



**BE CREATIVE, DO MORE, HAVE SUCCESS**

[bdhcollective.com](http://bdhcollective.com)



## **Riipen – Marketing Plan – Consumer Behaviour**

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# Introduction

BDH Collective is a consulting agency that provides guidance and support to businesses in the areas of marketing, branding, and public relations. Online courses are a new addition to the services provided by BDH Collective. Online learning is one of the fastest growing global industries, with an annual projected growth rate of 7%. However, while this is good news for existing course providers, because the industry is highly saturated new entrants could experience severe difficulties in realizing profits from this venture due to high competition. This has been the experience of BDH Collective with their initial foray into the online learning industry.

In this marketing research and assessment document, we have narrowed our focus on analyzing the online learning industry and the ways in which BDH Collective can tap into the market. An analysis of the media presence of BDH Collective and their competition was conducted as well as an examination of the ideal market segmentation and targeting strategies to be utilized. In doing so, we have provided effective recommendations to ensure that courses offered by BDH Collective are up to the standards needed to sell and generate revenue successfully in 2023.

Marketing segmentation and efficiently targeting demographic and geographic groups is a specific objective that is focused on throughout this document as it is crucial for providing relevant content to relevant parties when advertising the online courses. Building brand equity and awareness should also be considered as major objectives for BDH Collective to improve upon. The importance of these aspects is deeply explored within the document.

Progress in these areas can be gleaned from feedback provided by customers through channels such as surveys and the integration of artificial intelligence as a part of company operations. The ability to adapt to the needs and preferences of the most relevant audience will put and keep BDH Collective on the radar, cutting through the clutter of the existing competition. These and further strategies are discussed throughout this document to provide BDH Collective with the tools required to make an impactful value proposition to customers within this industry. In this, the hope is that the company can carve out a profitable niche within the market that will provide an adequate return on investment that allows the company further growth and development within this industry.

# The Company: 5 -Ws of BDH Collective

## Who...

BDH Collective is a multimedia and advertising business founded in 2013 by Bernardson Louis Jean that offers online courses. The company is currently operating with seven employees as stated on the organization's LinkedIn profile and has provided services to entrepreneurs, mid-sized corporations, and large corporations. BDH Collective has recently launched online courses as a new service, targeted at people who are creative and value secondary learning, seeking a flexible option with current and relevant content. For example, an individual with post-secondary education who has an opportunity for a promotion and feels the need to improve their public speaking skills, BDH Collective courses can provide information to help students achieve these goals.



## What...

BDH Collective has worked with several different companies to help them with their online marketing presence, event planning, communications seminars, and more. For the purpose of this document, there will be an in-depth analysis of the online courses offered by BDH Collective. BDH Collective is currently only offering one course, '*Be Camera Ready! Performance, Appearance and Production Techniques*' but plans to offer many more. The course is 1 hour and 10 minutes long, priced at CAD\$63.00. The course is provided by the founder, Bernardson Louis-Jean, and a co-instructor, Eramelinda Boquer. The founder has indicated that the courses will follow this common theme of being co-hosted by other experts in varying fields and disciplines. We can also see that BDH Collective teaches with real applicable tools that provides insights and techniques to help students get the most out of the course.

## Where...

BDH Collective is headquartered in Montreal, Quebec Canada (700-407 Rue McGill, Montréal) however the courses offered by the company will be offered online to consumers. As such the consumption of these courses is dependent on the consumers' ability to access the internet and devices. BDH Collective also has a website,

bdhcollective.com, and is visible on several social media platforms. This ensures that the company is visible anywhere in the world where language and cost would not be a barrier.

## When...

BDH Collective was founded in 2013, and now 10 years later 2022-2023 is now offering an online course with more on the way. These courses will be available for users to access at any time after release and purchase unless the website is down for maintenance or network connection is not stable.

## Why...

The reason why BDH Collective is offering these courses is to help educate users and offer applicable, current and relevant subjects and topics. BDH Collective is also aiming to generate passive revenue creating content and selling it to a large volume of students in the global market. By setting these courses up with high quality production, this allows the company to continuously make money through existing content from new customers.

# Industry Analysis

## Market Analysis (PEST)

### Political Environment

The political environment consists of laws and regulations that influence and limit BDH Collective's ability to access consumers and conduct business across the globe. Laws and regulations are implemented by governments with the intention to protect the interests of consumers from predatory and unbridled business behavior. As such, BDH Collective will be required to know and operate within the political-legal environment of the countries in which they plan to market and export their online courses. Below are some of the most pressing political factors affecting online learning.

- Restricted Internet Access & Surveillance.

There are countries in which access to the internet and content is restricted for political reasons which will restrict potential consumers from engaging with courses offered by BDH Collective. According to the Freedom House Index, in 2022 Iceland was the world leader in internet freedom followed by Estonia, Costa Rica, Canada, Taiwan, The UK, Georgia, Germany, Japan and Australia rounding up the top ten. The most restricted regions were China, Myanmar, Iran, Cuba, Vietnam, Russia, Saudi Arabia, Pakistan, Egypt and Uzbekistan, (Freedom House, 2022).

- Government support for online learning in emerging economies.

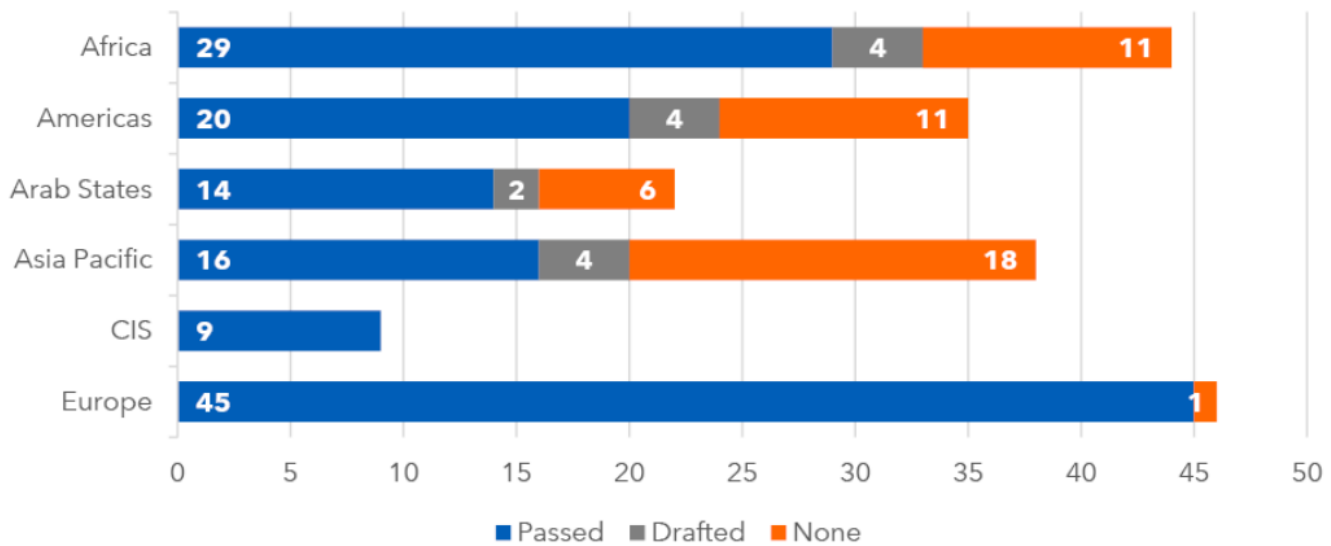
In emerging economies, there are high costs associated with allocating resources to support online learning. In a number of Latin American, Caribbean and African nations, access to electricity, computers, and the internet are limited in some urban and suburban areas that also face issues with reliable connectivity and sufficient bandwidth speeds, (The World Bank Group, 2022). For some countries in these regions, governments lack the infrastructure and funding to direct efforts towards internet penetration which is considered an expensive endeavor. Additionally, access to online education is seen to lure the labor force from these countries and induce migration, thereby leaving these countries worse off having lost their most educated workers, (Singh & Lewa, 2014).

- Cybersecurity & Privacy

In recent times the highly charged political environment around the balance between privacy, security, innovation and freedom of expression online has seen many countries in the developed world taking a protective stance in terms of access to citizens' devices and access to applications and content. Due to the threat of spying and harmful use of online user data, governments are passing legislation to reduce the risk to online consumers. The threat of

cybercrimes creates serious problems for national security, threatening economies, governments and individual safety. According to the Global Cybersecurity Index (GCI), Europe is ranked as the most cybersafe region in the world, especially with regard to data protection legislation. However, the United States ranked number one as the most cybersafe country based on overall legal and regulatory frameworks surrounding a country’s ability to investigate, prosecute and enforce legislation such as data theft, misuse of consumer data, online privacy and protection, online transactions and online harassment and abuse, (International Telecommunication Union, 2021). As such BDH Collective must aim to operate within the legal framework of these regions with regard to consumer data they plan to collect and use, and the overall safety of their audience.

Figure 1 Countries with data protection legislation, Source: ITU



## Economic Environment

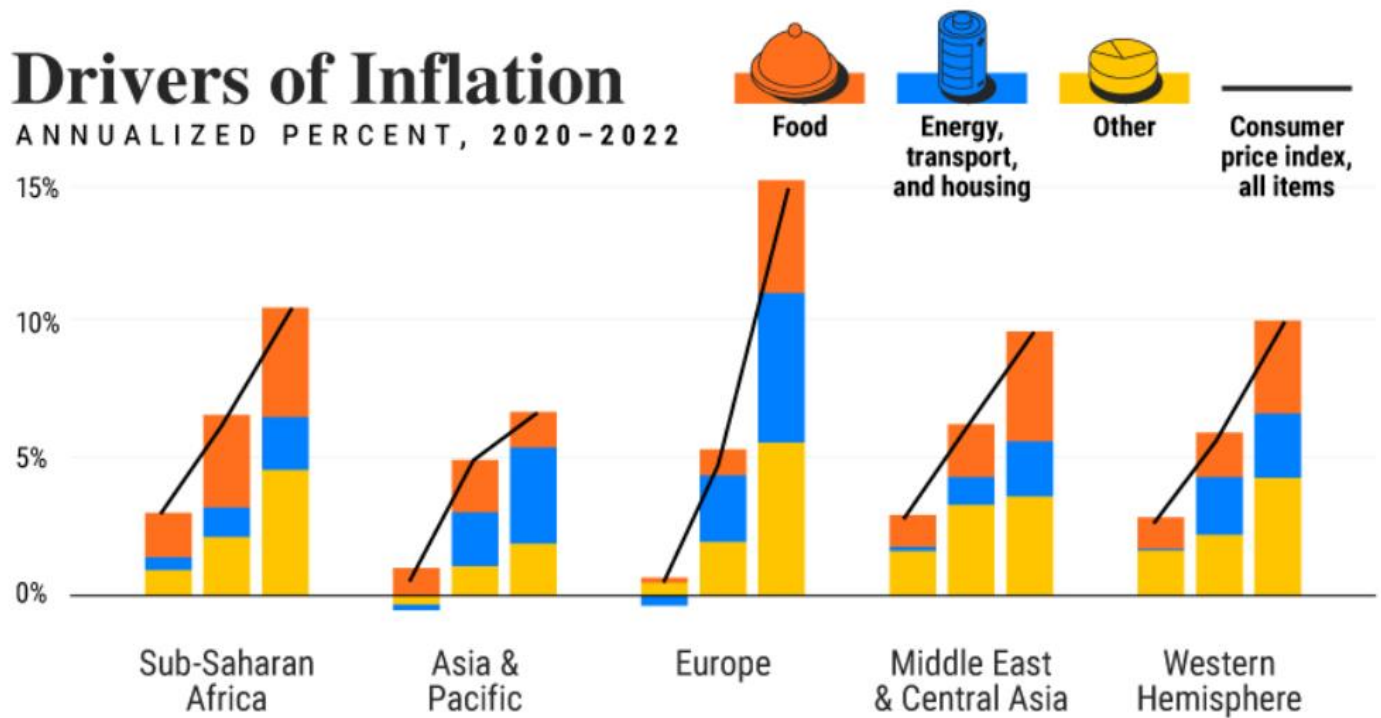
The strength of an economic environment is dependent on people's income, consumer prices, savings and debt. BDH Collective must be aware of the trends affecting the purchasing power of the consumers they wish to target in different markets.

- Cost of Living Crisis

The global inflation rate for 2022 was 8.8% with a 6.6% projection for 2023. However, in many Asian countries the projection is much lower at less than 3% in Japan, Taiwan and China. High supply chain and energy costs are credited as the main drivers of inflation as numerous industries remain impacted because of the Russia-Ukraine war and COVID-19 pandemic, (Oguz, 2023). BDH Collective must remain vigilant in targeting markets whose economic recovery is less threatened by these shocks as it is more likely that these consumers will be receptive of their product offering and have the disposable income to participate.



Figure 2. Economic Inflation Drivers. Source: International Monetary Fund World Economic Outlook, October 2022



## Social Environment

The social environment shapes the values, norms and beliefs that influence consumer preferences. This will have a large impact on what motivates individuals to purchase online courses from BDH Collective and how they interact with the company.

- Aging Population Crisis

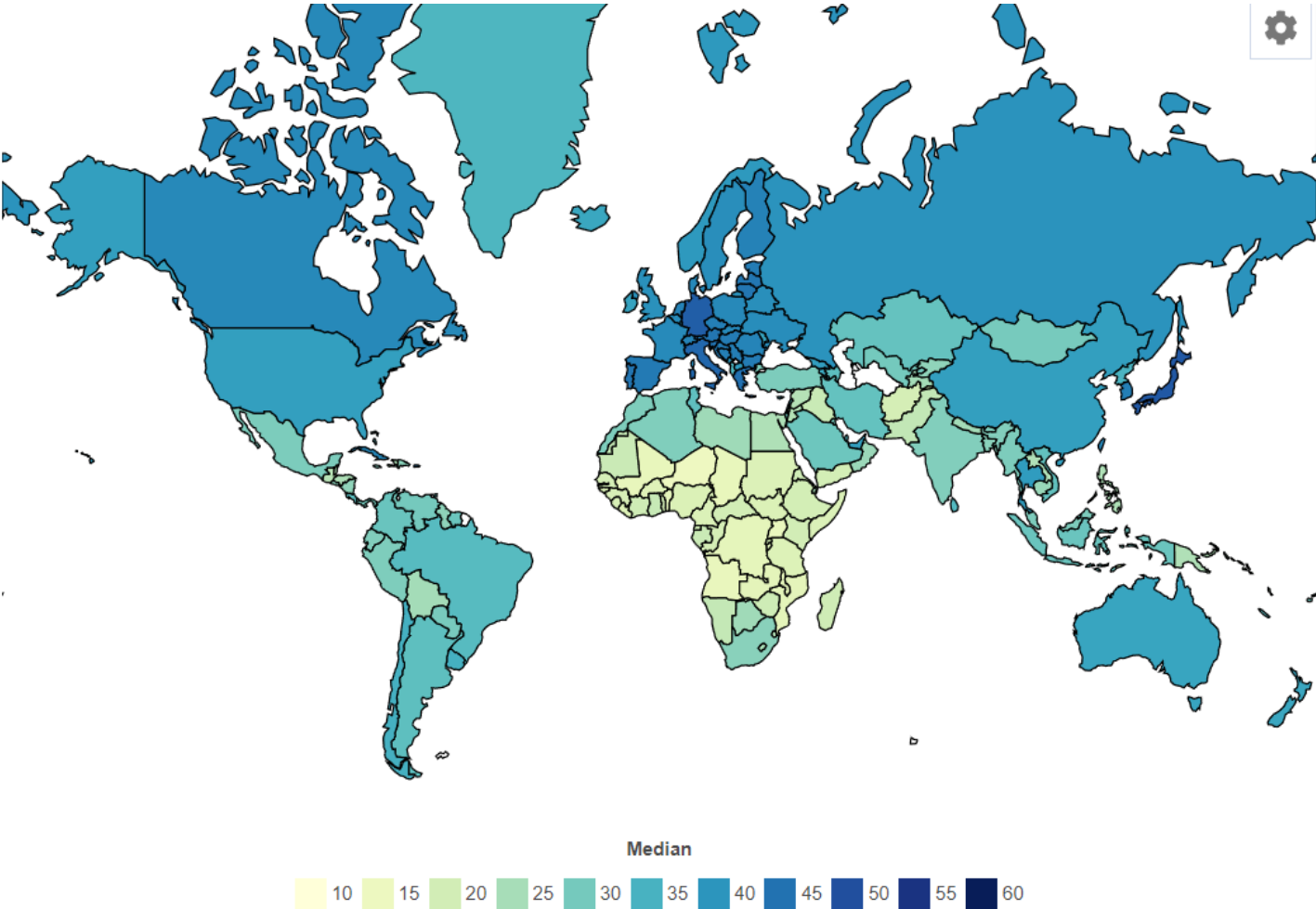
Countries with rapidly declining birth rates and high life expectancies such as - Monaco, Japan, Germany, The US, Canada among others have a reduced cohort of people in the BDH Collective target demographic of 18 – 35-year-olds who possess the income, access, ability, and desire to purchase online courses. Currently the majority of the world’s population is aged 20 – 59 years old and are residing in Africa, Latin America and parts of Asia, (World Population Review, 2023). While the world's oldest populations reside in Europe, North America and East Asia with at least 17% of the population above 65 years old. Looking at these statistics, the company must develop creative strategies on how to reach individuals within their target demographic in territories with the population needed to sustain sales of online courses.

- Cultural Educational Philosophies

Since education is a major catalyst for societal growth and development, BDH Collective must consider the differing educational styles in western versus eastern societies which will affect the content and delivery style of

the courses they wish to distribute across the world. The efficiency of the courses in relaying relevant content to target audiences will be essential in breaking through cultural barriers in styles of communication, fundamentally affecting how potential students outside of the western cultural sphere learn and apply the content. Western educational styles focus heavily on active student engagement and participation through open communication and individual expression. The purpose of education in the west is often to advance one’s skills to achieve an individual goal. In contrast, Eastern educational styles focus on a collective approach, prioritizing the group rather than individual achievement, centered around instructor guidance to achieve excellent test score and certifications. They value teaching and learning from accredited institutional bodies in order to conform to the requirements of an existing system, ( HASSAN, SYUHADA, SULAIMAN, & BAKI, 2010). BDH Collective will need to interact differently with these students, especially in the after-sales services to determine levels of buyer's remorse and cognitive dissonance.

Figure 3. Average Age by Country 2023. Source: World Population Review



## Technological Environment

The technological environment affecting global online learning is one in which there is a ‘digital divide’ which affects an individual’s access to technology and their ability to learn online.

- Access to Reliable Devices

This access not only speaks to the ability to obtain and use the internet, computers and smart devices but also the quality of devices in use. Lack of access is a major barrier to online learning as the shortage of adequate digital resources and software affects the quality of training/learning consumers will receive from BDH Collective. The positive outlook though is that access to devices has been steadily improving due to reduced prices of computers over the years and the saturation of manufacturers in the market. As a result, the percentage



of households with at least one computer is largest among those below the age of 50 years old, (IBISWorld, 2022).

- Global Internet Service Providers

In this industry, internet services provided include DSL (Digital Subscriber Line) internet, cable internet, Fiber internet and dial-up/satellite services. In developed markets such as Europe, North America and North Asia the demand for broadband internet has dominated the global industry accounting for four-fifths of global revenue. As these developed markets have reached maturity for internet penetration, providers have increasingly sought out opportunities in emerging economies for further business expansion. Emerging markets have had increased demand for broadband internet in regions such as South America, Southeast Asia, India and Central Asia, while Africa, Asian Pacific and Middle Eastern regions continue to lag in internet penetration. These regions typically still depend on dial-up and satellite internet due to consumers price sensitivity when compared to countries in the developed world, (Egan, 2021).

## Trends

The top trends in online learning are gamification, microlearning, the use of assistive and adaptive tech, artificial intelligence, augmented & virtual reality learning and mobile applications, (Sharma, 2022). Microlearning is the biggest trend thus far with online courses providers opting to break large chunks of information into smaller and more malleable forms. This helps to reduce the likelihood of students becoming overwhelmed and aids with on

the go learning. Other trends to watch out for, as stated above include mobile-first learning which provides students with video, text, audio, and multimedia from their phone for better accessibility. Online learning providers who provide consumers with access to mobile applications are viewed more favorably by students as it allows them access to content on the go.

Figure 4. UdemY App

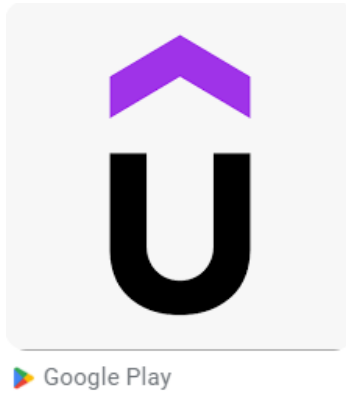


Figure 5. SkillShare App

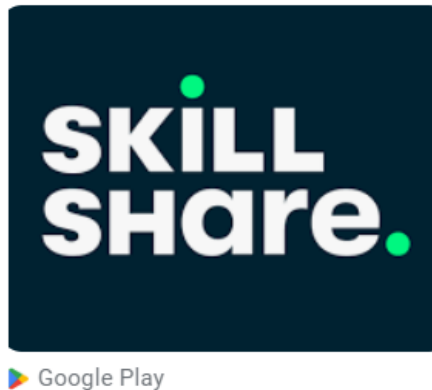


Figure 6. Coursera App



*Online Mobile Learning Apps available in Google Play Store and Apple Store*

The use of Augmented Reality, Virtual Reality, Gamification and the use of Assistive and Adaptive Tech in learning is on the rise as these tools give students a more immersive experience and access, offering greater inclusion for disabled individuals and higher levels of engagement through an enhanced experience.

Artificial Intelligence on the other hand is a powerful tool used by organizations and course providers as a means of providing superb customer service to students. These firms use AI to track students' progress through the program and predict the trajectory of an individual's learning journey. As such, AI can be used to predict other courses an individual must take to attain further growth and promotion in their industry. This significantly cuts time and cost in helping instructors with content creation.

A Keyword Search on Google Trends of the term 'Online Courses' also revealed the regions across the globe that have the highest search volume for the term in the past 12 months, i.e., March 2022 – March 2023. As seen in the chart, Africa was the region with the highest Google Searches of the period for the term 'Online Courses'. The top 10 countries interested in the topic were Botswana, Zimbabwe, Papua New Guinea, Somalia, South Africa, Namibia, Ethiopia, Zambia, Kenya and Trinidad & Tobago (Caribbean – Latin American Region).

The trend shows that there is a steady global interest from individuals across the globe for online courses during the period March 2022 – March 2023, with the only major decline detected during the fall/winter months of October to December 2022 and a sharp resurgence in searches for the term around January 2023.

Figure 7. 'Online Courses' Keyword Search. Source: Google Trends, March 15, 2023

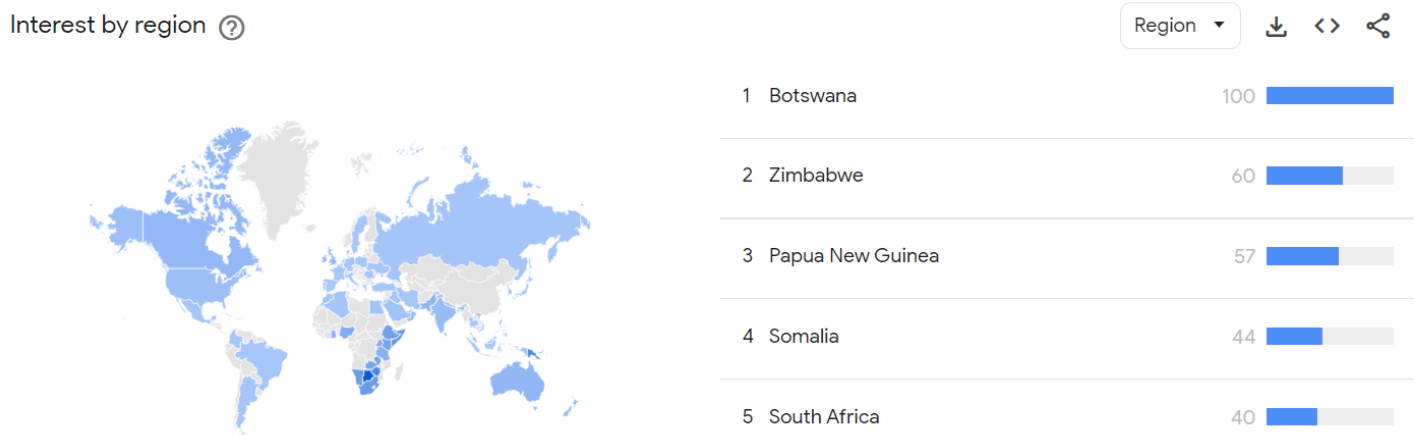
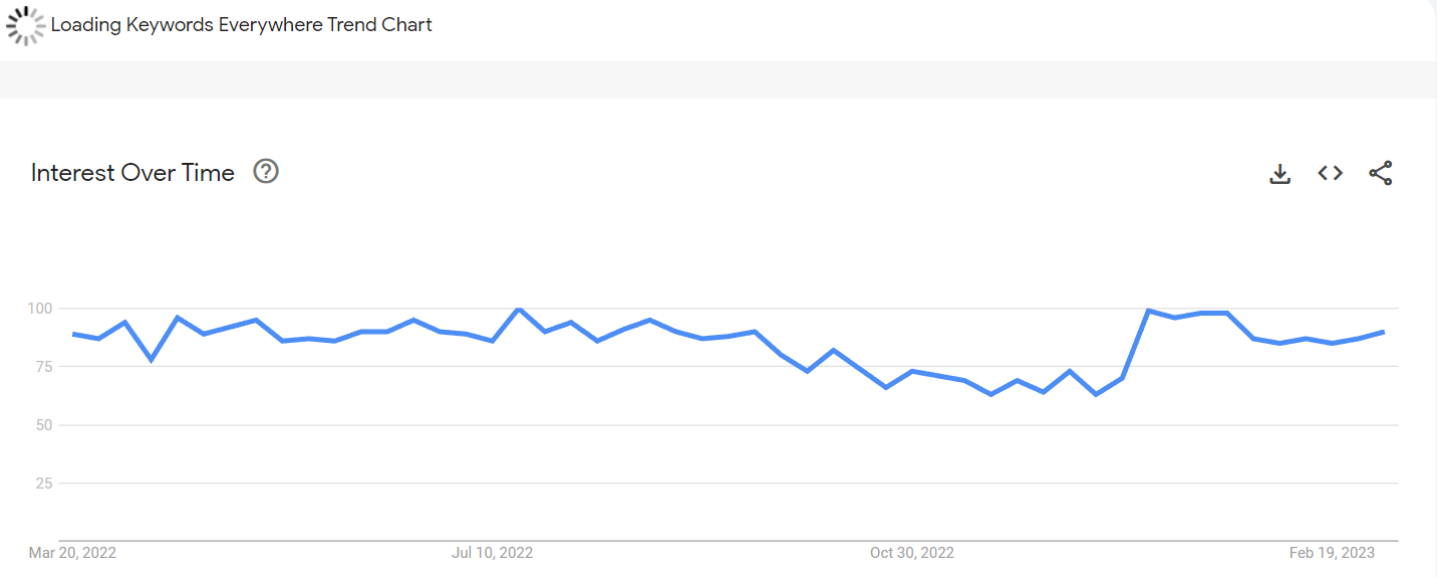


Figure 8. Numbers represent search interest relative to the highest point on the chart for the given region and time. A value of 100 is the peak popularity for the term. A value of 50 means that the term is half as popular. Source: Google Trends, March 15, 2023



## Statistics In Canada

According to Statista, Canada’s e-learning industry is projected to reach \$325 billion by 2025 with a compounding yearly growth rate of around 7%. Furthermore, according to a study carried out by e-campus Ontario on ‘Drivers and Barriers to Online Learning in Ontario’, it was found that approximately 53% of people who are interested in online courses are graduate students and 46% are working professionals. The study also found that 74% chose to do online courses due to the convenience it provides for self-paced learning, as such, time management is an important factor in the target market’s decision to consume online courses.

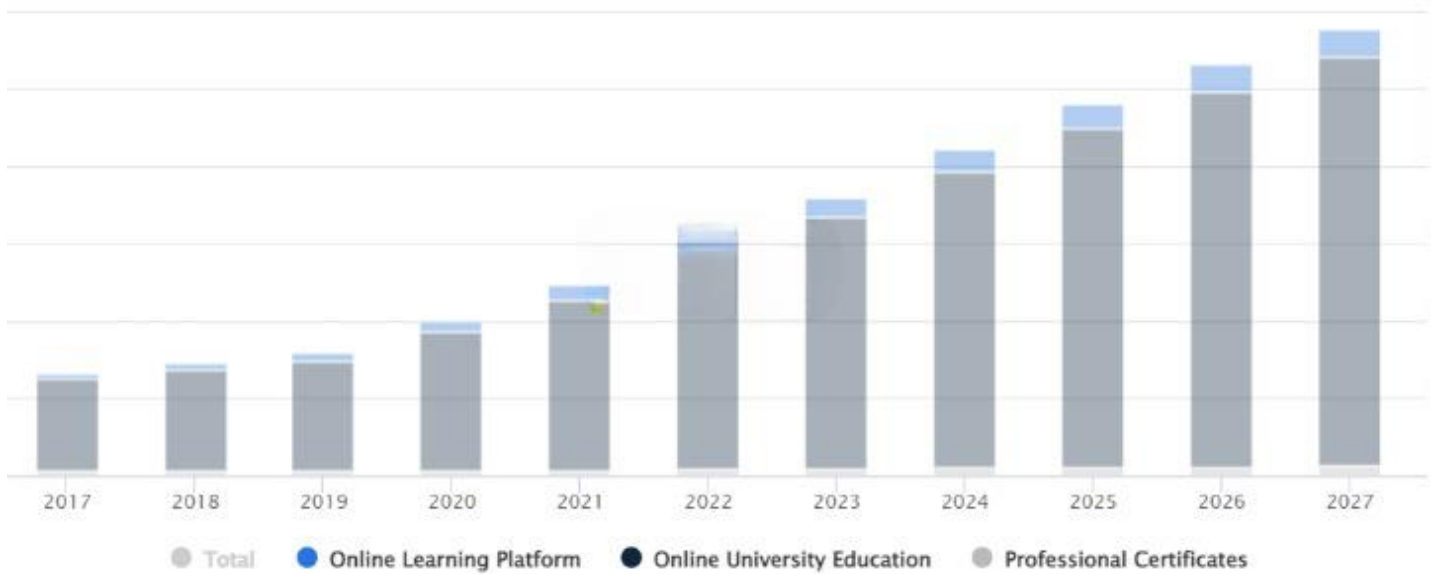
Additionally, out of a total of 709 people interested in taking online courses, 44% indicated a willingness to partake in online courses for the purpose of professional growth and development and another 44% indicated that

they would take courses that provide lifestyle content. These individuals stand out because their desires align with content that BDH Collective will be offering in future courses.

However, the inclination of direct or indirect benefit in the workplace should be considered in all upcoming launches of online courses, since the research indicates that only 26% of individuals take online courses for the pleasure of learning something new.

Finally, regarding the statistics on the online course industry, it is necessary to note that of the total number of people interested in taking online courses according to e-campus Ontario, 17% consider the determining factor for the decision to take an online course are the associated fees. For this reason, the price of the online courses offered by BDH collective will be key as a competitive advantage.

Figure 9. Digital Market Insights, Online Education - Canada, Source: Statista, Feb 2023



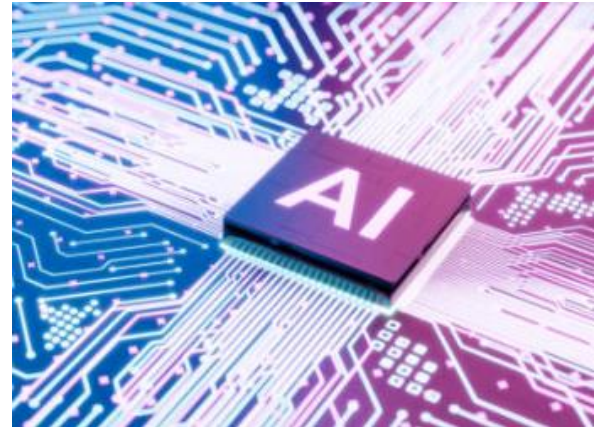
## Social and Environmental Trends

The business industry is constantly evolving and changing, and in recent years, significant social and environmental trends have impacted how businesses operate. One of the biggest trends in the business industry is the focus on sustainability. Consumers are increasingly concerned about businesses' impact on the environment and demand that companies take action to reduce their carbon footprint and adopt more sustainable practices. Many businesses are responding by implementing practices such as using renewable energy, reducing waste, and sourcing materials from environmentally friendly sources.

Consumers also demand that businesses take responsibility for their impact on society. Companies must create products and services that benefit their customers and support local communities.

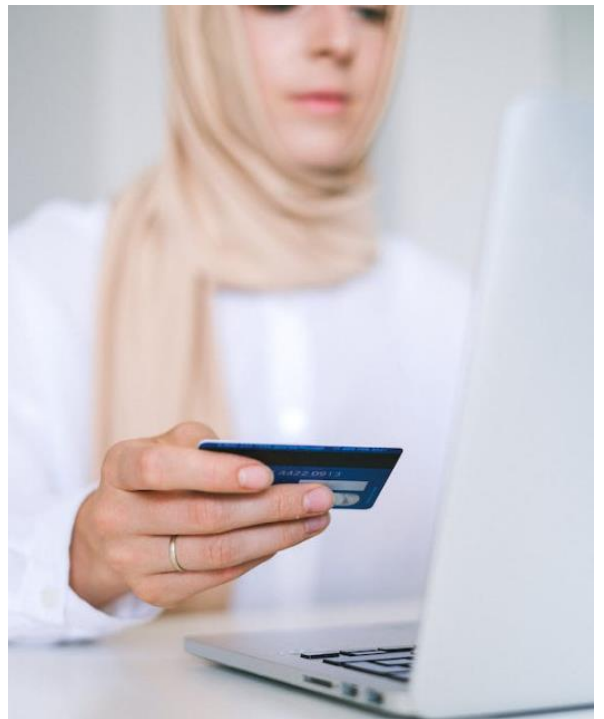
The push for greater diversity and inclusion is another trend in the business industry. Consumers urge that businesses hire employees from diverse backgrounds and create inclusive cultures where everyone feels welcome and valued. Many companies are implementing policies promoting diversity and inclusion, such as training programs, mentorship opportunities, and employee resource groups.

Technology is changing the business landscape significantly, from artificial intelligence to automation. Businesses are adopting new technologies to improve efficiency, reduce costs, and create new products and services. However, the rapid pace of technological change also presents challenges for businesses, including the need to keep up with evolving trends and the potential for job displacement.



The COVID-19 pandemic has accelerated the trend toward remote work and flexible work arrangements. Many businesses are now offering employees the option to work from home or adopt flexible schedules, which has the potential to improve work-life balance and reduce commuting-related emissions.

E-commerce is one of the most significant trends in the online business industry. With the growth of online shopping, businesses are investing heavily in their e-commerce capabilities. Consumers can now purchase products and services from anywhere in the world, which has led to increased competition among businesses.



Social media also plays a significant role in the online business industry. Consumers use social media to discover new services and products, connect with brands, and share their experiences. Businesses are responding by investing in social media marketing, influencer partnerships, and user-generated content. In addition, the trend toward personalization is impacting the online business industry. Consumers seek personalized experiences tailored to their individual preferences and needs. Online businesses are responding by using data and analytics to create personalized product recommendations, offers, and experiences.

With the growth of online shopping and e-commerce, cybersecurity is becoming an increasingly important concern for businesses and consumers. Online businesses invest in cybersecurity measures to protect their customers' data and prevent cyber-attacks. The shift towards mobile-first technology will further impact the online business industry. Consumers increasingly use mobile devices to shop online, and businesses are taking action by investing in mobile-responsive websites and apps.

The business industry's current social and environmental trends reflect a growing focus on sustainability, social responsibility, diversity and inclusion, technology, and workforce flexibility. Businesses that embrace these trends and respond to the changing demands of consumers are likely to thrive in the years to come.

## Environmental Sustainability

BDH Collective provides an online course focused on 'Being Camera Ready' which teaches individuals how to properly present themselves in front of a camera. As a business, it is important to consider the environmental sustainability aspect of their operations, especially when it comes to their online course offerings.

### Energy Consumption

Energy consumption is one of the key considerations for online course providers when it comes to environmental sustainability.

The use of technology, such as laptops, servers, and data centers, can have a significant impact on energy consumption. BDH Collective can reduce their energy consumption by using energy-efficient technology, such as laptops with energy-efficient processors and servers with low-power consumption. Additionally, implementing energy-saving practices, such as turning off equipment when not in use, and using data centers that use renewable energy sources solar power, can help minimize their energy consumption and reduce their impact on the environment.

### Paper Usage

One of the benefits of providing an online course is that there is no physical paper usage involved. Unlike traditional classroom settings where textbooks, workbooks, and handouts are used, online courses rely on digital materials which eliminates the need for paper. This is a positive aspect for BDH Collective as it helps to minimize





their impact on the environment. By offering an online course, they are reducing the amount of paper and resources required to deliver the course material, and they are promoting a more environmentally sustainable approach to education.

### **Energy Usage**

Another aspect of the online course offered by BDH Collective that contributes to environmental sustainability is the reduced energy usage. In traditional classroom settings, energy is required to light and heat, whereas in an online course setting, students can participate from the comfort of their own homes using their own devices, reducing the energy consumption required for the course delivery. This not only saves energy but also reduces the carbon footprint of the course. Additionally, by providing an online course, BDH Collective also eliminates the need for students to travel to the course location, thus reducing the carbon emissions associated with transportation. The reduced energy usage and elimination of transportation requirements for students not only helps to minimize their impact on the environment, but it also provides students with a more convenient and accessible learning experience.

### **Projections**

After doing our industry analysis, now looking at the online education/course market, we've found plenty of companies looking to enter the sector. We also see an influx of competition in the existing markets. Based on (Statista, 2020) study on distance learning in the industry, we could experience a rise of 34% from 2020 to the previous year 2019. Seeing this we can project future growth in the industry due to the trend of switching to an online format to receive further education. As part of our analysis, we also looked at the IBIS World report, which stated the history and the estimated revenue for online business coaches in Canada. When analyzing the key points, we are shown that revenue is projected to drop by 8.07% in 2022, dropping to 4.01% in 2023, and then declining again to 1.40% with a very slight increase in 2025 because of the economic shocks caused by the pandemic.

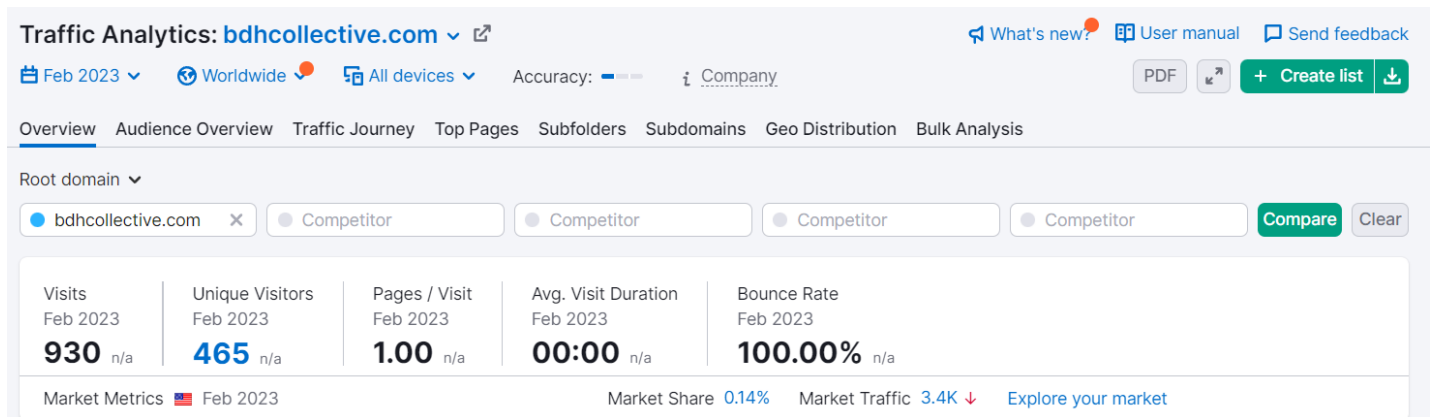
BDH Collective plans to compete by focusing on the "High Production Quality" of the website and videos as well as by hosting "Industry Professionals" in the videos to boost credibility. Along with a flexible business structure, this allows the company to take advantage of the continued development of A.I. and other tools. Through this, BDH wants to be able to achieve the end goal of creating more sales and earning passive revenue through this business.

# Internet & Social Media Presence Analysis

The company has identified the need to rebuild their website and is currently in the process of making updates. This is a crucial step towards addressing their limited social engagement and lack of brand awareness. With the new website, BDH Collective aims to provide more detailed and informative content about their online course, its features, and benefits. This will allow potential customers to make more informed decisions about enrolling, thus increasing the likelihood of purchases. Additionally, a user-friendly and visually appealing website design and user interface can increase engagement and attract more visitors to the site.



Figure 10. SEMrush Traffic Analytics, BDH Collective, Feb 2023



Creating a new website alone is not enough to establish a strong internet presence. BDH Collective must also implement effective search engine optimization (SEO) strategies to ensure that their website ranks highly on search engine results pages. This involves conducting thorough keyword research, optimizing page titles and descriptions, and creating high-quality and relevant content. The company must also ensure that their website is mobile-friendly and compatible with different devices, considering that a significant number of people access the internet through their mobile phones. According to a SEMrush traffic analytics search, less than 1,000 people visited the website in February 2023.

BDH Collective has a strong social media presence, with an active Facebook page (2,100 followers), Instagram (304 followers), Twitter (7 followers) and LinkedIn page (70 followers). However, the Twitter account doesn't seem to be as interactive with the followers as on other social platforms. All of the company's social media accounts are focused on job postings, the same posting can be found on each platform. This will not spark confidence in the minds of the consumer because there is no information or content speaking to the online courses. Additionally, it can also give potential consumers the idea that BDH Collective has staffing issues due to the closeness of posts advertising jobs. The fact that the company has been in operation for 10 years would warrant an expectation that the company has steady and reliable employees.

To improve their credibility and trust among potential customers, BDH Collective must create a consistent and engaging social media strategy that not only promotes the course but also showcases their expertise and authority in the online education market.

One way to do this is by sharing valuable content, such as educational posts, infographics, and videos. This content can provide value to their followers and demonstrate their knowledge and expertise in the field. BDH Collective must also interact with their followers and answer their questions, as this can help to build a community around their brand. Additionally, highlighting success stories or testimonials from past customers can improve their credibility and trustworthiness among potential customers.

It's essential to ensure that their social media accounts are consistent across all platforms, with the same logo and brand message. This can help to create a strong brand identity and improve brand recognition. BDH Collective must also be active on their social media accounts, regularly posting updates and engaging with their followers.

Figure 12. BDH Collective Twitter



Figure 11. BDH Collective LinkedIn



Figure 13. BDH Collective Instagram



Figure 14. BDH Collective, Facebook



# Competitive Analysis

## Industry Overview

BDH Collective has indicated that the goal of their online courses is to help individuals in pursuit of further personal and professional development. Based on the current structure of the courses and intended mode of delivery it can be concluded that the industry in which BDH Collective will be competing is the Online Business Coaching Industry. This industry is currently worth \$15.2 billion U.S. dollars.

Businesses in this industry aim at providing content for customers to assist them in manoeuvring the ever-changing business environment and to gain a competitive advantage in their field of work. Customers in this market are largely job seekers who are looking to become more competitive in their field, seeking inexpensive ways to gain skills to improve themselves or change careers. Demand drivers for this industry are household disposable incomes, price of the courses and customers perception of the courses educational quality and value for money.

The Online Business Coaching Industry is fragmented with no clear market leader due to low barriers to entry resulting from lack of industry regulations and technological advancements. According to IBISWorld, the categories of competitors in the industry are Professional Development Providers (49.5%), Educational/Academic Development Providers (3.4%) offered by colleges and universities and Other (47.1%) which encapsulates life coaching, executive coaching and health coaching.

Currently, key regions - Asia Pacific, Latin America, Middle East and Africa - are expected to experience growth in the online learning industry due to increased demand resulting from rising internet penetration and growing awareness of online education channels (Verified Market Research, 2021). The largest markets for online learning are the USA and Europe which contributes to 70% of online learning consumption, (Luisa Zhou, 2023). The availability and uptake of the online business coaching industry in Canada is low as most businesses offer business-to-business coaching services for small organisations in local areas focused on managerial and executive coaching. These providers do not operate on a regional, national or international scale (Kanda, 2021).

## Direct Competition

Direct competition for BDH Collective comes in the form of freelancers and small businesses that offer webinars, seminars and what is known as Massive Open Online Courses (MOOCs) (Rungta, 2023), which in essence are short standalone courses or a series of courses that have been pre-recorded and are made accessible to students

24/7. These courses are self-paced and have no deadline for completion. The topics covered by these providers are communications and interpersonal skills, finance and accounting, marketing and time management.

As previously mentioned, due to low barriers of entry caused by low start-up costs and the exploitation of technology, location is no longer a factor as coaches have succeeded at becoming globally competitive with the caveat that they are aware of market conditions and business styles in international markets. As such, competitors have found it profitable to provide courses to students across the globe attracting customers who are otherwise unable access world class content in their home countries or lack the disposable income to afford higher forms of education.

While the industry is fragmented with large corporations holding 1.3% of the total market share, freelancers and small businesses have the lion's share with no particular company or person as a leader. However, according to the Innovative Zone, 2022, there are ten world famous business coaches who have helped individuals and companies grow their businesses through business consulting services, some of which are online business courses. A few notable individuals known as 'global coaches' are Tony Robins, Saurabh Kaushik, Grant Cardone, Andrew Aziz and Jack Canfield – who have built business coaching empires, amassing a large following of students and grossed millions in sales. These individuals are known as masters in their craft, hailing from countries such as Canada, India and the USA. Based on the content that BDH Collective aims to provide on their courses – interpersonal skills and personal branding - the company would be direct competitors with these individuals.

Additionally, other direct competitors for BDH Collective to consider are freelancers and small businesses that provide digital marketing courses for aspiring entrepreneurs who are interested in turning passions into businesses - camera readiness for online streaming, podcasting, starting a YouTube channel and other forms of content creation and monetization. Smart Passive Income with Pat Flynn, Infomastery LLC, Unfunnel and SitePoint are a few well known businesses that provide online courses for students, each of these platforms have a minimum estimated annual revenue US\$5 million.



## Points of Parity (POP)

These four factors are key standards of business that customers expect from legitimate course providers.

For competing businesses in the Online Business Coaching Industry are:

### Provision of relevant information

- Consumers expect business to provide relevant and up to date industry information.

### Excellent after sales service

- Depending on the price point of the course, customers expect course providers to be attentive and responsive to concerns and inquiries. This is a means by which organizations are able to create loyal customers and brand advocates. Thus, stemming buyer's remorse.

### Credibility and Reputation

- The trustworthiness of freelancers and businesses offering online courses is of great importance to customers who want to ensure they are learning from an authority on the subject matter. Competitors that provide such assurance experience greater sales as they are judged positively.

### Highly trained support teams

- These individuals play a key role in adding value to the students' experience. For example, a skilled IT, or marketing team that has the ability to track successful students for retargeting upon course completion and those who need help to finish courses. This goes a long way to keep people motivated to continue with a business.

## Points of Differences

Direct competitors in this industry differentiate themselves based on:

Quality of Instructor Reputation

Price

Industry Specific Knowledge

Accessibility (Mobile Apps)

Course Delivery Style

Customizability

Based on these attributes, online course providers are able to carve out a niche in the market for their business.

This creates strong and favourable impressions in the minds of their customers to the extent that they believe they are unable to find the same combination of benefits from another competitor.

## Indirect Competition

To analyze the indirect competition of BDH Collective, we need to identify other companies that offer similar courses or target similar customer segments.

Some potential indirect competitors for BDH Collective include:

- Online Course Communities

Many online learning communities offer courses in various fields by numerous instructors. Platforms such as Udemy, Skillshare, and MasterClass allow content creators, small business owners and freelancers to create and host courses on their platform. These platforms offer a wide range of courses at competitive prices, and they may have larger marketing budgets with more reach than BDH Collective. To put things in perspective, Udemy has more than 20,000 experts with approximately 12 million students taking courses, (Rungta, 2023) and MasterClass, launched in 2014, has managed to build a \$2.75 billion empire by leverage the celebrity of known and respected juggernauts across several industries.

- In-Person Course Providers

Some customers may prefer to learn in person, and many in-person course providers in Montreal and Toronto offer similar courses to BDH Collective. These providers may have established reputations and relationships with local communities that BDH Collective would have to compete with. According to

IBISWorld, in 2021 43.2% of business coaches were established in Ontario and 17.4% were in Quebec. This is attributed to the fact that 40% of the Canadian population resides in Ontario which has a booming economic sector with strong performances in finance, banking and technology, as a result coaching businesses have several clients at their disposal. Additionally, Quebec accounts for one fifth of Canada's GDP the region is rapidly increasing productivity in the new media and technology sectors, (Kanda, 2021).



- University & College Courses (Free/Paid)

Competition from educators in the college and university sector represents stiff competition for other companies offering online courses. These institutions offer extensive and formal training for further professional development. Often these courses are more favored by students because they provide certifications from longstanding, respected and accredited institutions.

- YouTube Tutorials

Many free tutorials on YouTube teach similar skills as what BDH Collective plans to offer in their courses. While these tutorials may not be as comprehensive or high-quality as BDH Collective plans to offer, they still provide an alternative for customers looking for a cheaper or more accessible way to learn. These YouTube personalities usually have thousands of followers whom they have curated over the years of building trustworthy content. It is also important to note that oftentimes YouTube is approached by these ‘instructors’ as a first touchpoint in a larger consumer journey as they use the platform to convert followers into paid customers through the eventual introduction of formal courses which can be purchased from their website, an online course community or other avenues.

Figure 15. Harvard Business School Online Courses. Source HBSO Instagram Account

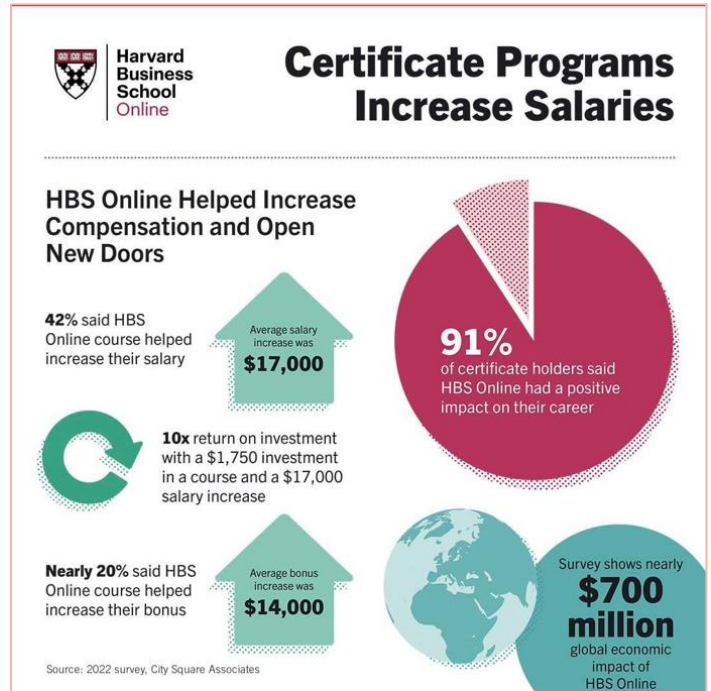


Figure 16. YouTube videos on 'How to Film Yourself.'

**How to Film Yourself 2.0 | Advanced tips for making videos alone**

214K views • 3 months ago  
232K subs Enga: 0% VPD: 2,116 SEO: 55/100

Jake Frew ✓

Take your films to the next level with MUSICBED and sign up for a free account. Use code JAKEFREW22 at checkout to receive 1 ...

4K

**HOW TO FILM YOURSELF**

2.6M views • 5 years ago  
5.86M subs Enga: 0% VPD: 1,377 SEO: 60/100

Peter McKinnon ✓

Beefy Friction Arm : <http://amzn.to/2Aw04Mx> Big Clamp for Friction Arm : <http://amzn.to/2Aw04Mx>

CC

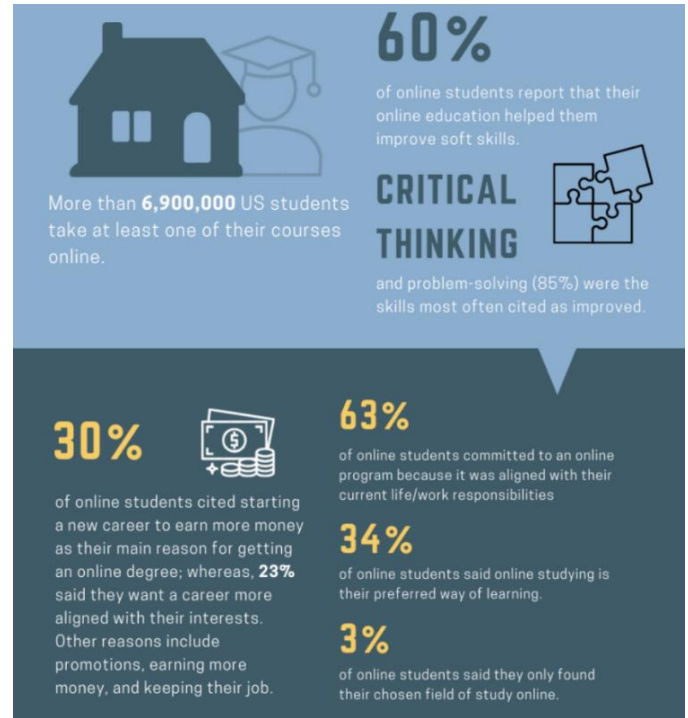
Intro | Welcome | Gear | Camera Placement | ... 5 chapters



- Other Online Marketing Agencies

Other online marketing agencies may offer similar services to BDH Collective. These agencies may have larger teams, more established reputations, and more diverse service offerings than BDH Collective.

BDH Collective should differentiate themselves from its indirect competitors by offering unique value propositions such as personalized learning experience, high-quality course content, and specialized expertise. They could also consider partnering with complementary businesses to offer bundled services or investing in marketing efforts that target specific customer segments. Even with established and respected businesses in the industry, the online education market is booming. The following statistics show:



- "The majority of students in high school are interested in learning. (Rungta, 2023)"
- "42% taking online learning are age 30 and older. (Rungta, 2023)"
- "More than 3 million students are fully taking online learning for their higher education. (Rungta, 2023)"

# SWOT ANALYSIS

## BDH Collective's Strengths

- Accessibility

BDH Collective courses are self-paced, which allows students to learn at their own pace and on their own schedule, allowing them to sign up anytime of the year. It is also worth noting that students have the opportunity to access the courses from any device. This makes it convenient for them to learn on the go, and develop skills in one specific course, instead of getting overloaded with information.



- Affordable Pricing

The BDH Collective's courses are priced affordably when compared to university courses and courses found on some online learning platforms. This makes the courses accessible to a wide range of learners. In terms of online programs versus secondary education colleges, the online classes offered are more streamlined and the prices are more competitive when compared to some of their counterparts.

- Adaptability

In discussion with the founder, Bernardsson, we know that the plan and structure of business invites change, and nothing is set in stone. In conjunction with the development of A.I. integration in business, BDH Collective believes this tool will present the company with more opportunities and leave room for future changes and developments. We can also see this adaptability in the company's desire to keep offering relevant and trending classes.

- Budget and Cost Effectiveness

We see this as a strength since Bernardsson plans to spend zero dollars on marketing. This allows the company to be very cost effective and utilize its resources elsewhere. Additionally, the company works with business students to get creative and develop ideas without having to pay. This enables the company to work alongside young minds and creates awareness for the company, helping students learn but not depleting the company's resources. This initiative will reap substantial benefits for the company and requires limited investment on their part.

- Utilizing Local Talent

With the current course available and further examination of the BDH Collective Media Kit, we can see that the company values partnerships with a local talent provided by famous newscaster and communication specialist Eramelinda Boquer from Montreal. Also, BDH plans to continue this trend by enlisting the talents of local makeup artists, cinematographers, actresses and more to act as instructors for upcoming courses. These local figures allow BDH to be relevant in the start-up phase of their course and will help them build a customer base and a good foundation.

## BDH Collective's Weaknesses

- Unique Selling Point

BDH Collective faces competitor pressure in the highly competitive online education market, and to differentiate itself, the company needs to develop a unique selling proposition (USP). BDH Collective can differentiate itself by offering personalized learning experiences, specialized or niche-focused course content, experiential learning, competitive pricing, and extensive customer support options.



By identifying gaps in the market and developing a USP that offers value to potential customers, BDH Collective can attract and retain customers and establish itself as a leader in the online education market.

- Brand Awareness

BDH Collective's lack of brand awareness is a weakness that could limit its ability to attract customers compared to established competitors. To address this, the company needs to invest in marketing and brand-building efforts, such as social media and digital marketing, content marketing campaigns, partnerships, and thought leadership. These efforts can help BDH Collective increase its visibility and awareness among potential customers, establish itself as an authority in the industry, and attract more customers to its course.

- Lack of Customization

BDH Collective's lack of personalization in its online course is a weakness that may lead to lower engagement and satisfaction among customers. Since the course is designed as a one-size-fits-all solution, it may not meet the specific needs and learning preferences of individual customers with varying skill levels, backgrounds, and goals. As a result, some may struggle to keep up with the course content or find it too basic, while others may find it too

advanced. To address this weakness, BDH Collective could explore offering different course tracks or levels based on skill level, providing personalized feedback or coaching, incorporating interactive or experiential learning activities, or incorporating different learning modalities to cater to diverse learning preferences.

- Credibility

BDH Collective's limited social proof and credibility is a weakness that can negatively impact its ability to attract and retain customers. The company does not have a substantial track record or portfolio of success stories or testimonials from past customers, which can make it difficult for potential customers to trust the quality and effectiveness of the course. Without social proof, customers may hesitate to invest time and money in a course that does not have a proven track record.

## BDH Collective Opportunities

- International Students

BDH Collective could see an opportunity by offering online courses with topics related to how people can introduce themselves in the labor market or in business in Canada. Focusing on the large quantity of international students or workers who migrate to North America and do not understand how the market works, BDH Collective could provide information on how to make a Canadian or American résumé, the selection process in companies, how to dress for these situations, etc.

- Networking at Tradeshows/Conventions/Seminars

Since BDH Collective is a creative marketing agency looking to export their courses to other countries, it would be valuable for the company to gain some visibility in these markets by participating in conventions and seminars. This will give the company the opportunity to meet potential customers at these events who are actively seeking businesses who are providing information and courses in a particular field. Events and conventions such as VidCon and Creator Summit by YouTube hosted in the USA, Open Education Global

*Figure 17. Figure 16. Online courses for students – Introducing into the Canadian labor market, March 2023*



*Figure 18. Digital Marketing Convention - VidCon*



Conference in Canada, European MOOCs Stakeholder Summit in Germany, etc., provide opportunities for BDH to learn from industry leaders as well as to understand the expectations consumers have for online courses in their regions.

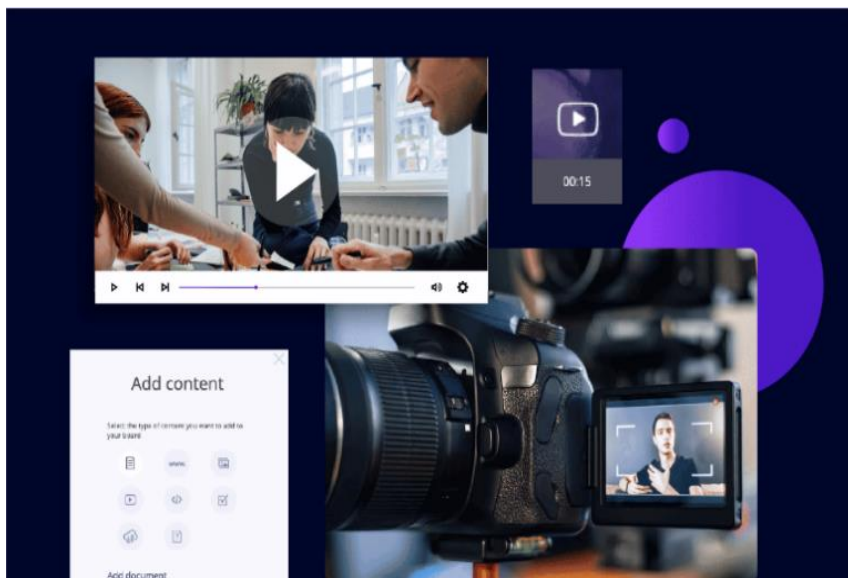
- Alliances with other Companies/Brands

On the other hand, another opportunity that the BDH collective may find is making alliances with companies to be able to present online courses to these companies and take them to their employees to promote constant learning and professional improvement. These courses could naturally be offered at a standard price, but if workers wish to purchase them, they could obtain a considerable discount to promote a higher volume of sales.

- Association with other Professionals/Influencers

Finally, another opportunity that BDH Collective could take advantage of is the association with professionals who are willing to prepare at least 3 or 4 online courses at a low price in order to maximize the quality of the content offered in the course and reduce costs in hiring for each new online course. This also provides the company with cross-marketing opportunities for the courses by taking advantage of the size of an influencer's internet and social media presence. As such BDH Collective would gain greater exposure from expanded reach.

*Figure 19. Professional digital workers, March 2023*



## BDH Collective Threats

- Cyber Security

Ecommerce security threats and issues are a common threat when providing online courses. This can include hacking, misuse of personal data, monetary theft, and credit card fraud. There are ways to prevent security threats such as:

- Authentication to ensure that sellers and buyers present their identity to verify that a transaction is safe.
- Privacy to protect sensitive data of customers to third parties.
- Compliance with industry regulations and standards to minimize security risk and to avoid fines.
- Knowledge of cybersecurity laws and regulations in each region BDH plans to export the courses to mitigate prosecution.

- Subpar Technology

Online course quality and structure can be threatened without modern learning tools, flexible course structures, and high-quality content. Technical issues arise at a higher rate when providing online courses versus in-person courses. Technical skills and digital literacy are crucial to ensure the successful delivery of online courses. Providing support for clients is beneficial for feedback and maintaining strong connections.

- Market Saturation

Another common threat is the difficulty of recruiting and maintaining high quality instructors due to the pressure of providing online education. Some other of the top online course providers that could potentially be a threat include LearnKit based in Vancouver, Canada, Swift eLearning Services based in Telangana, India and Clarity Consultants based in the United States.

Additionally, due to low barriers of entry into the market and a lack of industry regulation, (Kanda, 2021), many unqualified individuals are able to create and sell courses to individuals online. This has created an air of skepticism among consumers who are unwilling to invest in education outside of formal institutional settings.

# Marketing Mix (4-P's)

## Product

BDH Collective is a creative marketing and communications agency offering a plethora of services to clients in various industries. The company's main service offerings are; Media & Communications, Design & Publishing, Advertising & Multimedia, Artwork & Fashion and Courses & Workshops.

In examining the online courses offered by the BDH Collective it is seen that the company has launched and updated one course on February 23, 2023, entitled '*Be Camera Ready! Performance, Appearance and Production Techniques*'. The course is 1 hour and 10 minutes long and promises potential consumers the knowledge they need to confidently communicate and engage with their audience as well as filming and content creation best practices.



The course is hosted by Bernardson Louis-Jean - who is a producer, director, visual creator and the owner of BDH Collective – and Eramelinda Boquer an award-winning broadcast host and reporter with Global News. Based on the vision of Bernardson for BDH Collective, the company will be launching additional courses on personal branding and presentation taught in both French and English with the goal of exporting the courses to the global market.

## Place

When analyzing Place in the online learning world, there isn't a physical place of distribution. The online courses provided by BDH Collective are distributed online through the official website. Consumers discover online courses through social media marketing and online advertisements. The online courses are to be targeted mainly to French and English countries as these languages are the main means of communication for the educators under BDH Collective. BDH Collective is based in Montreal and Toronto, making these areas the primary target for online courses in Canada.

## Price

When analyzing the price of online learning courses there are many variables to consider. Some variables are the longevity of the course and the credibility of the creator. BDH Collective’s online course “Be Camera Ready” is about an hour and ten minutes long, selling at \$63. When compared to courses from different companies who sell similar courses to BDH, it is important to note that according to Bernardson, the price of future BDH courses could be priced as high as CAD\$350 for a one-time purchase. This is significantly more expensive than current industry leaders who adopt a monthly subscription model that allows students access to various courses for a low monthly fee. For example, MasterClass offers a CAD\$20 fee for access to all courses. This is made even more significant when looking at competitors who offer their courses free of charge as some influencers, colleges and universities do. Companies such as Coursera offer most of their courses that are under 2 hours for free. Lowering the price of this course since BDH Collective is new to the industry and trying to attract customers is a strategy that should be considered. According to Class Central, the average price of a 1-to-2-hour online course on Coursera is around \$29. Reducing the price to about \$30 would only benefit BDH, as it should build sales rather than keeping it on the market with no activity. When consumers purchase your online courses, it builds trust and credibility for your future courses. If BDH doesn’t want to lower the price permanently, offering discounts or sales can be a valuable strategy, as it can entice new customers and incentivize repeated purchases. At the end of the day, BDH Collective can’t afford to keep waiting and hoping for sales to come.

Figure 20. BDH Collective Course Priced at CAD\$63

**Be Camera Ready!**  
**Performance, Appearance and Production Techniques**

🕒 1 hour 10 minutes

**B** By Bernardson

**\$63.00** [Add to cart](#)

**Making \$1000 with a \$10 online course**

- Lower barrier to entry for your customers (easier to buy)
- Requires convincing **100** people to buy your online course
- More work to make the same profits, but can be less work to create to justify price 😞

**Making \$1000 with a \$100 online course**

- Higher barrier to entry for your customers (harder to buy)
- Requires convincing **10** people to buy your online course
- Less work to make the same profits, but can be more work to create to justify price 😊

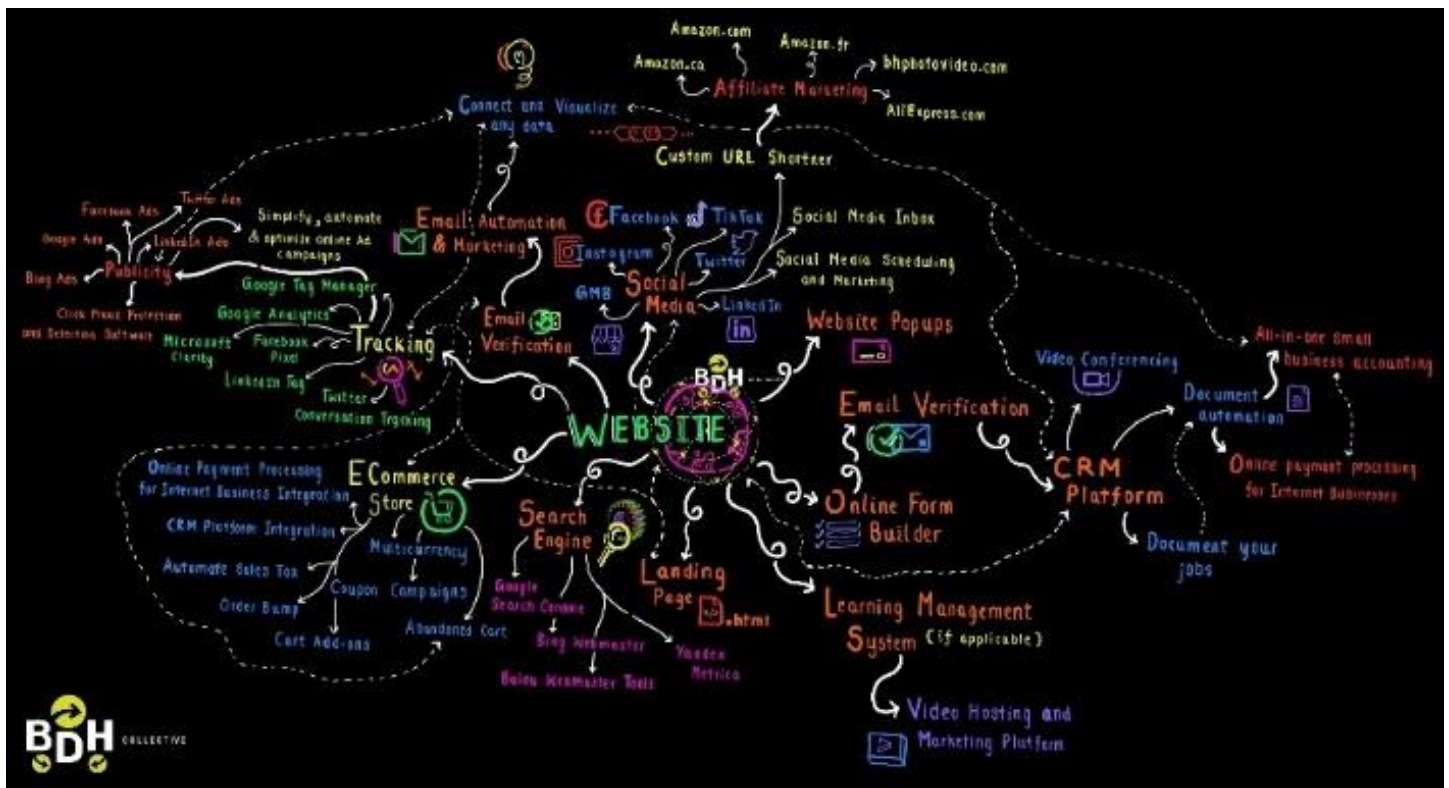
podia



# Promotion

The main means by which BDH Collective communicates and sells online courses to the customer is through below the line advertising channels, primarily using the company’s website, email campaigns, search engine marketing and social media as a means of keeping costs low. To build a good corporate image and promote online courses, BDH Collective offers their email to be contacted and takes advantage of the promotion of online courses to those interested in the future. However, it is important to mention that BDH Collective still does not carry out printed promotions, through paid advertising, discounts, and coupons. The company also aims to use publicity and influencer marketing through partnerships with the co-hosts and instructors from the courses as a means to promote the content on social media channels.

Figure 21. BDH Collective Promotion Strategy



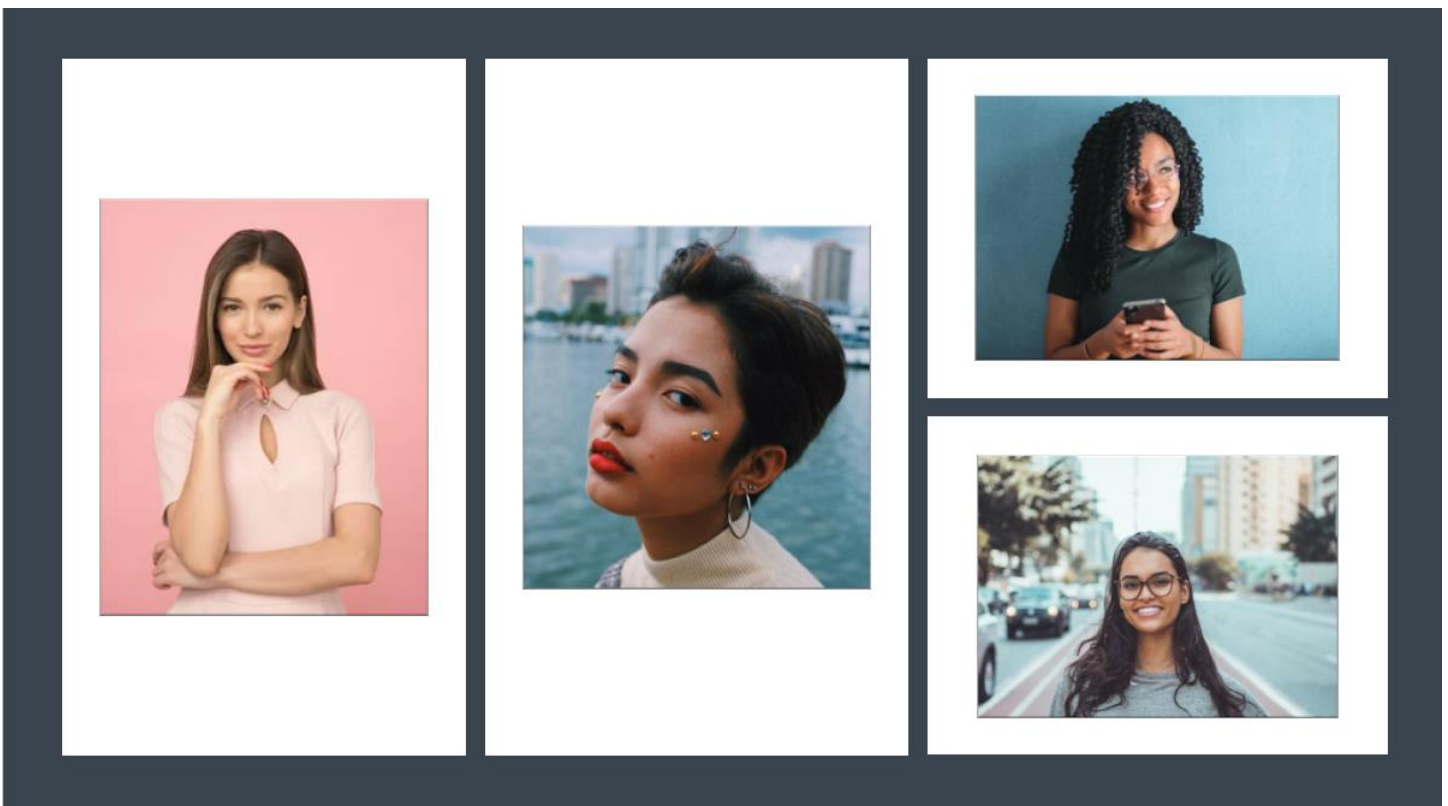
# Market Segmentation

## Buyer Persona

Miley is a 27-year-old female living in an apartment in Toronto. She has a bachelor's degree in business management, and she is currently working for a medium sized marketing agency as a digital marketing coordinator and spending her free time on a personal project doing online content for YouTube. She has an annual salary of \$78,000.

She loves spending time creating content about personal branding on YouTube and going out to brunch with her friends. One of her main goals is to develop new skills to increase her chances of being promoted at work or reassigned to another position in her industry. She also aims to achieve at least 200,000 followers on her YouTube channel within a year.

*Figure 22. The many faces of 'Miley'. Source: Pexels.com*



## Demographics

- Age group: 18-35

This age group represents young adults who are still in the process of building their careers and seeking new opportunities to advance their skills. They are likely to be tech-savvy and open to online learning, making them a prime audience for an online course. Additionally, they are still early in their careers and looking for ways to stand out and gain a competitive edge, making the course particularly appealing to them. These courses will also be beneficial to individuals seasoned in their careers who may be experiencing a shift in their current goals and aspirations. As such, it will appeal to their interests to consider learning skills to develop previously unexplored passions.

- Education

Secondary and Post-Secondary Education. Individuals who possess College Certifications and Diplomas as well as Undergraduate and Graduate degrees. The primary disciplines of focus are creative arts, journalism, marketing, communications, media, or related fields.

Because these individuals possess prior knowledge of communications and media, this course can offer a complementary resource to help them expand their knowledge and become more confident in front of the camera. Targeting this segment also allows BDH Collective to reach students before they graduate and enter the workforce, potentially labeling the company as a go-to resource for media and camera work skills.

- Occupation

Early-career professionals looking to expand their skills in media, personal branding and personal presentation. Experienced professionals who are seeking to develop skills to switch careers or explore their passions.

This segment represents individuals who are already working in or aspiring to work in the media who are looking to gain a competitive edge. By offering an online course that is specifically tailored to their needs, this course can help these individuals expand their skills and become more confident in front of the camera, ultimately helping them advance their careers. This allows BDH Collective to reach individuals who are already familiar with camera work and media and who are looking for ways to improve, making them a highly engaged and potentially lucrative target for the company.

- Income

These individuals would have an annual salary of CAD\$61,000 – CAD\$80,000 and are required to have at least CAD\$300 - CAD\$500 of discretionary income available monthly to spend on upskilling activities. This would

indicate that they have the means to purchase the courses. Since BDH Collective wants the courses to have an international reach, this is especially important for countries who have weaker currencies than the Canadian dollar.

- Ethnicity

There is an opportunity for BDH Collective to target immigrants who have migrated to Canada. In this way the courses could be marketed as a means of introducing these individuals to Canadian methodologies, values and norms surrounding media and personal branding. This makes it easier for people from different backgrounds to integrate into these industries.

## Psychographics

- Values: Time, Accessibility, Self-image/Status

These courses cater to people who value time, accessibility and self-image. Being an online course gives users the flexibility to do the course at their own pace and learn according to their schedule. Because the course requires students to have access to the internet and a laptop, this benefits those who value the accessibility that technology offers, being able to receive the content overtime and via multiple devices. The people taking these courses will be expected to learn things that bring them more knowledge in their respective fields and give them an opportunity to receive credential for their self-improvement.

- Personality Traits/Interests: Self-improvement,

BDH's courses are perfect for people who wish to further their education, work on appearance and how they present themselves. Individuals who aren't necessarily confident in themselves but are creative and want to be able to grow into a more professional role in their career whether it's a YouTube channel host, news station anchors, podcasters and even individually.

## Geographics

- Urban areas with high concentrations of media and creative professionals

By targeting urban and metropolitan clusters of media and creative professionals, this course can reach individuals who are likely to be interested in the course and actively seeking ways to enhance their skills. These areas tend to have a high demand for camera work and media skills, making them an ideal target for BDH Collective. BDH

Collective can reach individuals who are more likely to have access to the technology and resources needed to participate in an online course.

- French and English-speaking countries

BDH Collective courses are targeted to French and English speakers, making French and English-speaking countries the ideal target for marketing. By focusing on these countries, BDH Collective can reach individuals who are already proficient in the language used in the course and who are therefore more likely to be interested in and able to participate in the course. BDH Collective can tap into large, linguistically diverse markets, potentially reaching many individuals who are interested in expanding their skills in camera work, media and personal branding.

- Montreal and Toronto, Canada

As BDH Collective is situated in Montreal and Toronto, individuals in these major cities are the primary target for these courses. By targeting these cities specifically, BDH Collective can tap into the local talent pool and reach individuals who are already working in or aspiring to work in media and camera work. They can leverage their local presence and potentially establish strong relationships with local media and creative professionals, leading to increased brand awareness, increased sales as well as courses referrals and testimonials.

- Accessibility

BDH Collective envisions a global reach for courses offered. However, based on the parameters of the businesses e-commerce capability this limits the countries from which these courses can be purchased. As such, marketing efforts will be targeted to countries where residents have the purchasing access to partake in these courses.

## Behavioristics

Based on our knowledge of BDH Collective, we know that we are targeting creative communication professionals ages 18-35, working toward self-improvement in French and English-speaking areas around the world. Analyzing behavioral data of consumers is not applicable at this time because the online courses have yet to be purchased. What we can do is recommend some strategies on how to segment based on customer behavior. There are many young adults new to the creative communications industry, there is a higher need for the knowledge BDH Collective provides through their online courses. We recommend segmenting customers by purchase frequency to help identify who the most loyal customers are. Having a survey on the BDH Collective website would be a beneficial way collect behavioristics data to market to the perfect customer.

## Motivation

The customers' main motivations for online courses are the need for achievement, need for career development, and need for recognition in their industries which means that they have a psychogenic motivation. According to Tyagi and Kumar (2004) in their book "Consumer Behavior" psychogenic needs arise from psychological states of tension such as needs for recognition, esteem, or belonging. For this reason, it could be recognized as a psychogenic need because customers desire or improve their skills, knowledge, and work-related experiences in order to advance in their profession and be recognized in their industries which could allow them to have a better personal brand.



On the other hand, customers who engage in online learning can have another kind of motivation which is the utilitarian need. Here those customers could be buying BDH Collective courses to understand how the camera works, how makeup works, and how to build their own technological setup to create their own content which shows that there is a desire to achieve a functional benefit from the online courses.

- Motivational Conflicts

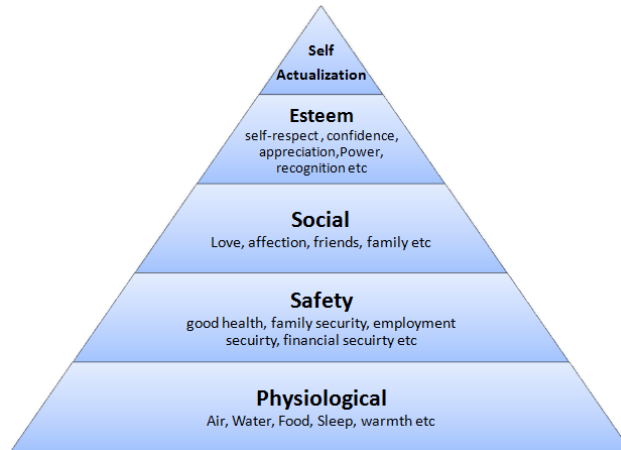
The main advantage of the online courses offered by BDH Collective is that it allows consumers to take the courses when they have the availability to take them. For this reason, it could be a benefit for busy people who are looking to keep their professional life trained and updated. However, there could appear an Approach-Approach motivation conflict in terms of the acquisition because customers could not have enough money to afford all courses and they will need to pick just one or two of them according to their budget. Approach-Approach conflicts appear when customers must make a choice between two equally desirable stimuli. In this case, the business must keep a close follow of those customers that did not take other online courses for this reason to persuade them to buy another course immediately after they have the availability and money to buy it.

- Maslow's Hierarchy of Needs

Regarding Maslow's pyramid, we can say that BDH Collective clients usually focus on the fourth level of the pyramid on esteem needs, which includes the need for recognition and respect from others. BDH Collective's customers are likely to look for courses that can help them improve their skills and knowledge, which can lead to greater recognition and respect from their colleagues and peers.

On the other hand, BDH collective clients are also motivated by what is at the top of Maslow's pyramid which is called "self-actualization", which refers to the need for personal growth and development. BDH collective customers may be interested in courses that can help them reach their full potential, whether that means developing new skills or improving aspects that allow them to perform better in their industries.

Figure 23. Maslow's Hierarchy of Needs. Source: (pvidya.com, n.d.)



- Cognitive Dissonance

One of the main cognitive dissonances generated by BDH Collective is about the implementation of reviews or direct comments by users. The 2017 OECD study on peer platforms suggests that 73% of consumers considered the ability to review other consumer ratings of courses as “crucial” or “very important” to their willingness to engage in a transaction. If BDH Collective were to provide more information about the company on their website and customer reviews, coupled with excellent after sales service this could prevent buyers’ remorse in students after they have purchased a course.

## Perception

Perception can be analyzed through the senses that BDH Collective transmits through its web page, logo, and thumbnail of the online courses.

One of the predominant senses used by BDH Collective is sight through the colors displayed in the brands logo. Within its website, the purple color predominates, which naturally gives a sense of innovation, imagination, and creativity. Additionally, the design of its logo allows us to see 3 main colors, white, black and yellow. Which is also useful since it transmits elegance, positivity, optimism and even creativity. It is notable that BDH Collective

recognizes the importance of relating colors to its business persona and that it has a “powerful impact on all the life at the subconscious level”, (Sliburyte, Laimona & Skeryte, Ilona, 2014).

However, there is still a factor that could be improved with regards to perception. The appealing to the consumer sense of hearing by using a sound logo as a short introduction at the beginning of the online courses or a brief sound when clicking on a video related to BDH Collective could act as a recognizable stimulus in the mind of the consumer, enabling them to easily identify BDH Collective without the use of their other senses.

Finally, BDH Collective does not yet have a means of collecting feedback on the courses since they have yet to make a sale. This limits the ability to evaluate the perception of online courses until there is a purchase. However, the perception of what BDH Collective can offer as a brand or business from our point of view is not without bias because there are no existing reviews, testimonials or overall feedback from clients, staff or partners to give a more detailed understanding of the company to motivate consumers to buy these courses.

## Cultures and Subcultures

BDH Collective will deliver courses in the French and English language. While the objective of business is to have a global reach, encompassing students from numerous countries and backgrounds, the lessons and methodologies will be taught with a focus on Western cultural norms and values. As such, this requires the BDH Collective to be cognizant of countries that are welcoming to Western ideals and ways of personal branding and presentation. The business will also have the



opportunity of taking advantage of immigrants who have migrated to Canada who require an in-depth understanding of Canadian media and communication methodologies.

- Subculture

Market segmentation of French Canadians involves dividing the Canadian cultural groups into smaller subcultures based on their unique characteristics and behaviors. French Canadians are a large and diverse group of people who share a common French heritage and language but may have different beliefs, values, and lifestyles. Marketers targeting this group should consider factors such as age, income, education level, language proficiency,



and geographic location, as well as cultural values and traditions, to better understand the needs and preferences of French Canadians.

For example, BDH Collective would need to segment French Canadians based on their language proficiency in French and English, with separate marketing campaigns aimed at each segment. Additionally, the content offered via these courses would need to consider industry trends within those sections of Canada. The company might also segment French Canadians based on location, with different marketing campaigns aimed at urban vs. rural areas. Other market segmentation factors include income, education level, and cultural values, such as a strong sense of national identity or a commitment to preserving the French language and culture.

## Conclusions

What this study reveals is that BDH Collective needs to build brand equity by identifying their main target audience, developing a unique value proposition as a company that offers professional online courses, establish a strong brand identity, build a strong online presence by putting more effort into marketing (online promotion, adds, etc.), foster partnerships and collaborations with companies in Canada and increase their budget to invest in promotion on a large scale to attract global customers. On the other hand, in terms of market segmentation, we can conclude that it will be necessary to develop and analyze current data of customers in Canada who buy online courses, be more specific in their customer targeting strategy, create customer personas according to the potential courses that BDH Collective has in mind to launch, and constantly evaluate segment attractiveness in new markets such as international students.

## Recommendations

### Technology

- **Create a Comprehensive and User-Friendly Website:** As BDH Collective is in the process of rebuilding their website, it is essential to create a comprehensive and user-friendly website that provides detailed information about their online courses and consulting services. The website should have a clean and visually appealing design, be easy to navigate, and provide clear

information about the courses and services offered. Additionally, the website should be optimized for mobile devices, as many customers prefer to access websites on their smartphones.

- Create a BDH Collective App, this strategy is key for companies that are benefiting from this as great technique for a long-term purchase of online courses. This trend benefits the company and active users of the courses to continue learning from BDH Collective regularly. Creating a personalized learning experience is critical for the return of online course clients.

## Promotion

- Implement Effective Search Engine Optimization (SEO) Strategies: In addition to creating a user-friendly website, it is crucial to implement effective SEO strategies to ensure that the website ranks highly on search engine results pages. This involves conducting thorough keyword research, optimizing page titles and descriptions, and creating high-quality and relevant content. By implementing effective SEO strategies, BDH Collective can increase the visibility of their website and attract more potential customers.
- Develop a Consistent and Engaging Social Media Strategy: BDH Collective has a strong presence on Facebook and LinkedIn but needs to put more effort into their Twitter account. They should create a consistent and engaging social media strategy that not only promotes the course but also showcases their expertise and authority in the online education market. This can be achieved through sharing valuable content, interacting with followers, and highlighting success stories or testimonials from past customers.
- Invest in the promotion of online courses through digital marketing: BDH Collective could obtain a greater profit margin, scope, and effectiveness in approaching its target audience by investing in promotion, since its market is characterized by proximity to the technology, we believe that online courses should be promoted both on social networks and on YouTube, etc. Since naturally many people turn to YouTube for information on a topic, if the advertising is well focused it could attract new interested customers if it shows solid, reliable and professional content.
- Participate in eLearning, Coaching, Marketing and Creative Events: BDH Collective should choose events that are in line with the goal and vision that the company has, to build awareness and reach of their online course. Participating in these events gives BDH the unique advantage to

meet potential customers that match the characteristics of the company's target audience, enhance the corporate image of BDH Collective and create top of mind awareness of the company's name and courses.

## Credibility

- **Increase Transparency and Build Credibility:** BDH Collective could benefit from increasing transparency about their team members and their backgrounds to build trust and credibility with potential clients. They could also consider sharing more information about the company's mission, vision, and values to help potential clients connect with the company's brand and culture.
- **Leverage Influencer Marketing:** To expand their reach and attract more potential customers, BDH Collective could consider partnering with influencers in their industry in international markets. Influencers can help promote the course to their followers, increasing awareness and credibility in other countries. It is essential to carefully select influencers whose values align with the company's mission and brand.

## Content & Customer Service

- **Use Artificial Intelligence and create surveys** to help match the client to their preferred learning style, and needed content based on their field. This will mitigate the likelihood of BDH Collective spending time and resources to create courses that customers deem irrelevant. In this the company can strategically direct their creative efforts to produce content that is in demand.
- **Focus on Microlearning:** It will be beneficial for BDH Collective to focus on micro learning which promotes efficiency through short pieces of content provided using video to accurately demonstrate what is being taught. The reason gamification might be unsuitable for the BDH courses is because they are targeting professionals who may or may not have prior education and do not want to be playing learning games to boost their education.
- **Provide Exceptional Customer Support:** BDH Collective should ensure that they provide exceptional customer support throughout the customer's journey. They should respond promptly to inquiries and provide personalized support to help customers feel valued and appreciated. This

can help to build a positive reputation and increase customer loyalty. This also leads to the fact that BDH should ensure that they possess an adequate supply of employees and partners to supply creative content as well as instructors and technical support to meet the demands of students.

- **Continuously Improve and Adapt:** As the online education market continues to evolve, BDH Collective must continuously improve and adapt their services to meet the changing needs and preferences of their customers. They should regularly gather feedback from customers and use it to inform improvements and innovations to their courses and consulting services.

## Market Segmentation & Targeting

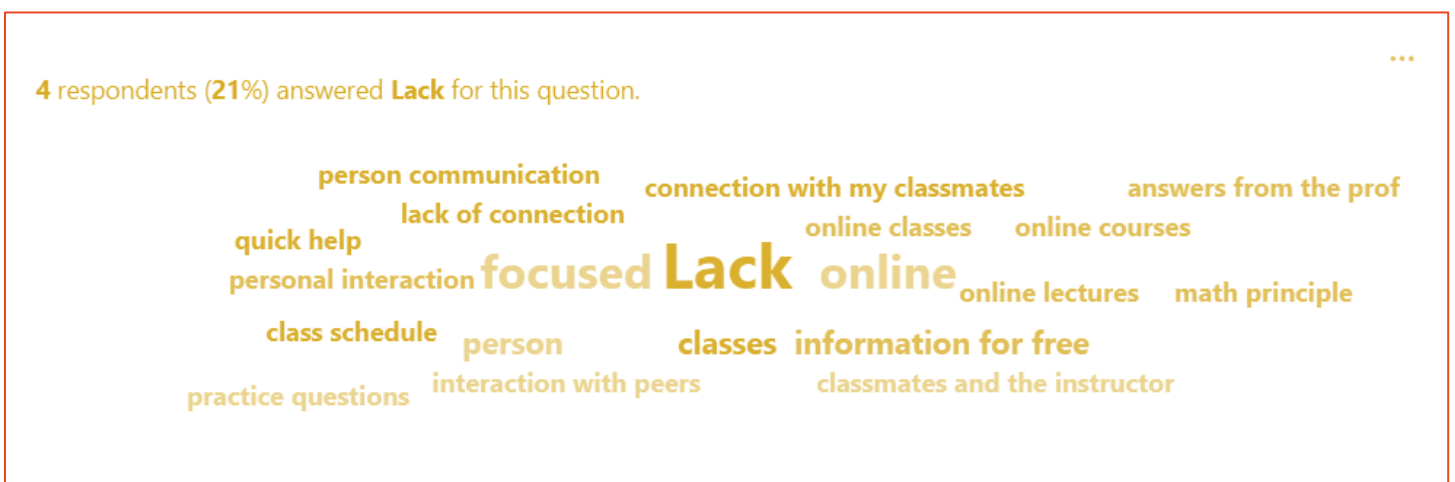
- **Focus on customer demographics that match BDH Collectives growth:** Based on the research presented above it is highly recommended that BDH Collective focuses their marketing efforts on individuals who are 18 – 35 years old as this represents the largest cohort of the world’s population according to World Population Review, 2023. According to Statistics Canada, this represents more the eight million people across Canadian provinces and territories in 2022. This is also the age group that is the most technologically inclined and would get the most out of the content that BDH will be publishing on their website. It is also recommended that BDH target new immigrants to Canada as a means to provide these incoming students and workers with the tools need to assimilate into the Canadian media and creative industries. According to Statistics Canada, international migration accounted for an increase in population of 269,305 in the Canadian population in just the second quarter of 2022. BDH should also note the economic restrictions that individuals in this age group and ethnic demographic face and as such consider implementing a penetration pricing strategy that enable customers to purchase their courses with the disposable income they possess and entice them away from the competition.
- **Geographics:** In the first phase of launching the online courses, BDH Collective should begin with targeting customers in Canada as a means of building out their local audience who will recognise influencers from within their communities. It is also important to note that in 2022 Ontario and Quebec received the largest pool of immigrants of all the provinces in Canada (Sivakumar, 2023) which is where BDH currently operates. This will give the company the opportunity to gain a strong and loyal local following who can potentially act as brand advocates in the future. Reviews and testimonials from these individuals will go a long way with building the brands credibility when BDH moves to target customers overseas. This will further assist the company in the second

phase of growth which is to actively market the course in countries overseas. Based on the research, the top countries with the highest rates of immigration to Canada were India, China, Afghanistan, Nigeria, Philippines, France, Pakistan, Iran and The United States with over 10,000 immigrants each. Since BDH Collective plans to make these courses available using e-commerce supported by PayPal, they would need to ensure PayPal supports these territories. As of 2023, PayPal is currently unavailable in Afghanistan, Pakistan and Iran which makes it unfeasible to spend time and resources to market the products in these regions. To launch in India, China, Nigeria, Philippines, France and The USA is more feasible as these countries have a demonstrated desire to immigrate to Canada and as such would be open to the kind of content that BDH will be creating and the ability to purchase the courses.

## Primary Research Findings

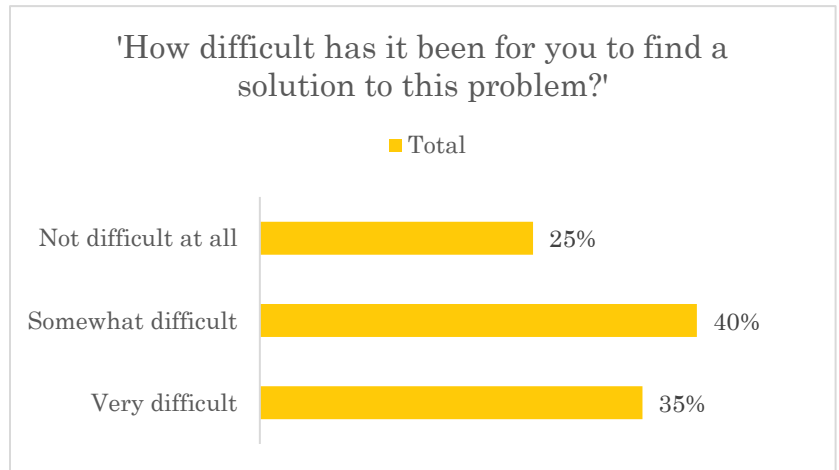
We conducted a survey that focused on understanding the learning goals/pain points of consumers regarding online learning. We were able to gather data from a total of 20 individuals who are between the ages 18 – 35 years, are currently enrolled in a postsecondary educational program or already possess post-secondary credentials and are aware of or has experience in taking on online courses. These respondents reside in Canada and other countries such as Peru, Jamaica and the United States. The Continued Learning Survey consisted of 5 questions aimed at understanding what consumers deem to be trustworthy sources of information, the amount of money they would be willing to pay for online courses and challenges with online courses that they have had.

In response to the question, ‘*What is your biggest challenge with online courses?*’, respondents primarily referenced issues with remaining focused on the lessons, staying motivated to continue with the program and a lack of interaction with peers and instructors. This data shows a great way for BDH Collective to integrate

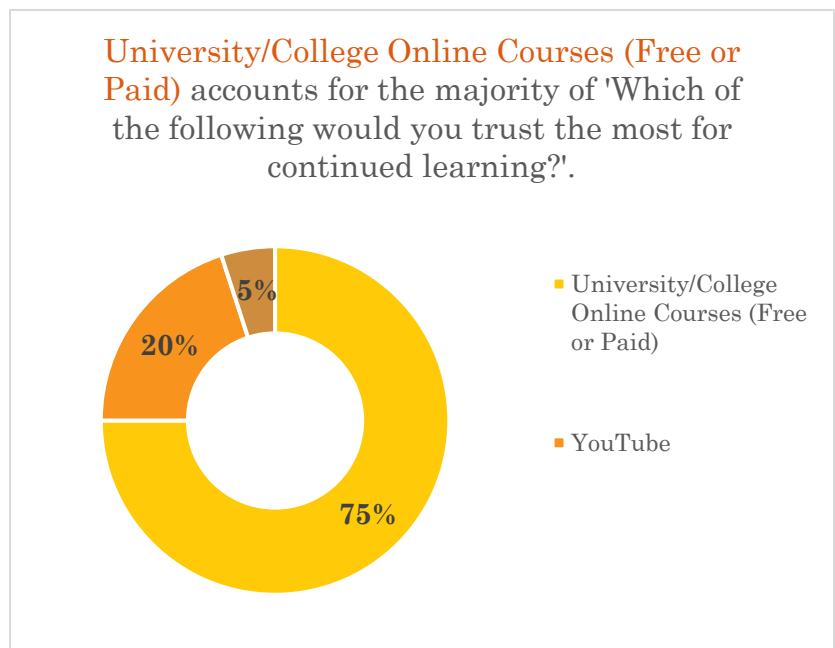


Artificial Intelligence to keep track of students' progress and success throughout the course and ways that the company can provide support to students who are struggling.

The research showed that 75% of respondents have found it either somewhat difficult or very difficult to find the content offered by online courses that would satisfy or appease the challenges that they are experiencing with courses. This is a good opportunity for BDH Collective to do further research to understand where the gaps are in this market and how it could be filled by their online courses.



The findings also showed that 75% of respondents stated that the institutions they would trust the most for continued online learning are universities and colleges. Followed by online learning platforms (25%) and YouTube (5%). No respondents indicated a high value of trust in content provided by courses provided by business or freelancers. These findings, coupled with the findings from the question, 'How much are you willing to spend on online courses to improve your skills?', found that on average customers are



willing to spend an average on CAD\$700 on online courses offered by universities and colleges. This could be due to the high value that these individuals place on gaining certificates from accredited institutions to showcase their skills to potential employers. BDH Collective could use this as an opportunity to increase the value of their courses by having the course material vetted by local Canadian educational authorities that could vouch for the content provided by the company. In this way the company could create certificates of completion for students that have an approved stamp by these regulatory bodies to enhance the value of the courses.

# Appendix



## Continued Learning Survey

This is a short survey to understand the learning goals of consumers and to identify pain points with online courses.



\* Required

1. What is your biggest challenge with online courses? \*

Enter your answer

2. How would solving this challenge help you? \*

Enter your answer

3. How difficult has it been for you to find a solution to this problem? \*

- Very difficult
- Somewhat difficult
- Not difficult at all

4. Which of the following would you trust the most for continued learning? \*

- YouTube
- University/College Online Courses (Free or Paid)
- Business Coaching Courses (by Entrepreneurs or Businesses)
- Online Learning Platforms (e.g. LinkedIn Learning, Skillshare, Udemy, etc.)

5. How much are you willing to spend on online courses to improve your skills? (Indicate your currency) \*

Enter your answer

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What is your biggest challenge with online courses?	How would solving this challenge help you?	How difficult has it been for you to find a solution to this problem?	Which of the following would you trust the most for continued learning?	How much are you willing to spend on online courses to improve your skills? (Indicate your currency)
Lack of practice questions. Eg. Worksheets focused on a single	Allows independent, hands on, practice to reinforce concepts.	Very difficult	University/College Online Courses (Free or Paid)	Unsure. Depends on the skill and the relative value.
With online classes you are now tasked with creating or finding a space conducive for learning	home can be very counterproductive. I think the physical classroom would help	Somewhat difficult	YouTube	expense of up to J\$80,000 - J\$110,000 but, if it's worth it, then it hard to put a price on
Lack of personal interaction	A better learning environment and a better connection to the	Very difficult	University/College Online Courses (Free or Paid)	Improvement on skills is priceless. A maximum would be
Teamworking with people I do not know in person.	Improving my grades and distress myself	Very difficult	University/College Online Courses (Free or Paid)	2000 cad
Little diversity of online courses	Getting more options to learn	Somewhat difficult	Online Learning Platforms (e.g. LinkedIn Learning, Skillshare, Udemy, etc.)	Maybe 300 soles per month. It depends on the time and quality of the course.
to expensive	lessen the cost	Somewhat difficult	University/College Online Courses (Free or Paid)	\$25-\$35
Doing Homework	Maybe better grades	Somewhat difficult	University/College Online Courses (Free or Paid)	0\$
Focusing and listening to online lectures due to many distractors	Allow for better learning during the course. Make more efficient	Somewhat difficult	University/College Online Courses (Free or Paid)	\$500
Getting quick help/answers from the prof	Helps me by allowing me to get work done quicker and with less	Very difficult	YouTube	0\$
Focusing	Be in a quiet environment with no distraction and not being in	Somewhat difficult	University/College Online Courses (Free or Paid)	Whatever it cost for med school
staying motivated without a consistent class schedule	it would help me be more engaged with the content and	Very difficult	University/College Online Courses (Free or Paid)	if at a university level 500\$
staying on top of material	i would not fall behind on my work and i would perform better	Somewhat difficult	University/College Online Courses (Free or Paid)	not sure, 1000\$
maintain due dates	allow for me to set aside times to ensure my work was finished	Somewhat difficult	University/College Online Courses (Free or Paid)	2000\$
communication and interaction with peers, classmates and the instructor. the lack of	classmates on a regular basis as part of the learning. Having people leave their camera on	Very difficult	University/College Online Courses (Free or Paid)	If it was a reputable university degree, I would pay over \$2000 Canadian
motivation to get started/getting assignments done	lessen stress levels over performance in school	Very difficult	University/College Online Courses (Free or Paid)	i have no idea i'm so sorry... like maybe 200\$? is that reasonable?.



# Glossary:

- Below the Line Advertising
  - Below the line advertising is the use of non-mass media methods to promote a product or service, such as direct mail, email marketing, and promotional events.
- Behavioristics
  - Behavioristics is the study of human behavior using objective and quantitative methods, with a focus on observable behavior and its relation to environmental stimuli and consequences.
- Buyer Persona
  - A buyer persona is a fictional representation of an ideal customer based on demographic, psychographic, and behavioral data that helps businesses better understand and target their audience.
- Cognitive Dissonance
  - Cognitive dissonance refers to the psychological discomfort or mental stress that arises from holding two or more conflicting beliefs, values, or ideas simultaneously.
- Culture
  - Culture refers to the shared beliefs, values, customs, behaviors, and artifacts that characterize a group or society.
- Cultural Educational Philosophies
  - Cultural educational philosophies refer to the various theories and beliefs about education that are shaped by cultural values, traditions, and norms, and emphasize the role of culture in shaping educational practices and outcomes.
- Geographics
  - Geographics is the use of geographical or spatial data in various applications.
- Market Saturation
  - Market saturation refers to a point in the product life cycle where a market is fully saturated with a product or service, resulting in little to no growth opportunities for new entrants.
- Motivation
  - Motivation refers to the driving force or reason behind a person's actions, behaviors, or goals.
- Penetration Pricing
  - Penetration pricing is a pricing strategy in which a company sets a low price for its product or service to attract customers and gain market share.

- Perception
  - Perception refers to the process by which an individual selects, interprets, and organizes sensory information to understand and make sense of the world around them.
- Points of Difference
  - Points of Difference (POD) are the unique characteristics or attributes of a product, brand, or service that differentiate it from its competitors in the eyes of the target market.
- Points of Parity
  - Points of parity refer to the attributes or characteristics of a product or service that are similar or equivalent to those of its competitors.
- Political Environment
  - The political environment refers to the impact of government institutions, political parties, and political movements on the business environment, including laws, regulations, policies, and political stability.
- Projections
  - Projections refer to forecasts or estimates of future events, trends, or outcomes based on past or current data, assumptions, and models.
- Psychographics
  - Psychographics is the study of personality, values, attitudes, interests, and lifestyles of people, which can be used to understand consumer behavior and develop targeted marketing strategies.
- Subculture
  - A cultural group within a larger culture often has beliefs or interests at variance with those of the larger culture.
- Subpar Technology
  - Subpar technology refers to technology that is considered below average in quality, performance, or functionality compared to other available options in the market.

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