but also will likely be used by a number of people. Then through customer experience and email marketing Billiant can introduce the personal use version to the same people using it at their company. Therefore, through familiarity the employees may be more likely to also use the service for personal use.

Now = Flywheel Customers at the center



(Decker, 2019)

Schedule

Jan 06 to Present	 Offline marketing Flyers and posters - posted 2 to 3 times per month 						
Jan 06 to Present	Google Analytics - gather data from visits, traffic, clicks, and more						
Jan 20 to Feb 14, 2020	 Redesign the website to make it more friendly, accessible and appealing Integrate chatbot in the website 						
Feb 17 to Mar 6, 2020	 Conduct user testing on the new design and chatbot This can be A/B testing 						
Mar 9 to 13, 2020	Analyze the data collected and make changes accordingly						
Mar 16 and Present	 Social media marketing Twitter - weekly posts (approx. 3 to 5 posts) LinkedIn - share 2 articles and make 1 post weekly Instagram and Facebook - organic ads Advertising Google Ads Email Marketing - send emails bi-weekly Flyers and Posters 						

Search Engine Optimization

Billiant's website showcases the various digital receipt management solutions business owners have the option of subscribing too. As such, search engine optimization plays a key role in helping generate leads and boost sales. Search engine optimization techniques must be in place in order to reach Billiant's goal of obtaining 250 customers by the end of the year. These techniques include making sure the website has good user experience by having usability, and accessibility dimensions embedded in it, the site is voice search optimized, keywords are identified, by creating videos which can maximize the use of YouTube's SEO, have a variety of backlinks set up, and lastly, organize website content by topic clusters rather than keywords (Dopson, 2019).

Firstly, ensuring the website abides by the AODA Web Content Accessibility Guidelines 2.0 (WCAG 2.0) guidelines increases the website's usability and ranking on the google search pages as not many websites fully abide by accessibility guidelines. Furthermore, following these guidelines also naturally creates an engaging and clean user experience which prompts users to return to the site and perhaps even recommend it to others through word of mouth, in turn increasing site views and number of leads.

Secondly, having Billiant's site be optimized for voice search is a must in this smart device era. Many people are now moving from typing their search into query boxes to verbal searches through devices like Alexa and Google Home Mini, and Siri. According to Donnelly, 50% of searches will be done through voice in 2020 (Donnelly, 2020). Voice search is not like manual search as people tend to ask full questions, rather than say keywords, to their devices (see

Appendix C). These devices then go on to search SERPs and read out various answers they find, mostly from the small snippet box that appears on Google. As such, the website must cater to both manual and voice searches. This can be done by using longer keywords in website content, around 3-8 words long which can be picked up by the voice search devices - such as Billiant provides an easy way to store receipts.. Additionally, incorporating structured data can help Google breakdown the content which makes it easier for voice assisted devices to pick up the site - like using the Google Schema.

Thirdly, utilizing YouTube's SEO can greatly help increase Billiant's ranking and views. YouTube videos always rank in the top 10 results of Google searches. Billiant can create an account and post tutorials on how to use the product, or even some personal finance tips videos which can engage users. These videos have a higher chance of appearing in searches potential customers will do than just keywords and phrases.

Partnering with other businesses and having blog posts be published about Billiant can increase the number of backlinks the company has which can increase views on the site. However, it is important to have a variety of backlinks from blogs, news articles, other businesses sites, and etc. in order to get a mix of high- and low-quality content so as Google does not flag Billiant's site for review. Oftentimes, if a site's backlinks are full of high-quality content then Google finds it suspicious and flags the site down which can result in lower Google rankings. One example of backlinks is having BlogTo write an article on the emergence of a new start up called Billiant, or even a feature in the Toronto Star - how will the future of digital financial storage change with Billiant.

Lastly, identifying keywords and using these keywords to create topic clusters on the site, such as in Billiant's blogs the topics of how to save money and personal finance tips may be two different pages. Splitting content thematically helps the user reach the answer they were looking for as well as have a chance of being ranked separately on the Google ranking by the crawling spiders through the internal linking library. Some keywords are:

• Personal Finance

• Customer management

Digital Receipts

Billing software

SaaS

• Financial Management

Overall, these techniques can help Billiant generate leads and potentially turn them into customers which can increase sales.

Operational Management and Resources

Operational and management concerns the administration of business practices to create the highest level of efficiency possible in an organization (Kenton, 2019). The company will utilize a top-down approach because it has decreased risk, stronger management, and have good organization. The executives will instil the company's purpose, mission and vision into the managers who will follow it and apply it to their team. First it is imperative to understand the journey of the product. It first goes through raw information then transforms it into components of the service. Following that, the team is prepped for deployment of the new version and it is sold to the customer or updated. We onboard the customer to make sure they seamlessly get the

product and that it works properly. Lastly, we provide technical services for when troubleshooting is needed or when they have questions about the product.

To run the strategy we will utilize Google Analytics to track where our clients are coming from. Since this is a cloud-based technology we will implement measures within the device that allow us to track consumer behaviour there we will need servers for databases to get stored into. In addition to this we will use HubSpot to support service, marketing and the sales team. We will also need to develop key KPI's to measure and optimize operational efforts.

Required Teams

Required Software

- Marketing HubSpot (Bundle)
- Sales o Service
- Research & Development o Marketing
 - o User Experience Design o Sales
 - Amazon Web Services

Financial

For this strategy we are planning to spend \$100,000 on marketing in the initial year with \$40,000 being spent on user testing, amazon web services and \$10,000 on software licenses and monitors/computer accessories. In Year 0 we can expect a large cost in implementing the strategy with recurring costs of \$50,000 per year to keep the strategy going until it is time to pivot to a new one. With a discount rate of 11% it is visible that we will still make a good profit from this strategy obtaining an NPV of \$937,468.75 with an IRR of 126%. The strategy has a fairly high IRR therefore resulting in higher net cash flows to the company.

Our strategy mainly relies on organic growth capabilities but in order to foster that we must get the word out through social media and advertising strategies. Per quarter we plan to spend \$25,000 on social media and advertising to fuel organic growth. We will also use HubSpot for inbound marketing, sales and service as well as Adobe for marketing material creation. Google Analytics is utilized however it is free to use until we outgrow small business criteria. As seen in the chart below implementing this strategy would increase our revenue and bring in new business. We are not aiming to forever spend large amounts on social media but rather carefully curate strategies that give us the best return. After conducting and researching our market and audience and growth plan we believe that implementing this strategy will give us the most benefit.

	Timeline													
		YEAR 0			YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
BENEFIT		Ś	\$ -		\$ 250,000.00		\$ 300,000.00		\$ 375,000.00		\$ 487,500.00		\$ 609,375.00	
COST				•	an anterior of the tree to be proved by the									
	Upfront		150,000	ć	-	\$	_	\$	_	\$	-	\$	-	
			130,000	٠		Ą		٠		Ų		Ą		
	Ongoing				50,000		50,000		50,000		50,000		50,000	
Total Cost		\$	150,000.00		50,000		50,000		50,000		50,000		50,000	
NET FLOW		\$	(150,000.00)	\$	200,000.00	\$	250,000.00	\$:	325,000.00	\$ 43	7,500.00	\$ 559	,375.00	
Discount Rate			11%											
Discount Factor			100.00%		89%		78%		67%		56%		45%	
Discounted New	Flow	\$	(150,000.00)	\$	178,000.00	\$	195,000.00	\$:	217,750.00	\$ 24	5,000.00	\$ 251	,718.75	
NPV		\$	937,468.75											
IRR			126%											

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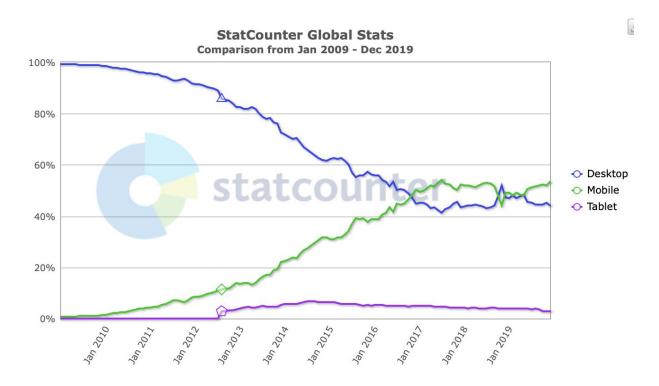
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Appendices

Appendix A



Source: <u>StatCounter Global Stats – Platform Comparison Market Share</u>

Appendix B

Twitter



Instagram



Facebook

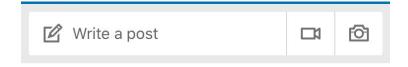


This week's customer story is about Julia. She is a female entrepreneur based in the GTA. Her business revolves around selling handmade stone jewelry and bags. She was having trouble keeping track of her personal and business expenses when someone recommended Billiant to her. After using Billiant she was able to easily access her previously disorganized receipts and save time auditing. Check out her business here: handmade.com.

For a free trial of our software click here: billiant.ca/trial #BilliantProvides #BilliantSaves



LinkedIn



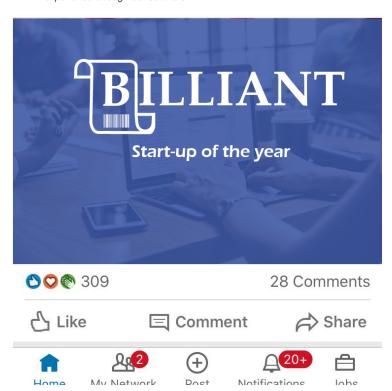


Billiant

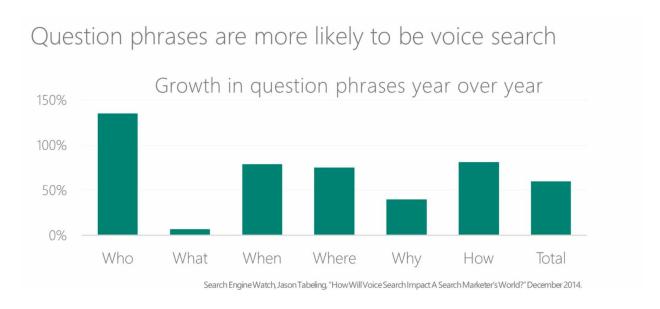
Financial Management Company Toronto

3d • Edited • 🕲

We are proud to announce that we have been chosen as Start-Up of the year by Start-Up Canada! We will continue to exceed everyone's expectations and continuehelp enhance businesses' customer experience through our software.



Appendix C



https://www.campaignlive.co.uk/article/just-say-it-future-search-voice-personal-digital-assistants/1392459

Question phrases = voice search degree of intent



https://www.campaignlive.co.uk/article/just-say-it-future-search-voice-personal-digital-assistants/1392459